

INTERNATIONAL OPPORTUNITY RECOGNITION AND EXPORT
SATISFACTION IN SMEs THROUGH EXPORT INTERMEDIARY
NETWORKING

SAHAR AHMADIAN

UNIVERSITI TEKNOLOGI MALAYSIA

INTERNATIONAL OPPORTUNITY RECOGNITION AND EXPORT
SATISFACTION IN SMEs THROUGH EXPORT INTERMEDIARY
NETWORKING

SAHAR AHMADIAN

A thesis submitted in the fulfilment of the
requirements for the award of the degree of
Doctor of Philosophy (Management)

Faculty of Management and Human Resource Development
Universiti Teknologi Malaysia

JULY 2012

Dedicated to my beloved mother and father

ACKNOWLEDGEMENTS

So many things have helped me fulfill my dream of earning a PhD. This research would never have come to fruition the aid and support of god, my many mentors, colleagues, teachers, friends, supervisors, and family.

First, I would like to thank Allah “the most merciful and the most gracious” who has blessed me with the understanding, determination and guidance during my graduate studies.

Secondly, I would like to thank all those who have contributed in so many ways to completion of this thesis. I would like to sincerely express my gratitude and appreciations to my supervisor Prof. Dr. Abu Bakar Abdual Hamid, for his year’s valuable of guidance, wisdom, encouragement and support during my entire academic career at UTM. The completion of this thesis would not possible without his assistance and encouragement. I am also very thankful to my co-supervisors Assoc. Prof. Dr. Wan Khairuzzaman Bin Wan Ismail, for the guidance, advices and motivation.

I am particularly thankful to my Father, Mother for their continuous prayers, support, and encouragement. Their support and encouragement has helped me a great deal, and has played a vital part in helping me to achieve my goals and dream. Last, I would like to thank the staff of UTM for their help and support.

ABSTRACT

International Opportunities Recognition (IOR) is the heart of International Entrepreneurship (IE) literature and has been found to be the main success factor in IE studies. Despite its importance, IOR is also the major barrier for the internationalization of SMEs. Prior studies on IOR have focused on the role of individuals and characteristics of firms and found that SMEs suffered from individual's cognitive limitation and firm's insufficient resources. However, little is known about the methods adopted by entrepreneurs to compensate the individual's cognitive and firm's resource limitation for opportunity recognition. This study approached the problem by adopting a Network Based View (NBV) derived from IE literature and applied the network to IOR. The purpose of this study is to explore the significant role of Export Intermediaries Networking (EIN) in finding opportunities in international markets and achieving export satisfaction for SMEs based on the limitation of individual cognitive and firm's resources. NBV was used to examine the mediating effect of IOR on the relationship between EIN with export satisfaction. Besides that, the study attempted to determine the relationship between IOR and export satisfaction. A quantitative method using simple random sampling was employed. A cross-sectional was utilized using structured questionnaire from which 265 responses out of 500 managers of SMEs manufacturer in Malaysia responded to the questionnaire. Multiple regression, bivariate correlation, and path analysis were employed to test the relationship between variables. Findings revealed that EIN had positive significant correlation with IOR and export satisfaction. In addition, this study found a positive significant correlation between IOR and export satisfaction. Beside that, IOR mediated the relationship between EIN and export satisfaction. Results for marketing capabilities, experience assets, and relation assets significantly clarify regression showed a 67 per cent of the variance in IOR. Likewise, these variables also had 57 per cent of the variance in the export satisfaction. The findings of this study have contributed towards the IE literature as well as provide a new perspective of managerial application for export managers to move beyond their individual cognitive and firm's resources limitations by networking with export intermediaries.

ABSTRAK

International Opportunities Recognition (IOR) adalah teras kepada literatur *International Entrepreneurship* (IE) dan telah dikenal pasti sebagai faktor kejayaan utama dalam kajian IE. Walaupun IOR adalah penting namun IOR menjadi halangan yang signifikan kepada pengantarabangsaan SMEs. Kajian-kajian lepas berkaitan IOR telah menumpukan peranan individu dan ciri-ciri firma sementara SMEs menderita akibat kognitif terhad individu dan kekurangan sumber firma. Dalam pada itu kaedah yang digunakan oleh usahawan untuk membayar individu dan sumber firma yang terhad untuk meraih peluang pengiktirafan dikenal pasti. Kajian masa kini mengatasi isu ini dengan mengadaptasikan *Network Based View* (NBV) yang dihasilkan daripada literatur IE dan menilai kebolehgunaannya untuk IOR. Tujuan kajian masa kini adalah untuk merungkai peranan signifikan *Export Intermediaries Networking* (EIN) untuk meraih peluang-peluang dalam pasaran antarabangsa dan kepuasan eksport dalam SMEs berikutan keterhadan kognitif individu dan sumber. Dengan penggabungan NBV kajian ini menguji kesan pengantara IOR dalam hubungan antara EIN dengan kepuasan eksport. Kajian ini juga cuba menentukan hubungan antara IOR dengan kepuasan eksport. Kaedah kuantitatif dan persampelan rawak mudah telah digunakan dalam kajian ini. Satu soal selidik berstruktur telah diedarkan kepada 500 orang pengurus kilang SMEs di Malaysia. Kajian *cross-sectional* telah digunakan dan sebanyak 265 maklum balas daripada 500 soal selidik telah diterima. *Multiple regression*, korelasi *Bivariate* dan *path analysis* telah digunakan untuk menguji hubungan antara pemboleh ubah. Hasil kajian telah membuktikan bahawa EIN mempunyai kolerasi positif yang signifikan dengan IOR dan kepuasan eksport. Kajian ini juga telah menemukan korelasi positif yang signifikan antara IOR dengan kepuasan eksport. Selain itu IOR telah menjadi pengantara hubungan antara EIN dengan kepuasan eksport. Kebolehpasaran, pengalaman dan perhubungan asset mengesahkan keputusan *regression* yang menunjukkan 67 peratus varian dalam IOR. Pemboleh-pemboleh ubah kajian juga turut memperoleh keputusan 57 peratus varian dalam kepuasan eksport. Kajian ini telah memperluas literature IE dan menyediakan aplikasi pengurusan yang berguna kepada pengurus eksport untuk keluar dari keterhadan kognitif dan kekurangan sumber dengan jaringan dan pengantara eksport.

TABLE OF CONTENTS

CHAPTER	TITLE	PAGE
	DECLARATION	ii
	DEDICATION	iii
	ACKNOWLEDGEMENTS	iv
	ABSTRACT	v
	ABSTRAK	vi
	TABLE OF CONTENTS	ix
	LIST OF TABLES	xvi
	LIST OF FIGURES	xix
	LIST OF ABBREVIATIONS	xxi
	LIST OF APPENDICES	xxii
1	INTRODUCTION	1
	1.1 Research Background	1
	1.2 Problem Statement	3
	1.3 Scope of the study	17
	1.4 Research Questions	19
	1.5 Research Objectives	19
	1.6 Research Hypothesis	20
	1.7 Contributions of the Study	21
	1.8 Definitions	22
	1.8.1 Small and medium-sized enterprises (SMEs)	22
	1.8.2 Internationalization	22
	1.8.3 Entrepreneurship	23

1.8.4	International Entrepreneurship (IE)	23
1.8.5	International opportunity recognition	23
1.8.6	Network-based view	23
1.8.7	Export Intermediary	24
1.8.8	Export managers	24
1.8.9	Marketing capability	24
1.8.10	Experience assets	24
1.8.11	Relation assets	25
1.8.12	Export satisfaction	25
2	REVIEW OF RELATED LITERATURE	26
2.1	Introduction	26
2.2	Internationalization in SMEs	28
2.3	International Entrepreneurship (IE)	31
2.4	International Opportunity Recognition (IOR)	32
2.5	Recognizing international opportunities	37
2.5.1	Individuals Characteristics	39
2.5.1.1	Entrepreneur's personality traits	39
2.5.2.2	Entrepreneurial learned and acquired attributes	41
2.5.2	Firm's characteristics	43
2.5.3	Networking	45
2.5.3.1	Inter-personal network	51
2.5.3.2	Inter-firm network	56
2.6	Theoretical Framework	66
2.6.1	Network Theory	66
2.6.1.1	Complement the internal firm resources	68
2.6.1.2	Decreasing Transaction Cost	69
2.6.1.3	Division of work	69
2.6.2	Exchange theory	70
2.7	Research Gap	71

2.8	Conceptual Framework Development and Hypothesis	76
2.8.1	Export intermediary networking and IOR	76
2.8.1.1	Marketing capabilities and IOR	77
2.8.1.2	Experience Knowledge Assets and IOR	79
2.8.1.3	Relation Assets and IOR	80
2.8.2	IOR and export performance	81
2.8.2.1	Marketing Capability and Export Satisfaction	82
2.8.2.2	Experience Knowledge Assets and Export Satisfaction	83
2.8.2.3	Relation Assets and Export Satisfaction	83
2.8.2.4	IOR and Export Satisfaction	84
2.8.3	The Mediating role of IOR	85
3	RESEARCH METHODOLOGY	88
3.1	Introduction	88
3.2	Research Paradigm	88
3.3	Research design	89
3.4	Research Type	90
3.5	Research Instrument	90
3.5.1	Questionnaire Design	91
3.5.1.1	Measurement format and scales	91
3.5.1.2	Language of questionnaires	92
3.5.1.3	Questionnaire division	92
3.6	Unit of Analysis	101
3.7	Validity of research tool	102
3.7.1	Distribution among experts	102
3.7.2	Pretesting	103
3.8	Reliability of research tool	104
3.9	Sampling Design and procedures	105

	3.9.1	Phase I. Random sampling	107
	3.9.2	Procedure of Data Collection	109
	3.9.3	Dealing with Non-Response	110
	3.10	Data analysis	110
4		DATA ANALYSIS	113
	4.1	Introduction	113
	4.2	Reliability of research tool	113
	4.2.1	Cronbach's alpha for the Marketing capabilities	114
	4.2.2	Cronbach's Alpha for experience assets	115
	4.2.3	Cronbach's Alpha for Relation assets	116
	4.2.4	Cronbach's Alpha for International opportunity recognition	116
	4.2.5	Cronbach's Alpha for Export satisfaction	117
	4.2.6	Cronbach's Alpha for all constructs	118
	4.3	Factor Analysis	119
	4.4	Descriptive analysis	122
	4.4.1	Research Criteria Question (Q1-Q4)	122
	4.4.2	Respondent's Background Questions (Q5-Q9)	122
	4.4.3	Firm's Background Questions (Q10-Q19)	125
	4.5	Assumption before analysis	130
	4.5.1	Normality	130
	4.5.2	Linearity	132
	4.5.3	Co-Linearity	133
	4.6	Testing Hypothesis	133
	4.6.1	Research Hypothesis 1 (H1, H1.1, H1.2, H1.3)	134
	4.6.2	Pearson Product-Moment Correlation Analysis	134

	4.6.2.1	Multiple Regression Analysis	137
	4.6.3	Research Hypothesis 2 (H2)	139
	4.6.4	Pearson Product-Moment Correlation Analysis	140
	4.6.4.1	Multiple Regression Analysis	143
	4.6.5	Research Hypothesis 3 (H3)	145
	4.6.6	Research Hypothesis 4 (H4, H4.1, H4.2, H4.3)	146
	4.6.6.1	The mediating effect of IOR between the relationship of marketing capability and export satisfaction (H4.1)	149
	4.6.6.2	The mediating effect of IOR between the relationship of experience assets and export satisfaction (H4.2)	151
	4.6.6.3	The mediating effect of IOR between the relationship of relation assets and export satisfaction (H4.3)	152
	4.6.6.4	The mediating effect of IOR between the relationship of export intermediaries networking and export satisfaction (H4)	154
	4.7	Conclusion	156
5		DISCUSSION AND CONCLUSION	160
	5.1	Introduction	160
	5.2	Major Findings and Discussion	161
	5.2.1	Respondent and Firm's Background finding	161
	5.2.2	The relation between export intermediary networking and international opportunity recognition (Q1& H1)	164

5.2.2.1	The relation between marketing capabilities and international opportunity recognition (H1.1)	167
5.2.2.2	The relation between experience assets and international opportunity recognition (H1.2)	167
5.2.2.3	The relation between relation assets and international opportunity recognition (H1.3)	169
5.2.3	The relation between export intermediaries networking and export satisfaction (Q2& H2)	170
5.2.3.1	The relation between marketing capabilities and export satisfaction (H2.1)	172
5.2.3.2	The relation between experience assets and export satisfaction (H2.2)	173
5.2.3.3	The relation between relation assets and export satisfaction (H2.3)	173
5.2.4	The relationship between international opportunity recognition (IOR) on export satisfaction (H3)	174
5.2.5	International opportunity recognition mediate the relationship between export intermediaries networking and export satisfaction (H4)	176
5.3	Theoretical Contributions	177
5.3.1	Application of network-based view (RBV)	177
5.3.2	Contribution to SME research in Southeast Asia	179
5.4	Managerial Implication	180

5.4.1	Implications for SMEs export managers	180
5.4.2	Implication for Policy Makers and Malaysian Government	181
5.5	Limitations of the Study	183
5.6	Conclusion and discussion	185
REFERENCES		188
Lampiran A-H		241-278

LIST OF TABLE

NO. TABLE	TITLE	PAGE
1.1	Barriers for SMEs internationalization (OECD, 2008)	7
2.1	Entrepreneur's personality traits	40
2.2	Entrepreneurial learned and acquired attributes	41
2.3	Firm's characteristics	43
2.4	Comparing economies (Dana et al., 2008, Pg. 121)	47
2.5	Types of social networks	54
2.6	Types of ethnic networks	56
2.7	Focus of the majority of intermediary studies	64
2.8	The benefit of using export intermediary based on the past studies	64
2.9	The focus of the relationship between manufacturer and intermediaries base on theories in the previous studies	66
3.1	Questions of General Information in the questionnaire (part 2 and 3)	95
3.2	Summery of dimension's variables	100
3.3	Cronbach's Alpha for all constructs	104
3.4	Products Manufactured	106
3.5	Table for Determining sample size from a Given Population	108
4.1	Cronbach's Alpha for items under Marketing capabilities	115
4.2	Cronbach's Alpha for items under experience assets.	115

4.3	Cronbach's Alpha for items under Relation assets	116
4.4	Cronbach's Alpha for items under International opportunity recognition	117
4.5	Cronbach's Alpha for items under Export satisfaction	118
4.6	Cronbach's Alpha for all constructs	118
4.7	Principal component analysis of the networking and IOR	120
4.8	Gender	123
4.9	Ethnic group	123
4.10	Age of Respondents	123
4.11	Level of Education	124
4.12	Experience in exporting	124
4.13	Firm's age	125
4.14	Number of employees	125
4.15	Firm's exporting experience	126
4.16	percentages of firm's total export sales	126
4.17	percentages of firm's total sales agreement with foreign customers	126
4.18	Product category of respondent's firm	127
4.19	Countries most exported	128
4.20	Export intermediary most used	128
4.21	Type of exported products	129
4.22	Number of countries exported	129
4.23	Co-linearity	133
4.24	Pearson correlation between variables	135
4.25	Relationship between export intermediaries networking and IOR(Model Summary)	138
4.26	Influence of export intermediaries networking on IOR(Coefficients)	138
4.27	Pearson correlation between Networking and ES (H2)	141
4.28	Relationship between export intermediaries networking and ES (Model Summary)	143

4.29	Influence of export intermediaries networking on ES(Coefficients)	144
4.30	Pearson correlation between IOR and ES (H3)	146
4.31	Results of tasting all of the researches' hypothesis	158

LIST OF FIGURES

NO. FIGURES	TITLE	PAGE
1.1	The level of government support programs on SMEs faced barriers	6
1.2	Focus of government support programs on SMEs internationalization	6
1.3	The picture drawn from the problem statement	16
2.1	Literature path and focus of this study	27
2.2	Factors affecting IOR according to previous studies	38
2.3	Division of networking in the previous literatures	51
2.4	Model of Butler (Butler et al., 2003)	53
2.5	Conceptual framework and development of thesis	87
3.1	The basic casual chain of dependent, independent and mediating variable (Baron and Kenny, 1986)	111
4.1	Residual histogram of MC, EXA, RA and IOR	131
4.2	Normal Probability Plot Regression Standardized Residual of histogram of MC, EXA, RA and IOR	132
4.3	Linearity	132
4.4	The mediating effect of IOR between the relationship of marketing capability and export satisfaction (H4.1)	150
4.5	The mediating effect of IOR between the relationship of experience assets and export satisfaction (H4.2)	152
4.6	The mediating effect of IOR between the relationship of relation assets and export satisfaction (H4.3)	154
4.7	The mediating effect of IOR between the relationship of export intermediaries networking and export	156

	satisfaction (H4)	
5.1	Matrix of relationship between individual and firms characteristics and using export intermediary	163
5.2	Types of export intermediaries used in Malaysian SMEs according to their priority from the most to least.	164
5.3	GDP reported by the Negara Bank in 2010	182
5.4	National export reported by the Negara Bank in 2010	182
5.5	Results of this study in one picture	187

LIST OF ABBREVIATIONS

SME	-	Small and Medium sized Enterprise
IOR	-	International Opportunity Recognition
NBV	-	Network Based View
IE	-	International Entrepreneurship
MC	-	Marketing capability
ExA	-	Experience Assets
RA	-	Relation Assets
ES	-	Export Satisfaction
EI	-	Export Intermediary
GDP	-	Gross Domestic Product
ITI		International Trade Intermediary
EIN	-	Export Intermediary Networking

LIST OF APPENDICES

APPENDIX	TITLE	PAGE
A	Reliability	241
B	Descriptive Analysis	250
C	Factor Analysis	258
D	Linearity and Normality	266
E	Correlation Analysis	267
F	Regression Analysis	270
G	Med-Graph	274
H	Questionnaire	278

CHAPTER 1

INTRODUCTION

1.1 Research Background

Small and medium enterprises (SMEs) are important in regional, national and international levels due to their increasing number, the employment and job creation, and growth opportunities, making them worthy of further research (Moen, 2000; OECD, 2000). Firm growth is a multidimensional phenomenon and there is substantial heterogeneity in a variety of variables that may affect firm growth (Delmar *et al.*, 2003). Going into international markets especially exporting to abroad as the simplest form considers as one of the important factors for SMEs growth.

In the last decades, there is keen interested research on the internationalization in small firms. International business literature mostly focuses on large firms, and theories believe that firm could be internationalizing gradually after a period of domestic experience and growth. Despite of the stage theory in internationalization business literature, scholars in the field of entrepreneurship point to the inconsistency between the stage theory and the empirical reality of a growing number of entrepreneurially oriented firms, which tends to adopt a global focus from their conception.

In the response of small firms that are global born from their establishment, International Entrepreneurship (IE), as a new field of inquiry, appears to have drawn both from International Business (traditionally focused on larger firms) and from Entrepreneurship (focused on small firms). Therefore, IE became a new field of

study which was merger of international business and entrepreneurship studies. McDougall and Oviatt defined IE as “*the discovery, enactment, evaluation, and exploitation of opportunities across national borders to create future goods and services*” (McDougall and Oviatt, 2003; p. 7). Consequently, the heart of IE studies is the way of thinking and making decisions about recognizing and utilizing the opportunities (Shane and Venkataraman, 2000).

IE research and opportunity recognition is the attraction of universal consideration (Zahra *et al.*, 2005). This has prompted the editors of several journals to call for more research investigating how entrepreneurs distinguish or discover new opportunities for international exchange (Dimitratosa and Jones, 2005; Styles and Seymour, 2006). Regarding to this call for more research, some studies focused on this topic such as (Park, 2005; DeTienne, 2008; Ellis, 2011).

One of the interesting topics in IE research is international opportunity recognition (IOR) by small and medium size firms in international markets because of their importance in the whole economy and the role of internationalization on SMEs performance. The root of opportunity recognition is originally in the classic entrepreneurship study (Park, 2005) and it considered on how firm and people are able to recognize opportunities for entering into global markets at the beginning of their internationalization (Park, 2005; Chandra, 2008).

The primacy of opportunity identification in the entrepreneurial process is now well-established (Aldrich and Zimmer, 1986; Corbett, 2007; Eckhardt and Shane, 2003; Kirzner, 1979; Ozgen and Baron, 2007; Schumpeter, 1934; Shane, 2000; Venkatarama, 1997). However, the questions of “how opportunities in foreign markets can be identified” and the “techniques used by entrepreneurs for recognize opportunity” remains under explored in the IE literature (Singh 2000; Young *et al.*, 2003) and is still mainly immature (Hills *et al.*, 1999; Shane, 2000; Collarelli-O’Connor and Rice, 2001).

Availability of firm resources has the significant role in international opportunity recognition and internationalization. Previous studies on “how entrepreneur recognize opportunities in international markets” is focused on individual and firm characteristics while SMEs are suffering from their individual

and firm characteristics. Now, SMEs understood that without resources are not able to recognize opportunities. Therefore, they should pursue innovation task to compensate their resources scarcities for their internationalization.

In other hand, studies shift from the focus on individual and firm's characteristic toward a focus on relationships with multi-polar networks and now internationalization is a function of multi-polar networks involving special relationships. Now, studies show that entrepreneur's participation in social and business network is the answer of "why and how people are able to recognize and exploit the opportunities" (e.g. Aldrich and Zimmer, 1986; Arenius and DeClercq, 2005; Chen and Chen, 1998; Coviello and Munro, 1997; Johanson and Mattsson, 1988; Komulainen *et al.*, 2006; Loane and Bell, 2006; Meyer and Skak, 2002; Mort and Weerawardena, 2006; Oviatt and McDougall, 2005; Rutashobya and Jaensson, 2004; Sharma and Blomstermo, 2003; Singh, 2000). Despite of the importance of networks for SMEs to internationalization in the recent decades, less attention has provided to entrepreneurial recognition and exploitation of those opportunities.

1.2 Problem Statement

As discussed in the previous section, small and medium enterprises (SMEs) are important in terms of their contributions at the regional, national and international levels. The presence of SMEs would contribute to the economy as their contributions, would translate into an increase in the number of employment, job creation, gross domestic production (GDP) and growth opportunities in most of the developed and developing countries, thus studying SMEs is worthy of further research (Moen, 2000; Rullani, 2000). As SME's growth will affect the above-mentioned factors and one the contributors to its success is 'Internationalization'. It is a major dimension of growth, as this would lead to a strong growth potential for the SMEs (Peng and Delios, 2006).

Internationalization is crucial because if SMEs engage in international markets, they will experience further improvement in their performance (Baldwin and Gu, 2003) This exposure and participation in the international scene would bring

about an economy of a larger scale as well as promote innovation and productivity growth among the enterprises (Harris and Li, 2005; Hughes, 2004). The transition from a national to international level for SMEs has been made possible due to the removal of barriers.

This can be seen as there is an increasing number of entrepreneurs who are entering the international markets because of the removing the barriers of trading, advances in manufacturing transportation, advances in process manufacturing, and information technology (Knight, 2000; OECD, 1998; Bell, 1995; Steenkamp, 2001).

In order to be part of internationalization, exporting is the most common entry mode used by SMEs as this is a vital for almost any sector which wants to be part of an ever growing global economy (Bowyer, 2002). Thus, gaining access to export markets considered as crucial role for SMEs development, growth and productivity (Bowyer, 2002). In the context of this study, Malaysia is one of the countries, which strongly support the internationalization of SMEs.

Malaysia a middle-income country and a rapidly developing economy in Asia with 80% of its manufacturers are small firms that have approximately 20% exporting activities from its total output (Mahajar and Hashim, 2001). To facilitate the entry of SMEs into international markets, there are many ministries and agencies available to assist continuously SMEs to export their products (Hashim, 2000). In a survey supported by OECD (2008), that Malaysia was one of the countries that contributed to the survey, it was reported that there are government support programs for SMEs in most of the countries around the world. Most of these programs consider export as an important element of SME internationalization. The survey found that 71.6% of the programs focused totally on supporting export activities and 21.6% included exporting with other international engagements as their focus. However, 6.9% supported programs that did not have any support for export as their main focus. The survey has proven that many of the programs for SMEs organized by the governments focused on exporting. Therefore, most of the government support programs focused on exporting.

Despite government assistance on exporting and access to international market as well as providing support in ICTs, evidence shows that the share of SMEs

in the international market is often noticeably lower than their share in gross domestic product (GDP). For example, Malaysian GDP was worth about 750 Billion Malaysian Ringgit of the world economy in 2010 while its national exports were worth 64 Billion Malaysian Ringgit (Bank Negara Malaysia report, 2011). This shows that there is a big difference between SMEs contribution to GDP and national export. In relation to these figures, SMEs contribution in terms of export revenue is low in comparison to their contribution to GDP. Thus, SME manufacturers have numerous opportunities to enlarge their existing share of the country's total exports and they should not miss this selling opportunity. Due to this situation, there is a need for further research on the issue of how SMEs should be more involved in exporting and internationalization (European Central Bank, 2011).

Besides that, there is a need to study further the assistance provided by domestic, foreign partners or from public sector organizations on how these sources can increase the leverage or supplement the SMEs modest sources (Susman, 2007). If these barriers or problems in the pursuit of internationalization were identified, SMEs would be able to excel and penetrate the global market. Knowing the barriers that SMEs face for internationalization could be essential to assist them to remove that, make themselves stronger, and have a confidence to move to international markets.

In another report by OECD (2008) concerning barriers, SMEs face four main barriers in the exporting activities that are access, finance, business environment, and firm capabilities. The level of importance of the government support programs are accordingly: Access (53%), Finance (47%), Capabilities (35.9%) and Business Environment (9.4%) (See picture 1.2).

Figure 1.1 : The level of government support programs on SMEs faced barriers
Source: (OECD, 2008)

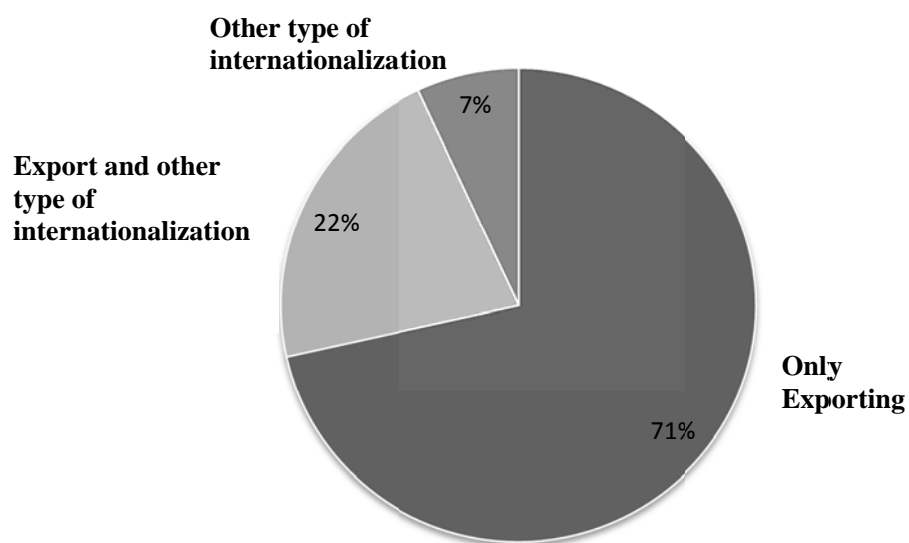


Figure 1.2 Focus of government support programs on SMEs internationalization
Source: (OECD, 2008)

Figure 1.2 shows main focus of government support is on exporting (71.6%), but still the majority of SMEs indicated access to international market as the important barriers for their internationalization (53%) (Figure.1.1 and 1.2).

Other important criteria for internationalizing SMEs were also discovered in the OECD survey. In the survey, economy policy makers, OECD members, and SMEs were asked to identify the most common barriers that they faced in their internationalization experience. The four main barriers that they faced are as below (Table 1.1).

Table 1.1 : Barriers for SMEs internationalization (OECD, 2008)

According to economy policy makers	According to OECD members	According to SMEs
Inadequate quantity of and/or untrained personnel for internationalization (Capabilities)	Obtaining reliable foreign representation (Access)	Shortage of working capital to finance exports (Finance)
Shortage of working capital to finance exports (Finance)	International opportunity recognition (Access)	International opportunity recognition (Access)
Limited information to locate/analyze markets (Access)	Limited information to locate/analyze markets (Access)	Limited information to locate/analyze markets (Access)
International opportunity recognition (Access)	Maintaining control over foreign middlemen (Access)	Inability to contact potential overseas customers (Access)

Comparison of these four main barriers from the point of views of economy policy makers, OECD members, and SMEs showed that the two barriers of “international opportunity recognition” and “limited information to locate markets” were found as the most common and very important barriers. However, “identify international opportunity” is viewed to be more important than “limited information to locate markets” from the viewpoints OECD members and SMEs. In terms of importance, “identify international opportunity” is recognized as the most important and common barriers in the surveys (See Table 1.1). Therefore, helping SMEs to remove this barrier is essential for SMEs internationalization. This identification wants further research as it would assist SMEs to survive, grow and penetrate the global market.

One of the identified factors required prior to being internationalized is the international opportunity recognition (IOR). This is the first step in an

internationalization process and a possible major barrier for SME export development (Jones and Coviello, 2005; Styles and Seymour, 2006; Mathews and Zander, 2007). There have been studies and conferences on opportunity recognition and related topics globally (Hills and Schrader, 1998; Koen and Kohli, 1998; Singh et al., 1999; Zietsma, 1999; Shepherd and Detienne, 2005). Such a topic has emerged as a field of study for entrepreneurship in its own right (Gaglio and Katz, 2001; Venkataraman, 1997; Shane and Venkataraman, 2000). IOR is at the heart of entrepreneurial activity (Vandekerckhove and Dentchev, 2005) and is highly correlated with profitability and growth of a firm (Sambasivan et al., 2009). It is considered as the major success factor in International Entrepreneurship (IE) studies (Dimitratos and Jones, 2005; Julien and Ramangalahy, 2003; Leonidou, 2004; Shaw and Darroch, 2004; Zahra *et al.*, 2005). These studies have shown that IOR merits a more systematic research attention than it has been given because this is the start of a new beginning (Chandra *et al.*, 2009; Park, 2005).

There is no denial on the importance of opportunity recognition within the expansion of SMEs but the literature available on this subject is very limited. There are very few empirical studies focusing on the international opportunity recognition (IOR) process and there is no adequate study that provides an in-depth understanding (Chandra and Styles, 2008). The scarce resources could be to the methodological gaps that exist in the field which have not received much attention (Muzychenko, 2008) and the existing studies on this subject have not been developed further (Park 2005). In another study, Shook *et al.*, (2003) stated that international opportunity awareness subject has never been relevant in IE research since international entrepreneurial firms would act accordingly in any competitive field. Here, speed and promptness in relation to operation of opportunities international become the key success factors (Dana *et al.*, 2008). From another perspective, accessible internationalization theories believe that internationalization is caused by the recognition of opportunity but there is minimal literature and little clarification on this concept (Chandra *et al.*, 2009). Due to the limited research on this specific concept concerning IOR and its important role for SMEs, thus there should be more research on this subject.

Recognizing the significance of the role of IOR, Etemad (2008) suggested there should be more emphasis on the subject of international opportunity awareness

which should study on how managers are going to follow, search actively and finally realize international opportunities (Dana *et al.*, 2008). The question of how opportunities could be identified in international markets remained unexplored because these opportunities are not extensively documented in the IE literature (Singh, 2000; Young *et al.*, 2003). The empirical research about how entrepreneurs identify opportunities in international markets, evaluate and organize the risks, and achieve resources is very limited (Mathews and Zander, 2007). Within the IOR, it is important to study how entrepreneurs are able to recognize opportunities in international markets as there are few empirical studies on it. This is an indication that further exploration on the composite factors of IOR deserves to be given due attention. The study would benefit SMEs at the national and international level.

As mentioned earlier, in the previous studies on IOR, the availability of favorable resources is one of the composite factors that allow a firm to exploit opportunities and reduce threats in competitive environments (Michalisin *et al.*, 1997). Only unique resources could change the firms to become efficient and effective in market (Barney *et al.*, 2001). Most of resources that affected opportunity recognition in the previous studies about IOR are intangible resources. Physical and tangible resources are not necessarily scarce because they can be purchased in the open market (Michalisin *et al.*, 1997) while intangible resources are usually scarce (Peteraf, 1993) as they cannot be easily purchased. According to Andersen and Kheam (1998), only intangible resources were included to constitute capabilities on international markets. Intangible resources are particularly important for predicting growth strategy (e.g. Chatterjee and Wernerfelt, 1991; Grant, 1991; Peteraf, 1993) that most of the SMEs suffer from lack of intangible resources such as market knowledge, experience and information (Coviello and McAuley, 1999; Knight 2000; Hollenstein, 2005). In addition, source of higher performance is believed to be the result of the effect of intangible resources that are difficult to identify, understand and replicate (Fahy *et al.*, 2000). International knowledge and experience as the intangible resources are hard to imitate and they could help determine a firm's performance in global competition (Peng and York, 2001). Therefore, the significant role of intangible resources in IOR and internationalization is obvious based on the previous literature due to the obvious problem faced by SMEs due to their lack of intangible resources.

Besides intangible resources, previous studies have also looked into opportunity recognition by focusing on the role and characteristics of individuals and firms. This includes an individual's cognitive limitation and the characteristics of firms as well as looking at the deficiencies or weaknesses of the resources in the firm (Vandekerckhove and Dentchev, 2005). This shows that works from previous researchers about internationalization such as Terjesen and Hessels (2007), who mentioned that the extent of the research in this area largely focuses on the role of owner and firm-specific factors and appears to be the missing resources that SMEs should have for internationalization.

In terms of resources, large manufacturers usually have the necessary resources to handle a wide range of exporting activities in-house while most SMEs do not (OECD, 1997). SMEs are not as well-resourced as the larger firms to face these internationalization challenges or to exploit the market opportunities. SMEs in comparison to large firms are characteristically considered to be resource constrained besides lacking in knowledge, market power, and resources to participate actively in global markets (Fujita, 1995; Hollenstein, 2005). It is noted that the developing countries face many constraints to compete effectively in international markets because of their lack of necessary knowledge, financing, qualified human resources, marketing skills, government support, and information (Fujita, 1995; Cviello and McAuley, 1999; Knight, 2000; Hollenstein, 2005). Therefore, it cannot be denied that without these resources and preparation, attempts to export are doomed to fail and may even risk the financial stability of the enterprise as a whole.

It is undeniable that resources for IOR and internationalization in SMEs are crucial and the lack of these resources in SMEs equates with the difficulties faced by entrepreneurs and SMEs on how to compensate their scarce resources and recognize opportunities in international markets. Little is known about the methods used by entrepreneurs on how they compensate their individual and firms limitation in the pursuit of opportunity recognition (Terjesen and Hessels, 2007). Due to these restrictions created by limited or scarce resources, holistically, SMEs and entrepreneurs should pursue innovations to compensate their limitations in terms of resources.

Besides resources, there are other factors to be considered in IOR as the market situation has changed radically these last few decades. The present trend of the related studies is shifting from the individual and firm-specific characteristics to network and relationship between buyers and sellers with multi-polar networks (Dana *et al.*, 2008). This is reflected in the entrepreneurial ways and there is a shift towards a behavioral and process approach that focuses on understanding how opportunities are discovered and acted upon by people and firms (Eckhardt and Shane, 2003; Shane, 2000; Shane and Venkataraman, 2000). In addition, studies about competition in the markets have shifted from companies to networks of companies as well as outsourcing to smaller and specific firms. In this case, control will be divided among independent firms that assist each other in increasing their efficiency and profit. According to Dana *et al.*, (2008), relationships and networking have become important elements for internationalization. Meanwhile the focus of researchers is also changing in their effort by investigating relationships, negotiations, multi-polar networks, and symbiotic entrepreneurship (Dana *et al.*, 2008). Therefore, in the new emerging international economic system, an important contributor to internationalization process is the setting up of a network by the SMEs that would facilitate international opportunities through this symbiotic network.

The reliance on network allows the internationalization of a firm to be facilitated and influenced primarily by its relationships with other business enterprise within their network (Axelsson and Johanson, 1992). In this regard, markets are the systems of industrial and social relationships among suppliers, customers, competitors, friends, family, and other members involved in the network, which is done by exchanging resources (Sharma and Blomstermo, 2003) that lead to compensate their scarce resource. According to Ellis (2003), with a suitable network and potential exchange partner, SMEs would be able to compensate their weakness and recognize the international opportunities. This support system would allow a firm to develop its position in the existing network or by establishing new ties (Johanson and Mattsson, 1988; Kontinen and Arto, 2010). One of the creative ways for SMEs to penetrate the international market is to have entrepreneurs' participation in social and business network because this has been found to be the answer of "why and how people are able to recognize and exploit the opportunities" based on several studies such as the ones by Aldrich and Zimmer (1986) and Arenius and DeClercq, (2005). Therefore, in relation to SMEs scarce resources, they would have to rely on

networking with other participants and organizations in the environment by establishing relationships to access the resources thus, paving the way for IOR and internationalization.

Ellis (2003) discussed that SMEs are able to compensate their weakness and recognize the international opportunities by having a suitable network and potential exchange partners. In this context, the definition of networks is based on the exchange of resources. Previous studies about the networking mostly focused on social and business network to acquire information. With reference to the definition of networks based on the resources exchange and previous studies on acquiring the information through the social and business network, it seems essential to pay more attention to acquiring other resources through networking. Another crucial resource is information as one of the intangible resources that affects opportunity recognition and internationalization. Although other resources such as knowledge, experience, marketing and other intangible resources have important roles in opportunity recognition and internationalization, SMEs are still not achieving their goals due to their lack of understanding about them. This is the gap that exists in the current literature, as there is a lack of in-depth understanding in the acquisition of other intangible resources for internationalization. Hence, there is an urgent need to have more research in this area of study because existing literature has neglected to see the importance of acquiring information as one of the resources for internationalization through networking.

Many of the available studies about networking and IOR have not been able to answer the question of “how entrepreneurs recognize opportunities” by responding with the applications of the term “networks”. In relation to that, studies should be conducted on the relationship between networking and compensation of scarce resources. Compensating the scarcity of resources is a necessary activity in SMEs due to its role in exploiting the opportunities, neutralizing threats in competitive environments (Michalisin *et al.*, 1997), and in export performance (Leonidou *et al.*, 2002). Terjesen and Hessels (2007) stated that there is little known about the method used by entrepreneurs to compensate the limitations of individuals and firms in terms of opportunity recognition. Thus, SMEs should pay special attention to compensate these types of scarce resources that are crucial towards international opportunity recognition and export performance. Therefore, the question of “how

entrepreneurs recognize opportunities” which have been addressed in several studies should change towards research on “how entrepreneurs compensate their scarce resources in their attempt to recognize opportunities”. More research should be conducted on how SMEs recognize opportunities with reference to the limited resources and how they perform within their cognitive individual limitation and firm resources limitation.

Export is a crucial part of internationalization of SMEs and this study wants to fill this gap by focusing on the export intermediaries networking to acquire the needed scarce resources such as marketing capability, experience and knowledge assets, and relation assets as pre-requisites for opportunity recognition and export satisfaction. This study proposes that one of the solutions to compensate the scarce resources in SMEs is to rely on the ability to network with export intermediaries.

The network cooperation between exporters and export intermediaries is very important due to the exchange of resources. Therefore, SMEs and export intermediaries have a mutual dependence relationship in which the performance of the intermediary depends on the performance of the manufacturer and vice versa. These companies introduce SMEs to the international markets and make them aware of international opportunities. The direction of such an expansion should be a norm for most of these small and medium enterprises. SMEs tend to have a relationship with export intermediaries to gain access to valuable assets and resources of these intermediaries in order to be part of internationalization (Wilkinson and Nguyen, 2003). The motivation for using intermediaries by these small firms is individuality and difficulty of imitating resources and capabilities. When a firm enters a foreign market, a large amount of resources is required and SMEs usually do not have them. Due to the SMEs’ scarce resources, they could have access to the resources needed by having a relationship with an export intermediary (Day, 1994). Terjesen *et al.*, (2007) indicated that a manufacturer’s success totally depends on the initiative and efforts of the chosen intermediary. It should be mentioned that an OECD survey on “Globalization and SME” recorded that trade company’s do 50% of the export on behalf of SMEs (OECD, 2008). Hence, in order to achieve their full potential, exporters must pay special attention to the unique competencies of these various intermediaries (Ling-yee and Ogunmokun, 2001). This shows that the collaborative

effort between intermediaries and exporters is crucial for the success of SMEs entry into the international platform.

The relationship between SMEs and export intermediaries was developed by Trabold, 2002; Peng, 1998; Root, 1994; Ilinitch *et al.*, 1993; Chalmin, 1987; Peng and York 2001; Blomstermo and Sharma, 2006). However, previous studies on the relationship between SMEs and export intermediary, have focused on transactional cost theory (e.g. Karunaratna and Johnson, 1997; Peng and Ilinitch, 1998; Lau, 2008), agency theory (Karunaratna and Johnson, 1997), institutional theory (DiMaggio and Powell, 1983), and resource dependency theory (Hessels and Terjesen, 2008). While internationalization as discussed in the previous sections is fundamentally affected by relationship and networks.

Resource dependency theory focuses on resources, transaction cost focuses on reducing cost, and Hole theory is on the opportunity for other parties in the environment which have the necessary resources. Previous studies have not paid much attention to the relationship between SMEs and export intermediaries based on Network theory. Network theory encompasses the different theories mentioned above because the firms inside a network are able to exchange resources, reduce their cost and also create opportunities for other parties inside the network. Therefore, explaining the relationship among SMEs and export intermediaries based on the network theory is important, as it will create potential beneficial effects of using this network that includes the commonly adopted relation theories used in this field of study.

Existing literature research on SMEs export activity includes the role of owner firm-specific factors such as learning, social capital, ownership, government support, placing less emphasis on the role of the export intermediaries in export development of SMEs and the discovery of international opportunities by SME owners (Spence, 2004). However, independent intermediaries (Mortanges *et al.*, 1999) handle most of the export in the world and most of these related studies examined only the characteristics associated with exporters and intermediaries (Peng and Ilinitch, 1998). Prior research has assumed to some degree that mutual cooperation between producers and export intermediaries is a necessary condition for a high joint performance (Deligonul *et al.*, 2006; Heide and Miner, 1992; Peng and

York, 2001; Gençtürk and Kotabe, 2001). These empirical researches have neglected to acknowledge the importance to support the link between effective networks and export intermediaries with SMEs in order to recognize international opportunities and export satisfaction.

Previous studies have reviewed the fact that cooperation and networking increase a firm's success by having a better and positive export performance (Hillebrand and Biemans, 2003; Ambler *et al.*, 1999). On the other hand, using of intermediaries has been argued to lead to higher international performance in the entrepreneurial context (Rabino, 1980; Shepherd and Zacharakis, 1997). SMEs through an intermediary can improve their export performance, profitability, productivity and firm satisfaction (Terjesen *et al.*, 2008; Rabino, 1980; Zacharakis, 1997; Wilkinson and Brouthers, 2006). Wilkinson and Brouthers (2006) stated that using the services of export intermediaries is positively associated with firm satisfaction with export performance (Wilkinson and Brouthers, 2006). However, these previous studies did not analyze this relationship in relation to a network theory.

A number of scholars have theorized about the beneficial effects of networking activities (Birley, 1985; Larson, 1992), or about the effect of export intermediary on export performance (Terjesen *et al.*, 2008; Rabino, 1980; Zacharakis, 1997; Wilkinson and Brouthers, 2006). However, less attention has been given to the understanding of the relationship between effective networks and a firm's performance (Aldrich *et al.*, 1986; Blundel, 2002; Cell and Baines, 2000). Another issue that needs further investigation is supporting link between export intermediary networking and export satisfaction based on the network theory for acquiring resources, which include marketing, experience and knowledge, and relation assets.

This research seeks to contribute towards the understanding of the role of export intermediaries as part of networking to compensate for the scarce resources of SMEs as well as being a part of the international opportunities recognition and export performance. This is due to the fact that our knowledge on the role of export intermediaries in networking for the international opportunity recognition and export performance by SMEs is limited. In addition, previous literatures on IOR have not

been given to the importance of networking of intermediaries and its effect on the export behavior of SMEs. The main motivation behind this research is the need to fill this gap that would enable more SMEs to be part of the internationalization process. Based on the previous studies on the relationship among export intermediaries and SMEs which is based on the exchange of intangible resources such as: marketing capability, knowledge and experience, and relationship assets (Theingi, 2008), not much is known about the affecting factors on opportunity recognition in IE literature. Thus, these issues appear to be the requirements that SMEs lack.

Therefore, this study focuses on the network theory and seeks to clarify how a network-based perspective/framework could explain the relationship between SMEs and Export Intermediaries (EIs) to compensate for the scarcity of resources in SMEs. This would include marketing, knowledge and experience, and relation assets as these could lead to international opportunity recognition and export satisfaction in SMEs. The focus on the network ties of export intermediaries is in line with the current call by authors to shift from focusing on agents to their ties based on exchanging of intangible resources such as; marketing, knowledge and experience, and relation assets. Figure 1.3 illustrates the problem statement of this thesis.

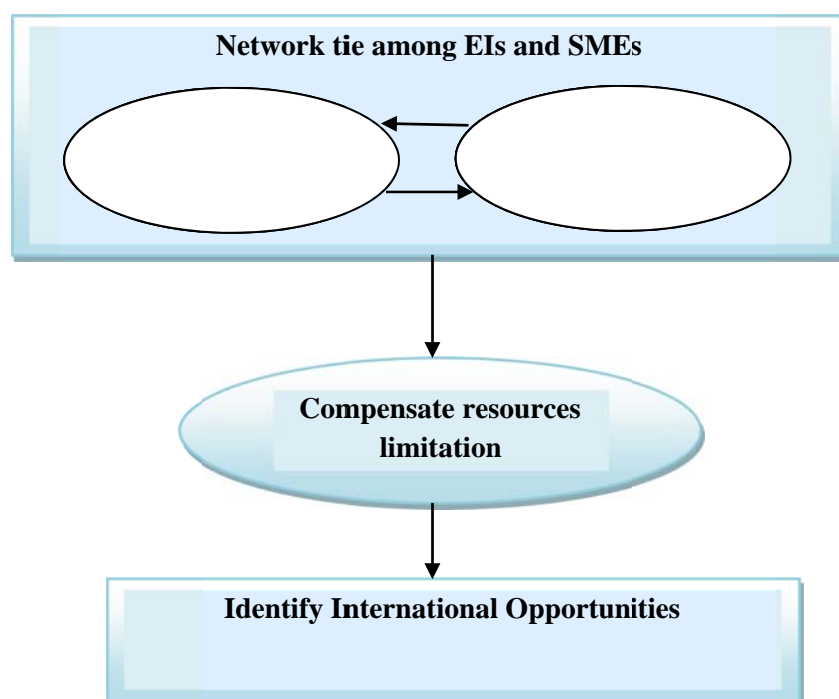


Figure 1.3 : The picture drawn from the problem statement

1.3 Scope of the study

This study is conducted in Malaysia, a fast developing country in South-east Asia (Sambasivan and Abdul, 2009). SMEs account for about 80% of total business establishments. Therefore, going forward for Malaysia to achieve a developed nation and high-income status, domestic SMEs are expected to be an important driver of growth (SMIDEC, 2009).

Developing and increasing the SMEs growth via internationalization is the interest and concern of Malaysian government. Regards to this special concern, variety of agencies and ministries are assisting and supporting Malaysian firm different steps of their internationalization (Mahajar and Hashim, 2001). The interest in the SMEs in Malaysia has witnessed a significant growth over the years (SMIDEC, 2009) due to their increasing number in Malaysia (Shankar *et al.*, 2010; Hashim, 2000). In addition, SMEs in Malaysia have stronger tendency towards exporting activities than large firms and they are looking for broader market for their products (Shanker *et al.*, 2010).

Despite the fact of Malaysian concern on internationalization and its supporting program in Malaysian firm growth, the understanding and access of these programs is difficult for SMEs (Abdullah, 1997). In addition, internationalization can present more beneficial and profitability opportunities that lead SMEs to long-term growth and profitability but Malaysia firms seemed to be lagging in the internationalization, especially in exporting area (Mahajar and Hashim, 2001).

Abdullah (1999) showed that despite of the assistance of Malaysian government, the mass of SMEs do not obtain any government support; the assistance received by the firms is also quite diverse, for example, some firms make advantage of one type of assistance, while some others used more assistance. Therefore, the accessibility of support programs for the development of SMEs is still limited despite the fact that a high policy agenda has been introduced to promote the development of SMEs in Malaysia (Abdullah, 1999).

In Malaysia, 80 percent of the total manufacturing firms are SMEs that they just export about 20 percent of their total output (Mahajar and Hashim, 2001).

Malaysian GDP was reported around 750 billions Malaysian Dollar in 2010 and national export reported around 64 Billion Malaysian Dollar (Bank Negara Malaysia, 2011). Thus, SMEs contribution to export revenue is far less than their contribution to GDP. Therefore, SMEs manufacturer in Malaysia have big potential for increasing their exports share. Moreover, they need more incentive and promoting programs in order to increase their export and improve their situation in the global market.

Syed Zamberi and Siri Roland (2010) indicated that government should do more effort for promoting and encouraging SMEs to operate the programs. Mahajar and Hashim (2001) indicated that limited study has examined how Malay firms view the internationalization. In addition, SMEs can survive themselves through internationalization because of limited local market opportunities and maturing markets.

In this regard, a survey was carrying out on small and medium sized enterprises in the manufacturing sector all over Malaysia. However, there are different definitions of SME's in different countries. SMEs are usually considered non-subsidiary, independent firms, which have less than 250 employees. This study used the Malaysian definition for SMEs and can be defined according to size, turnover and activity. SMEs in Malaysia fall into two broad categories (SMIDEC, 2009):

1. Manufacturing, manufacturing-related services and agro-based industries, which have either fewer than 150 full-time employees or an annual sales turnover of less than RM25 million.
2. Services, primary agriculture and information and communication technology (ICT), which have either fewer than 50 full-time employees or an annual sales turnover of less than RM5 million.

This research surveys a probabilistic sample of small and medium manufacturers in Malaysia in order to gather data on dependent, independent and intermediating variables of the research. The sample will consist of those SME's that are manufacturer, less than 150 employees, and have used to rely on the services offered by export intermediaries in their export operations. The basic tool for the

study is a questionnaire emailed to managers in sample members followed by a telephone call to get the completed questionnaire. The data after preparation were subject to statistical techniques such as multi-regression analysis, correlation analysis, and path analysis.

The study would help SMEs to compensate their resources scarcities by using the export intermediary networking and move to international markets.

1.4 Research Questions

After consideration of previous literature on International Entrepreneurship and international opportunity recognition, this study tries to answer the following research questions:

RQ1: Is there any relationship between export intermediary networking and international opportunity recognition in SMEs?

RQ2: Is there any relationship between export intermediary networking and export satisfaction in SMEs?

RQ3: Is there any relationship between international opportunity recognition and export satisfaction in SMEs?

RQ4: Does international opportunity recognition mediate the relationship between export intermediary networking and export satisfaction?

1.5 Research Objectives

After consideration of previous International Entrepreneurship literature the following research objectives have been developed:

RO1: There is positive relationship between export intermediary networking and international opportunity recognition in SMEs.

RO2: There is positive relationship between export intermediary networking and export satisfaction in SMEs.

RO3: There is positive relationship between international opportunity recognition and export satisfaction in SMEs.

RO4: International opportunity recognition mediates the relationship between export intermediary networking and export satisfaction.

1.6 Research Hypothesis

After consideration of previous International Entrepreneurship literature the following research hypothesis have been developed:

H1: Export intermediary networking by SMEs has relationship with international opportunity recognition in SMEs (RQ1).

- H1.1: Marketing capabilities exchanges between export intermediary and SMEs are positively correlated to international opportunity recognition in SMEs.
- H1.2: Experience assets exchanges between export intermediary and SMEs are positively correlated to international opportunity recognition in SMEs.
- H1.3: Relation assets exchanges between export intermediary and SMEs are positively correlated to international opportunity recognition in SMEs.

H2: Export intermediary networking by SMEs has relationship with export satisfaction in SMEs (RQ2).

- H2.1: Marketing capabilities exchanges between export intermediary and SMEs are positively correlated to export satisfaction in SMEs.

- H2.2: Experience assets exchanges between export intermediary and SMEs are positively correlated to export satisfaction in SMEs.
- H2.3: Relation assets exchanges between export intermediary and SMEs are positively correlated to export satisfaction in SMEs.

H3: International opportunity recognition in SMEs is positively correlated to SME's export satisfaction (RQ3).

H4: There is a mediating effect of international opportunity recognition on the relationship between export intermediary networking and export satisfaction (RQ4).

- H4.1: There is a mediating effect of international opportunity recognition on the relationship between marketing capabilities and export satisfaction.
- H4.2: There is a mediating effect of international opportunity recognition on the relationship between experience assets and export satisfaction.
- H4.3: There is a mediating effect of international opportunity recognition on the relationship between relation assets and export satisfaction.

1.7 Contributions of the Study

This research has two major academic contributions:

Firstly, the relationship between firm and export intermediary resources that influence on international opportunity recognition. The findings add to the International Entrepreneurship (IE) literature that export intermediary networking between SMEs and export intermediary for the exchange resources needed, such as experience, marketing capabilities and relationships assets, have a particularly important effect on international opportunity recognition and SMEs can identify more international opportunity. Thus, the understanding and applicability of the network-based view within the relationship between export intermediary and SMEs will further extended.

Secondly, the relationship between firm and export intermediary resources that influence on export performance. The findings add to the export literature in SMEs due to the weakness or lack of resources to go to foreign markets. Thus, the understanding and applicability of the network-based view within the relationship between export intermediary and SMEs will further extended.

The findings also contribute important evidence that establishes the network between SMEs and export intermediary that facilitate more international opportunity recognition. In addition, findings encourage SMEs to overcome SME's external and internal challenges and barriers in their internationalization and their cooperation and relation with other business network.

1.8 Definitions

The definitions provided in this section are only as a preview for which supporting discussions will follow in Chapter 2.

1.8.1 Small and medium-sized enterprises (SMEs)

SMEs are non-subsiary, independent firms that employ fewer than 150 employees (SMIDEC, 2009).

1.8.2 Internationalization

Internationalization is defined as an entrepreneurial action that starts with the awareness and willingness of the entrepreneur (responsiveness to the conditions) to the necessity of transaction with other countries that is preceded by realization of international activities (entry mode) and location of activities (Beamish, 1990; Miesenbock, 1988).

1.8.3 Entrepreneurship

Neither entrepreneurs nor entrepreneurship is a new concept of human experience. This study has used the definition of Entrepreneurial processes that consist of individual activities such as opportunity identification, resource mobilization, and the creation of an organization (Shane and Venkataraman, 2000).

1.8.4 International Entrepreneurship (IE)

There is no single definition about IE and different researchers stated different definitions of IE. In this study IE is the discovery, enactment, and exploitation of opportunities across national borders to create future goods and services (Shane and Venkataraman, 2000).

1.8.5 International opportunity recognition

"International opportunity recognition" is defined as the chance to conduct exchange with foreign market which leads to exchange agreement (Ellis, 2011).

1.8.6 Network-based view

Network-based view is defined as the sets of two or more connected exchange relationships, which involve resource exchange among its different members (Axelsson and Johanson, 1992; Sharma and Blomstermo, 2003).

1.8.7 Export Intermediary

Export intermediary are defined as specialized service firms that connect domestic producers and foreign customers by adding value to the export process, (Peng and Ilinitich, 1998) an efficient alternative for SMEs that have limited resources and lack of knowledge regarding foreign markets (Trabold, 2002; Peng, 1998; Root, 1994; Ilinitich *et al.*, 1993; Chalmin, 1987).The term, “export intermediaries” refers to both agents and distributors in this study.

1.8.8 Export managers

Export managers are individuals who are responsible for exporting a product to foreign markets. In SMEs owners, production managers, general managers and marketing managers are often responsible for exporting (Thingy, 2008).

1.8.9 Marketing capability

Marketing capability in this study is one of the export intermediaries’ resources and refers to the quality of the firm’s customer service, quality of sales force, advertising effectiveness, strength of distributor networks, speed of new product introduction, market research abilities, and ability for differentiation of products (Weerawardena, 2003).

1.8.10 Experience assets

Experience assets is as one of the export intermediaries’ resources that includes; knowledgeable about the requirements of potential customers, overall good experience with respect to the market, adequate experience to sell the products, and supply of market information (Theingi, 2008)

1.8.11 Relation assets

Relation assets in this study is one of the export intermediaries' resources and refers to strong trust and fairness, long-term relationship, good communication, helpfulness in emergency case, positive attitude toward any complaints, good reputation, and also keeping promise with customers (Piercy *et. al*, 1997).

1.8.12 Export satisfaction

This study applied subjective measurement instead of objective similar to other studies such as; Robertson and Chetty (2000), Katsikeas *et al.*, (1996). Export satisfaction in this study refers to export manager's satisfaction to sales growth in foreign markets, export market shares, number of countries they are exporting to, and overall export performance (Wilkinson and Brouthers, 2006).

REFERENCES

- Aaker, D. A. (1989). Managing Assets and Skills: The Key to a Sustainable Competitive Advantage. *California management review*, 32(2), 91-107.
- Abdullah, M. Perception and attitude of small and medium industries' entrepreneurs towards training in Malaysia: A case of Penang. *In The Proceedings of Second Asian Academy of Management Conference: Towards management excellence in the 21st Century Asia*. Langkawi, Malaysia; University of Science Malaysia. 1997.
- Abdullah, M.A. Myths and Realities of Small and Medium Enterprises in Malaysia. *In International Conference on Small and Medium Enterprises at New Crossroads: Challenges and Prospects*. Penang, Malaysia; University of Science Malaysia. 1999.
- Achrol, S.R. and Kotler, P. (1999). Marketing in the Network Economy. *Journal of Marketing*, 63(Special Issue), 146-63.
- Acs, Z. J. and Preston, L. (1997). Small and Medium-Sized Enterprises, Technology, and Globalization: Introduction to a Special Issue on Small and Medium-Sized Enterprises in the Global Economy. *Small Business Economics*, 9,1-6.
- Acs, Z. J, Dana, L. and Jones, M. V. (2003). Toward New Horizons: The Internationalisation of Entrepreneurship. *Journal of International Entrepreneurship*, 1, 5-12.
- Acs, Z. J. , Morck, R., Shaver, J. M. and Yeung, B. (1997). The Internationalization

of Small and Medium Enterprises: A Policy Perspective. *Small Business Economics*, 9(1), 7-20.

Agndal, H. and Chetty, S. (2007). The impact of relationships on changes in internationalisation strategies of SMEs. *European Journal of Marketing*, 41(11/12), 1449-1474.

Agndal, H., Chetty, S. and Wilson, H. (2008). Social capital dynamics and foreign market entry. *International Business Review*, 17(6), 663-675.

Aldrich, H. and Waldinger., R. Trends in Ethnic Businesses in the United States. In R.Waldinger, H. Aldrich, and R.Ward ed. *Ethnic Entrepreneurs: Immigrant Businesses in Industrial Societies*. Newbury, CA: Sage. 1990.

Aldrich, H. and Zimmer, C. Entrepreneurship through social networks: In D. L. Sexton and R. W. Smilor ed. *The Art and Science of Entrepreneurship*. Ballinge, MA: Cambridger, pp. 3- 23. 1986.

Aldrich, H.E, Jones, T.P. and McEvoy, D. Ethnic advantage and minority business development. In R. Ward & R. Jenkins ed. *Ethnic Communities in Business: Strategies for Economic Survival*. Cambridge: Cambridge University Press, pp. 189–210. 1984.

Alerck, P.L. and Settle, R.B., *The Survey Research Handbook*, Boston, MA: Homewood, Ill. (1985).

Alvarez, R. (2004). Sources of export success in small- and medium-sized enterprises: the impact of public programs. *International Business Review*, 13(3), 383-400.

Ambler, T., Styles, C. and Xiucun, W. (1999). The effect of channel relationships and guanxi on the performance of inter-province export ventures in the People's Republic of China. *International Journal of Research in Marketing*, 16(1), 75-87.

- Andersen, O. and Kheam, L.S. (1998). Resource-based theory and international growth strategies: an exploratory study. *International Business Review*, 7, 163-184.
- Anderson, J. C. and Narus, J.A. (1990). A model of distributor firm and manufacturer firm working partnerships. *Journal of Marketing*, 54(1), 42-58.
- Ardichivili, A., Cardonzo, R. and Sourav, R. (2003). A theory of entrepreneurial opportunity identification and development. *Journal of Business Venturing*, 18(1), 105–123.
- Arenius, P. and DeClercq, D. (2005). A Network-based Approach on Opportunity Recognition. *Small Business Economics*, 24(3), 249-265.
- Atuahene-Gima, K., (1993 a). Determinants of Inward Technology Licensing Intentions: An Empirical Analysis of Australian Engineering Firms. *Journal of Product Innovation Management*, 10(3), 230-240.
- Atuahene-Gima, K. (1993 b). Relative Importance of Firm and Managerial Influences on International Technology Licensing Behaviour. *International Marketing Review*, 10(2).
- Atuahene-Gima, K. (1995). The influence of new product factors on export propensity and performance: an empirical analysis. *Journal of International Marketing*, 3(2), 11–28.
- Axelsson, B. and Johanson, J. (1992). Foreign market entry: the Textbook vs. the Network View. In B. Axelsson & G. Easton, eds. *Industrial Networks: A New View of Reality*. London: Routledge, 218-234.
- Bagozzi, R.P. (1975). Marketing as exchange. *Journal of Marketing*, 39(4), 32-9.
- Balabanis, G.I. (2000). Factors Affecting Export Intermediaries' Service Offerings: The British Example. *International Business*, 31(1), 83-99.

- Balabanis, G.I. and Katsikea, E.S. (2003). Being an entrepreneurial exporter: does it pay? *International Business Review*, 12(2), 233-252.
- Baldauf, A., Cravens, D. W. and Wagner, U. (2000). Examining Determinants of Export Performance in Small Open Economies. *Journal of World Business*, 35(1), 61-79.
- Baldwin, J. R. and Gu, W. (2004). Trade Liberalization: Export-market Participation, Productivity Growth, and Innovation. *Oxford Review of Economic Policy*, 20(3), 372-392.
- Baldwin, John R. and Gu, W. (2003). Export-Market Participation and Productivity Performance in Canadian Manufacturing. *Canadian Journal of Economics/Revue Canadienne d'Economie*, 36(3), 634-657.
- Barney, J., Wright, M. and Ketchen, D.J. (2001). The resource-based view of the firm: Ten years after 1991. *Journal of Management*, 27(special issue editors), 625-641.
- Barney, J.B. (2001). Is the Resource-Based “ View ” A Useful Perspective for Strategic Management Research? Yes. *The Academy of Management Review*, 26(1), 41-56.
- Barney, J.B. (1986). Strategic Factor Markets: Expectations, Luck, and Business Strategy. *Management Science*, 32(10), 1231-1241.
- Baron, R. and Tang, J. (2009). Entrepreneurs’ Social Skills and New Venture Performance: Mediating Mechanisms and Cultural Generality. *Journal of Management*, 35(2), 282-306.
- Baron, R.A. (1998). Cognitive mechanisms in entrepreneurship, why and when entrepreneurs think differently than other people. *Journal of Business Venturing*, 13, 275-294.

- Baron, R.A., (2007). Opportunity Recognition as Pattern Recognition: How Entrepreneurs “Connect the Dots” to Identify New Business Opportunities. *Academy of Management Perspective*, 104-120.
- Baron, R.M. and Kenny, D.A., (1986). The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations. *Journal of Personality and Social Psychology*, 51(6), 1173–1182.
- Barrett, C.B. (1997). Food Marketing Liberalization and Trader Entry: Evidence from Madagascar. *World Development*, 25(5), 763–777.
- Baum, J.R., Locke, E.A. and Smith, K.G. (2001). A Multidimensional Model of venture Growth. *Academy of Management Journal*, 44(2), 292-303.
- Bausch, A. and Krist, M. (2007). The Effect of Context-Related Moderators on the Internationalization-Performance Relationship: Evidence from Meta-Analysis. *Management International Review*, 47(3), pp.319 - 347.
- Beamish, P. W and Killing, P.J. *Cooperative strategies: European perspectives*, San Francisco, CA: New Lexington Press. 1997.
- Beamish, P. W. The internationalisation process for smaller Ontario firms: A research agenda. In A. Rusman. ed. *Research in global strategic management*. Greenwich, Conn: JAI Press. 1990.
- Bearden, W.O. and Netemeyer, R.G. *Handbook of Marketing Scales: Multi-Item Measures for Marketing and Consumer Research* 2nd ed. Thousand Oaks, CA: Sage Publications. 1998.
- Begley, T.M. and Boyd, D.P. (1987). Psychological characteristics associated with performance in entrepreneurial firms and smaller businesses. *Journal of Business Venturing*, 2(1), 79-93.

- Bell, J.D. (1995). The internationalisation of small computer software firms a further challenge to “stage” theories. *European Journal of Marketing*, 29(8), 60-75.
- Bello, D. C. and Williamson, N.C. (1985). The American Export Trading Company: Designing a new international marketing institution. *Journal of Marketing*, 49(4), 60–69.
- Bello, D., Urban, D. and Verhage, B.J. (1991). Evaluating Export Middlemen in Alternative Channel Structures. *International Marketing Review*, 8(5), 49–64.
- Bello, Daniel C and Lohtia., R. (1995). Export Channel Design: The Use of Foreign Distributors and Agents. *Journal of the Academy of Marketing Science*, 23(2), 83-93.
- Bijmolt, T.H.A. and Zwart, P.S. (1994). The Impact of Internal Factors on the Export Success of Dutch Small and Medium-Sized Firms. *Journal of Small Business Management*, 32(2), 69–83.
- Birley, S., Cromie, S. and Myers, A. (1991). Entrepreneurial networks: their emergence in Ireland and overseas. *International Small Business Journal*, 9(4), 56-74.
- Birley, Sue. (1985). The role of networks in the entrepreneurial process. *Journal of Business Venturing*, 1(1), 107–117.
- Blankenburg, D. (1995). A network approach to foreign market entry. In K. Moller, ed. *Business Marketing: An Interaction and Network Perspective*. 375-405.
- Blaschke, J. and Ersoz, A. (1986). The Turkish economy in West Berlin. *International Small Business Journal*, 48(3), 38–45.
- Blomstermo, A., Eriksson, K. ,Lindstrand, A., Sharma, D. D. (2004). The perceived

usefulness of network experiential knowledge in the internationalizing firm. *Journal of International Management*, 10(3), 355.

Blomstermo, A., Sharma, D. D. and Sallis, J. (2006a) Choice of foreign market entry mode in service firms. *International Marketing Review*, 23(2), 211–229.

Blomstermo, A., Sharma, D. D and Sallis, J. (2006 b). Choice of foreign market entry mode in service firms. *Journal of International Marketing*, 23(2), 211-229.

Bloodgood, J., Sapienza, H. J. and Almeida, J.G. (1996). The internationalization of new high-potential U.S. ventures: Antecedents and outcomes. *Entrepreneurship Theory and Practice*, 20, 61-76.

Blundel, R. (2002). Network Evolution and the Growth of Artisanal Firms: A Tale of Two Regional Cheese Makers. *Entrepreneurship and Regional Development*, 14, 1-30.

Boissevain, J. and Grotenbreg, H. Ethnic enterprise in the Netherlands: the Surinamese of Amsterdam. In R. Goffee and R. Scase ed. *Entrepreneurship in Europe*. Beckenham, Kent: Croom Helm, 105–130. 1987.

Bonaccorsi, A. (1992). On the Relationship between Firm Size and Export Intensity. *Journal of International Business Studies*, 23(4), 605-635.

Bonacich, E. and Light, I., (1988). *Immigrant Entrepreneurs*, Berkley, CA: University of California Press.

Bowyer, D., *Going Global, Part II-A Three-Part Series Covering Tips, Advice, and Resources to Help You Turn Your Company into a Global Presence on the Internet*. 2002.

- Boyce, J., *Market Research in Practice*, McGraw Hill Australia. 2002.
- Bradley, F., Meyer, R. and Gao, Y. (2006). Use of supplier-customer relationships by SMEs to enter foreign markets. *Industrial Marketing Management*, 35(6), 652-665.
- Brenner, G. and Toulouse, J.-M. (1990). Business Creation among the Chinese Immigrants in Montreal. *Journal of Small Business and Entrepreneurship*, 7(4), 38-44.
- Brockhaus, R.H. and Horowitz, P.S., *The Psychology of the Entrepreneur: The Art and Science of Entrepreneurship*. In F. K. Norris ed. *Entrepreneurship: critical perspectives on business and management*. London: Routledge, pp. 25-48. 2002.
- Brouthers, L. E. and Xu, K. (2002). Product Stereotypes, Strategy and Performance Satisfaction: The Case of Chinese Exporters. *Journal of International Business Studies*, 33(4), 657-77.
- Brown, T.E., Davidsson, P. and Wiklund, J. (2001). An operationalization of Stevenson's conceptualization of entrepreneurship as opportunity-based firm behavior. *Strategic Management Journal*, 22(10), 953-968.
- Burt, R.S. (1992). Structural Holes.
- Burt, R.S., The network structure of social capital. In R. I. Sutton and B. M. Staw ed. *Research in Organizational Behavior*. Greenwich, CT: JAI Press, pp. 345-423. 2000.
- Butler, J.E and Chamornmarn, W. (1995). Entrepreneurial Characteristics: Reflections of a Changing Economy. *Chulalongkorn Journal of Economics*, 7, 89-110.
- Butler, J. E, Brown, B. and Chamornmarn, W. (2003). Informational Networks, Entrepreneurial Action and Performance. *Asia Pacific Journal of*

Management, 20(2), 151-174.

Bygrave, W.D. and Hofer, C.W. (1991). Theorizing about entrepreneurship. *Entrepreneurship Theory and Practice*, 16(2), 13–22.

Cabreraa, P., Auslander, W. and Polgar, M. (2009). Future Orientation of Adolescents in Foster Care: Relationship to Trauma, Mental Health , and HIV Risk Behaviors. *Journal of Child & Adolescent Trauma*, 26(11), 271-286.

Carson, D. and Grant, K. SME marketing competencies: a definition and some empirical evidence. In G.E. Hills, R. W. L. Forge, and D. F. Muzyaka ed. *Research at the Marketing/ Entrepreneurship Interface*. University of Illinois at Chicago. 1993.

Cavusgil, S.T. and Zou, S. (1994). Marketing Strategy-Performance Relationship: An Investigation of the Empirical Link in Export Market Ventures. *Journal of Marketing*, 58(January), 1-21.

Ceglie, G. and Dini, M. SME cluster and network development in developing countries: The experience of UNIDO. In R. de Janeiro ed. *International Conferance on Bulding a Modern and Effective Development service Industry for Small Enterprises*. Vienna: United Nations Industrial Development Organization. 1999.

Chalmin, P. *Traders and Merchants*. In *Panorama of International Commodity Trading*. Harwood Academic Publishers. 1987.

Chan, T.S. (1992). Emerging Trends in Export Channel Strategy: An Investigation of Hong Kong and Singaporean Firms. *European Journal of Marketing*, 26(3), 18-26.

Chandler, G.N. and Jansen, E. (1992). The founder's self-assessed competence and venture performance. *Journal of Business Venturing*, 7(3), 223-236.

- Chandra, Y., Styles, C. and Wilkinson, I. (2009). The recognition of first time international entrepreneurial opportunities: Evidence from firms in knowledge-based industries. *International Marketing Review*, 26(1), 30-61.
- Chatterjee, S. and Wernerfelt, B. Related or unrelated diversification: A resource based approach, Institute for Research in the Behavioral, Economic, and Management Sciences, Krannert Graduate School of Management, Purdue University. West Lafayette, Ind. 1986.
- Chatterjee, S. and Wernerfelt, B. (1991). The link between resources and type of diversification: Theory and evidence. *Strategic Management Journal*, 12(1), 33-48.
- Chell, E. and Baines, S. (2000). Networking, Entrepreneurship and Microbusiness Behaviour. *Entrepreneurship and Regional Development*, 12, 195–215.
- Chell, E. and Baines, S. (2000). Networking, Entrepreneurship and Microbusiness Behaviour. *Entrepreneurship and Regional Development*, 12(3), 195–215.
- Chen, H. and Chen, T. J. (1998). Network Linkages and Location Choice in Foreign Direct Investment. *Journal of International Business Studies*, 29(3), 445-467.
- Chen, M.K. and Wang, S. (2010 a). Expert Systems with Applications. *Expert Systems with Applications*, 37, 694-704.
- Chen, M.K. and Wang, S. (2010 b). The critical factors of success for information service industry in developing international market: Using analytic hierarchy process (AHP) approach. *Expert Systems with Applications*, 37, 694-704.
- Chetty, S. and Campbell-Hunt, C. (2003). Explosive international growth and problems of success amongst small to medium-sized firms. *International Small Business Journal*, 21(1), 5-27.

- Chetty, S. and Holm, D.B. (2000). Internationalisation of small to medium-sized manufacturing firms: a network approach. *International Business Review*, 9(1), 77-93.
- Christensen, P.S. and Peterson, R. Opportunity identification: Mapping the sources of new venture ideas. In *Frontiers of Entrepreneurship Research*. Wellesley, MA: Babson College, pp. 567–581. 1990.
- Chrysochoidis, G. and Theoharakis, V. (2004). Attainment of competitive advantage by the exporter–importer dyad: The role of export offering and import objectives. *Journal of Business Research*, 57, 329 - 337.
- Churchill, G. A., *Marketing Research: Methodological Foundations* sixth edn., The Dryden Press. 1995.
- Churchill, G. A. (1979). A Paradigm for Developing Better Measures of Marketing Constructs. *Journal of Marketing Research*, 16, 64–73.
- Claver, E., Rienda, L. and Quer, D. 2008. Family firms' risk perception: Empirical evidence on the internationalization process. *Journal of Small Business and Enterprise Development*, 15(3), 457–471.
- Coase, R.H. (1937). The Nature of the Firm. *Economica*, New Series, 4(16), pp.386-405.
- Cobanoglu, C. and Cobanoglu, N. (2003). The effect of incentives in web-based surveys: application and ethical considerations. *International Journal of Market Research*, 45(4), 475-489.
- Collarelli-O'Connor, G.C. and Rice, M. (2001). Opportunity recognition and breakthrough in large established firms. *California Management Review*, 43(2), 95–116.
- Contractor, F.J. (2007). Is International Business Good for Companies? The

Evolutionary or Multi- Stage Theory of Internationalization vs. the Transaction Cost Perspective. *Journal of Management Review*, 47(3), 453 - 475.

Cooper, C.J., Cooper, S.P, Junco, D., Eva M. S. (2006). Web-based data collection: detailed methods of a questionnaire and data gathering tool. *Epidemiol Perspect Innov*, 3(1).

Cooper, D.J., Hinings, B., Greenwood, R., Brown, J. L. (1996). Sedimentation and Transformation in Organizational Change: The Case of Canadian Law Firms. *Organization Studies*, 17(4), 623-647.

Cooper, R.G., Edgett, S.J. and Kleinschmidt, E.J., Portfolio Management for New Products: Picking The Winners. *In Reading Mass.* Addison-Wesley. 1998.

Cooper, Z.G. (1999). Product Innovation Best Practices Series From Experience: The Invisible Success Factors In Product Innovation From Experience: The Invisible Success Factors in Product Innovation. *Journal of Product Innovation Management*, 16(2), 115-133.

Corbett, A.C. (2007). Learning asymmetries and the discovery of entrepreneurial opportunities. *Journal of Business Venturing*, 22, 97 - 118.

Coviello, N.E and Munro, H. J. (1995). Growing the entrepreneurial firm: Networking for international market development. *European journal of Marketing*, 29(7), 49-61.

Coviello, N. and Munro, H., (1997). Network Relationships and the Internationalisation Process of Small Software Firms. *International Business Review*, 6(4), 361-386.

Coviello, N. E. and McAuley, A. (1999). Internationalization and the smaller firms: a Review of Contemporary Empirical research. *Management International Review*, 39(3), 223-256.

- Coviello, N. E and McAuley, A. (1999). Internationalization and the smaller firms: a Review of Contemporary Empirical research. *Management International Review*, 39(3), 223-256.
- Coviello, N. E. and Cox, M.P. (2006). The resource dynamics of international new venture networks. *Journal of International Entrepreneurship*, 4(2-3), 113-132.
- Crant, J.M., (1996). The proactive personality scale as a predictor of entrepreneurial intentions. *Journal of Small Business Management*, 34, 42-49.
- Creswell, J.W. *Research Design: Qualitative and Quantitative Approaches*, Sage Publications. 1994.
- Crick, D. and Spence, M. (2005). The internationalization of “high performing” U.K. high-tech SMEs: a study of planned and unplanned strategies. *International Business Review*, 14(2), 167-185.
- Crick, D., Chaudhry, S. and Batstone, S. (2001). An Investigation into the Overseas Expansion of Small Asian-Owned U.K. Firms. *Small Business Economics*, 16, 75-94.
- Crosa, B., Aldrich, H. E. and Keister, L., *Is There a Wealth Affect? Financial and Human Capital as Determinants of Business Startups Wellesley*. In *Frontiers of Entrepreneurship Research*. MA: Babson College. 2002.
- Curtin, P.D. *Cross- cultural Trade in World History*, Cambridge: University Press. 1984.
- D.Hunt, S. and Morgan, R. M. (1995). The comparative Advantage Theory of Competition. *Journal of Marketing*, 59, 1-15.
- Dana, L.P. (1995). Entrepreneurship in a remote sub-arctic community: Nome, Alaska. *Entrepreneurship: Theory and Practice*, 20(1), 55-72.

- Dana, L.P. (1996). Self-employment in the Canadian sub-arctic: an exploratory study. *Canadian Journal of Administrative Sciences*, 13(1), 65–77.
- Dana, L.P. (2001). Introduction Networks, Internationalization & Policy. *Small Business Economics*, 16, 57-62.
- Dana, L. Paul. (1995). Small business in a non-entrepreneurial society: the case of the Lao people's democratic republic (Laos). *Journal of Small Business Management*, 33(3), pp.95–102.
- Dana, L. P, Etemad, H. and Wright, R. (2008). Networking as a Means to value creation. *International Journal of Entrepreneurship and Small Business*, 5(2), 109-126.
- Dana, L. P, Etemad, H. and Wright, R.W. (2008). Toward a paradigm of symbiotic entrepreneurship. *Journal of Entrepreneurship and Small Business*, 5(2), 109-126.
- Dana, L.P. , Etemad, H. and Richard W. W. *The Theoretical Foundations of International Entrepreneurship International Entrepreneurship: Globalization of Emerging Businesses*. In R. W. W. Wright ed. Stamford: JAI Press, pp. 3–22. 1999.
- Dana, L.P.(1999). *Entrepreneurship in Pacific Asia: Past, Present & Future*, Singapore: World Scientific.
- Dana, L.P and Etemad, H. (1995). SMEs – Adapting Strategy for NAFTA: A Model for Small and Medium- Sized Enterprises. *Journal of Small Business & Entrepreneurship*, 12(3), 4–17.
- Dana, L.P and Hamid, E. (1994). A Strategic Response Model for the Internationalization of Small or Medium-Sized Australian Enterprises. *Bond Management Review*, 4(1), 31-42.

- Dana, Leo-Paul, Etemad, H. & Wright, R.W. (1999). The Impact of Globalization on SMEs. *Global Focus*, 11(4), 93–105.
- Davidsson, P., Delmar, F. and Wiklund, Johan, *Entrepreneurship and the Growth of Firms, Massachusetts*: Edward Elgar. 2006.
- Davis, R.N. and Nolen-Hoeksema, S. (2000). Cognitive Inflexibility Among Ruminators and Nonruminators. *Cognitive Therapy & Research*, 24(6), 699–711.
- Day, George S. (1994). The Capabilities of Market-Driven Organizations. *The Journal of Marketing*, 58(4), 37-52.
- Day, G. S. and Wensley, R. (1988). Assessing Advantage: A Framework for Diagnosing Competitive Superiority. *Journal of Marketing*, 52(April), 1-29.
- DeClercq, D.D., Hessels, J. and Stel, A. (2008). Knowledge spillovers and new ventures' export orientation. *Small Business Economics*, 31(3), pp.283-303.
- DeTienne, D.R and Cardon, M.S., (2007). Entrepreneurial exit strategies: The case for intention.
- DeTienne, Dawn R and Cardon, Melissa S. The impact of new venture design on entrepreneurship. In Babson College. *Entrepreneurship Research Conference (BCERC)*. 2008.
- DeTienne, D. R. (2010). Entrepreneurial exit as a critical component of the entrepreneurial process: Theoretical development. *Journal of Business Venturing*, 25(2), 203-215.
- DeTienne, D. R. and Chandler, G.N., (2007). The Role of Gender in Opportunity Identification. *Entrepreneurship Theory and Practice*, 31(3), 365 - 386.

- Delamar, F. The psychology of the entrepreneur. In S. Carter and D. Jones-Evans, ed. *Enterprise and Small Business: Principles, Practice and Policy*. Prentice Hall. London: Prentice Hall, 132–154. 2000.
- Deligonul, S., Kim, D., Roath, A. S, Cavusgil, E. (2006). The Achilles' heel of an enduring relationship: Appropriation of rents between a manufacturer and its foreign distributor. *Journal of Business Research*, 59, 802 - 810.
- Delmar, F., Davidsson, P. and Gartner, W. B. (2003). Arriving at the High Growth Firm. *Journal of Business Venturing*, 18(2), 189-216.
- Denzin, N.K. and Lincoln, Y.S., *Handbook of Qualitative Research* 2nd ed., Sage Publications, Thousand Oaks. 1994.
- Dess, G. G. and Robinson, R.B., (1984). Measuring organizational performance in the absence of objectives measures: the case of the privately-held firm and conglomerate business unit. *Strategic Management Journal*, 5(3), 265-273.
- DiMaggio, P. and Powell, W. (1983). The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields. *American Sociological Review*, 48(2), 147–160.
- Diamantopoulos, A. and Winklhofer, H.M. (2001). Index Construction with Formative Indicators: An Alternative to Scale Development. *Journal of Marketing Research*, 38(2), 269–277.
- Dimitratos, P and Jones, M. (2005). Future directions for international entrepreneurship research. *International Business Review*, 14(2), 119-128.
- F M M. Federation of Malaysian Manufacturer (FMM) 40th ed. 2009.
- Easton, G. and Hakansson, H. (1996). Markets as Networks: Editorial introduction. *International Journal of Research in Marketing*, 13, 407-413.
- Eckhardt, J.T. and Shane, S.A. (2003). Opportunities and Entrepreneurship. *Journal*

- of Management*, 29(3), 333-349.
- Eisenhardt, K.M. (1989). Building theories from case study research. *Academy of Management Review*, 14(4), 532–550.
- Elfring, T. and Hulsink, W. (2003). Networks in Entrepreneurship: The Case of High-technology Firms. *Small Business Economics*, 21(4), 409–422.
- Ellis, P. (2003). Are International Trade Intermediaries in Economic Catalysts Development? A New Research Agenda. *Journal of International Marketing*, 11(1), 73-96.
- Ellis, P. and Pecotich, A. (2001). Social factors Influencing Export Initiation in Small and Medium-Sized Enterprises. *Journal of Marketing research*, (February), 119-130.
- Ellis, P.D. (2003). An International Trade Intermediaries catalysts in Economic Development? A New research agenda. *Journal of International Marketing*, 11(1), 73-96.
- Ellis, P.D. (2010). International trade intermediaries and the transfer of marketing knowledge in transition economies. *International Business Review*, 19(1), 16-33.
- Ellis, P.D. (2003). Social Structure and Intermediation: Market-making Strategies in International Exchange. *Journal of Management Studies*, 40(7), 1683-1708.
- Ellis, P.D. (2011). Social ties and international entrepreneurship: Opportunities and constraints affecting firm internationalization. *Journal of International Business Studies*, 42(1), 99-127.
- Eriksson, K., Johanson, J., Majkgard, A., Sharma, D. D. (1997). Experiential Knowledge and Cost in the Internationalization Process. *Journal of International Business Studies*, 28(2), 337-360.

- Etemad, H. (2004). International Entrepreneurship as a Dynamic Adaptive System: Towards a Grounded Theory. *Journal of International Entrepreneurship*, 2(1/2), 5-59.
- Etemad, H. and Ala-Mutka, J. (2006). From seed to born global: Towards a theoretical framework. In ASAC. Banff, Alberta, 155-173.
- Etemad, H. and Lee, Y. (2003). The Knowledge Network of International Entrepreneurship: Theory and Evidence. *Small Business Economics*, 20, 5-23.
- Etemad, H. and Wright, R.W. (2003). Internationalization of SMEs: Toward a New Paradigm. *Small Business Economics*, 20, 1-4.
- Fafchamps, M. and Minten, B. (1999). Relationships and traders in Madagascar. *Journal of Development Studies*, 35(6), 1-35.
- Fahy, J., Hooley, G., Cox, T., Beracs, J., Fonfara, K., Snoj, B (2000). The Development and Impact of Marketing Capabilities in Central Europe. *Journal of International Business Studies*, 31(1), 63-81.
- Farh, J., Tsui, A. S., Xin, K., Cheng, B., Anne, J., Katherine, S. T., and Cheng, X. Bor. (1998). The Influence of Relational Demography and Guanxi: The Chinese Case. *Organization*, 9(4), 471-488.
- Fawcett, S.E. and Birou, L.M. (1992). Exploring the logistics interface between global and JIT sourcing. *International Journal of Physical Distribution and Logistics Management*, 22(1), 3-14.
- Feenstra, R.C. and Hanson, G.H. Global. Production Sharing and Rising Inequality: A Survey of Trade and Wages. *Handbook of International Economics*, (October). 2001.
- Ford, D. (2002). Distribution, Internationalization and Networks: Solving Old

problems, Learning new thing and forgetting most of them. *Internationalization Marketing review*, 19(3), 225-35.

Ford, I.D and Rosson, P.J. The relationships between export manufacturers and their overseas distributors. In M. R. Czinkota and G. Tesar ed. *Export Management: An International Context*. New York: Praeger Publishers, pp. 257-75. 1982.

Francis, J. and Collins-Dodd, C. (2004). Impact of Export Promotion Programs on Firm Competencies, Strategies and Performance: The Case of Canadian High-technology SMEs. *International Marketing Review*, 21(4/5).74-495

Fujita, M. (1995). Small and Medium-Sized Transnational Corporations: Salient Features. *Small Business Economics*, 7, 251–271.

Gadde, L.-E. and Hakansson, H., Analyzing Change and Stability in Distribution Channels—A Network Approach. In I. B. Axelsson and G. Easton ed. *Industrial Networks: A New View of Reality*. London: Routledge. 1992.

Gaglio, C.M. and Katz, J.A. (2001). The Psychological Basis of Opportunity Identification: Entrepreneurial Alertness. *Small Business Economics*, 16, 95-111.

Ganesan, S. (1994). Determinants of long-term orientation in buyer–seller relationships. *Journal of Marketing*, 58(2), 1–19.

Garnsey, E. A New Theory of the Growth of the Firm. *In 41st ICSB World conference*. Stockholm. 1996.

Gartner, W. B. (1985). A conceptual framework for describing the phenomenon of new venture creation. *Academy of Management Review*, 10(4), 696–706.

Gartner, W. B. (1988). Who is the Entrepreneur? Is the Wrong Question. *American Journal of Small Business*, 12(4), 11–31.

- Gençtürk, E.F. and Kotabe, M. (2001). The Effect of Export Assistance Program Usage on Export Performance: A Contingency Explanation. *Journal of International Marketing*, 9(2), 51-72.
- George, G., Wiklund, J. and Zahra, S. (2005). Ownership and internationalization of small firms. *Journal of Management*, 31(2), 210-233.
- Gerbing, D.W. and Anderson, J. C. (1988). An Undated Paradigm for Scale Development Incorporating Unidimensionality and its Assessment. *Journal of Marketing Research*, 25(2), 186–192.
- Geringer, J.M. and Hebert, L. (1991). Measuring Performance of International Joint Ventures. *Journal of International Business Studies*, 22(2), 249–263.
- Ghauri, P., Lutz, C. and Testom, G. (2003). Using networks to solve export-marketing problems of small- and medium-sized firms from developing countries. *European Journal of Marketing*, 37(5–6), 728–752.
- Gilliland, D. and Bello, D.C. (2002). Two Sides to Attitudinal Commitment: The Effect of Calculative and Loyalty Commitment on Enforcement Mechanisms in Distribution Channels. *Journal of the Academy of Marketing Science*, 30(1), 24-43.
- Godos-Díez, J. L., Fernández-Gago, R. and Martínez-Campillo, A. (2011). How Important Are CEOs to CSR Practices? An Analysis of the Mediating Effect of the Perceived Role of Ethics and Social Responsibility. *Journal of Business Ethics*, 98, 531-548.
- Granovetter, M. (1985). Economic actions and social structure: The problem of embeddedness. *American Journal of Sociology*, 91(3), 481-510.
- Grant, R.M. (1991). The Resource-Based Theory of Competitive Advantage: Implications for Strategy Formulation. *California Management Review Spring*, 33(2), 114–135.

- Gregorio, D.D., Musteen, M., and Thomas, D. (2008). International new ventures: The cross-border nexus of individuals and opportunities. *Journal of World Business*, 43(2), 186-196.
- Gregorio, D.D., Musteen, M., and Thomas, D.E. (2008). International new ventures: The cross-border nexus of individuals and opportunities. *Journal of World Business*, 43, 186-196.
- Greif, A., (1993). Contract Enforceability and Economic Institutions in Early Trade: The Maghribi Traders' Coalition. *American Economic Review*, 83(3), 525-548.
- Gulati, R. (1995). Social structure and alliance formation patterns: A longitudinal analysis. *Administrative Science Quarterly*, 40(4), 619-652.
- Gulati, R., Nohria, N. & Zaheer, A. (2000). Strategic networks. *Strategic Management Journal*, 21(3), 203–215.
- Haar, J and Ortiz-Buonafina. (1995). The Internationalization Process and Marketing Activities: The case of Brazilian Export Firms. *Journal of Business Research*, 32, 175-181.
- Hadjikhani, A. (1997). A note on the criticisms against the internationalization process model. *Management International Review*, 37(2), 43-66.
- Hadjikhani, A., Ghauri, P. and Johanson, J. Introduction: Opportunity development in business networks. In P. Ghauri, A. Hadjikhani, and J. Johanson ed. *Managing opportunity development in business networks*. New York: Palgrave, 1–24. 2005.
- Hair, J., Anderson, R., Tatham, R. and Black. W. *Multivariate Data Analysis*. Fifth ed. New Jersey: Prentice-Hall International. 1998.
- Hall, R. (1993). A framework linking intangible resources and capabilities to

sustainable competitive advantage. *Strategic Management Journal*, 14(8), 607-618.

Hallén, L., Johanson, Jan & Seyed-Mohamed, N. (1991). Interfirm Adaptation in Business Relationships. *The Journal of Marketing*, 55(2), 29-37.

Harris, R. and Li, Q.C. Review of the Literature: The Role of International Trade and Investment in Business Growth and Development, *Report to UK Trade and Investment*, UK. 2005

Harris, S. and Wheeler, C. (2005). Entrepreneurs' relationships for internationalization: functions, origins and strategies. *International Business Review*, 14(2), 187-207.

Harrison, B., *Lean and Mean*, New York: Gilford. 1997.

Hashim, M. (2000). SMEs in Malaysia: Past, present and future. *Malaysian Management Review*, 35(1), 22-30.

Hashim, M. K. and Hassan, R. (2008). Internationalization of SMEs: options, incentives, problems and business strategy. *Malaysian Management Review*, 43(1), 63-76.

Hayton, J.C., George, G. and Zahra, S.A. (2002). National Culture and Entrepreneurship: A Review of Behavioral Research. *Entrepreneurship: Theory and Practice*, 26.

Håkansson, H. and Johanson, J, Model of Industrial Networks. In A. B and G. Easton ed. *Industrial networks: a new view of reality*. London: Routledge, pp. 32-46. 1992.

Håkansson, H. and Snehota, I., *Developing relationships in business networks*. In H. Håkansson and Ivan Snehota ed. London and New York: Routledge. (1995).

- Heide, J. B. and John, G. (1988). The role of dependence balancing in safeguarding transaction- specific assets in conventional channels. *Journal of Marketing*, 52(1), 20–35.
- Heide, J.B. (1994). Interorganizational Governance in Marketing Channels. *Journal of Marketing*, 58(1), 71–85.
- Heide, Jan B. and Miner, A.S. (1992). The Shadow of the Future: Effects of Anticipated Interaction and Frequency of Contact on Buyer-Seller Cooperation. *Academy of Management Journal*, 35(2), 265-291.
- Herkenhoff, L.M. National Remuneration (Pay) Preferences: *Cultural Analysis within the Hofstede Model: Using Cultural Values to Untangle the Web of Global Pay, Organization and Labor Studies*. University of Western Australia. (2002).
- Herron, L. and Sapienza, H. J. (1992). The entrepreneur and the initiation of new venture launch activities. Entrepreneurship. *Entrepreneurship: Theory and Practice*, 17(1), 49–55.
- Hessels, J., and Terjesen, S. (2008). Resource dependency and institutional theory perspectives on direct and indirect export choices. *Journal of Small Business Economics*, 34(2), 203-220.
- Hessels, J., and Terjesen, S. *SME Choice of Direct and Indirect Export Modes: Resource Dependency and Institutional. Theory Perspectives*, Netherlands. 2007.
- Hillebrand, B. and Biemansb, W.G. (2003). The relationship between internal and external cooperation literature review and propositions. *Journal of Business Research*, 56(9), pp.735-743.
- Hills, G. E. and Schrader, R., *Successful Entrepreneur's insights into Opportunity Recognition*. In *Frontiers of Entrepreneurship Research*. MA: Babson

- College: Wellesley. 1998.
- Hills, G.E and La Forge, R.W., Marketing and entrepreneurship: the state of the art. In D. L. Sexton and J. D. Kasada ed. *The State of the Art of Entrepreneurship*. Boston: PWS-Kent Publishing, pp. 164–90. 1992.
- Hisrich, R.D. and Peters, M.P., *Entrepreneurship*. 4th ed., Boston: Irwin/McGraw-Hill. 1998.
- Hitt, M.E. and Ireland, R.D. (1985). Corporate distinctive competence, strategy, industry and performance. *Strategic Management Journal*, 6(3), 273–293.
- Hocutt, M.A. (1998). Relationship Dissolution model: Antecedents of Relationship Commitment and the Likelihood of Dissolving a Relationship. *International Journal of Service Industry Management*, 9(2), 189-200.
- Holland, C., Lockett, G. and Blackman, L. (1992). Planning for electronic data interchange. *Strategic Management Journal*, 13(7), 539–550.
- Hollenstein, H. (2005). Determinants of International Activities: Are SMEs Different? *Small Business Economics*, 24(5), pp.431-450.
- Holzmüller, H.H. and Stottinger, B. (1996). Structural Modeling of Success Factors in Exporting: Cross-Validation and Further Development of an Export Performance Model. *Journal of International Marketing*, 4(2), 29- 55.
- Houston, F.S., and Gassenheimer, J.B. (1987). Marketing and exchange. *Journal of Marketing*, 51(4), 3-18.
- Howell, D. *Statistical Methods for psychology*. In J. Potter et al., eds., Wadsworth. 2010.
- Hsieh, C., How can we identify technological opportunities ahead of time? *Management Science*. 2004.

- Hsieh, Y.J. Personal relationship and its influence on export behavior: an empirical study. In American Marketing Association Summer Conference Proceedings. pp. 368–373. 1994.
- Hsing, Y.T. (1999). Trading companies in Taiwan's fashion shoe networks. *Journal of International Economics*, 48(1), 101–20.
- Hsiu-Mei, H. (2002). Student perceptions in an online mediated environment. *International Journal of Instructional Media*, 29(4), 405-423.
- Hughes, A., *Centre For Business Research Conference*, PowerPoint Presentation. 2004.
- Hunt, S.D. (1999). The Strategic Imperative and Sustainable Competitive Advantage: Public Policy Implications of Resource-Advantage Theory. *Journal of the Academy of Marketing Science*, 72(2), 144–159.
- Hunt, S.D., and Morgan, R.M. (1995). The Comparative Advantage Theory of Competition. *Journal of Marketing*, 59, 1–15.
- IFERA, (2003). Family businesses dominate. *Family Business Review*, 16(4), 235–240.
- Ilinitch, A.Y. and Peng, M.W. *A Resource-based model of Export performance*. Paper presented at the Academy of Management, Boston, August. 1994.
- Ilinitch, A., Peng, M.W., Eastin, I., Paum, D., (1993). Developing intangible Resources: The new battleground for export success for small and mid-sized firms.
- Inkpen, A.C., and Beamish, P.W. (1997). Knowledge, Bargaining Power, and the Instability of International Joint Ventures. *The Academy of Management Review*, 22(1), 177-202

- Jap, S. D and Ganesan, S. (2000). Control mechanisms and the relationship life cycle: implications for safeguarding specific investments and developing commitment. *Journal of Marketing Research*, 37(2), 227–245.
- Jap, S.D and Anderson, E. Challenges and Advances in Marketing Strategy Field Research. In C. Moorman and D. R. Lehmann ed. *In Assessing Marketing Strategy Performance*. Cambridge, MA: Marketing Science Institute, pp. 269-292. 2004.
- Jensen, M.C. and Meckling, W.H. (1976). Theory of the firm: managerial behavior, agency costs and ownership structure. *Journal of Financial Economics*, 3, 305-60.
- Johanson, J and Vahlne, J.-E. (1990). The mechanism of internationalisation. *International Marketing Review*, 7(4), 111-124.
- Johanson, J and Vahlne, J.E., (1992). Management of foreign market entry. *Scandinavian International Business Review*, 1(3), pp.9-27.
- Johanson, J. and Mattsson, L. Internationalization in industrial systems — A network approach. In Hood and J. E. Vahne ed. *Strategies in global competition*. London: Croom Helm, pp. 303–321. 1987.
- Johanson, J. and Mattsson, L.-G. Interorganizational relations in industrial systems: A network approach compared with the transaction cost approach P. J. Buckley and P. N. Ghauri ed. *International Studies of Management and Organization*, 17(1), pp.34–48. 1987.
- Johanson, J. and Vahlne, J.-E. (2003). Business relationship learning and commitment in the internationalization process. *Journal of International Entrepreneurship*, 1, 83–101.
- Johanson, J. and Wiedersheim-Paul, F. (1975). The internationalisation of the firm: four Swedish cases. *Journal of International Management Studies*, 12(3),

305–322.

Johanson, J. and Hallen, E. Introduction: Business Relationships and Industrial Networks. In L. Hallen and Jan Johanson ed. In *Advances in International Marketing: A Research Annual*. Greenwich, JAI Press Inc, p. xiii-xxiii. 1989.

Johanson, J. and Mattson, L.G. Internationalization in industrial systems - a network approach. In N. Hood and J.E. Vahlne ed. *Strategies in Global Competition*. London: Croom Helm, pp. 287-314. 1988.

Johanson, J. and Vahlne, J.E. (2006). Commitment and Opportunity Development in the Internationalization Process: A Note on the Uppsala Internationalization Process Model. *Business Economics*, 46(2), 165 - 178.

Johanson, J. and Vahlne, J.E. (1992). Management of Foreign Market Entry. *Scandinavian International Business Review*, 1(3), 9-27.

Johanson, J. and Vahlne, J.E. (1977). The Internationalization Process of The Firms: A Model of Knowledge Development and Increasing Foreign Market Commitments. *Journal of International Business Studies*, 8(1), 23-32.

Johnston, R. and Lawrence, P.R. (1988). Beyond Vertical Integration—The Rise of the Value Adding Partnership. *Harvest Business Review*, 66(4), 95-101.

Jones, C.I., 1999. Growth: With or without Scale Effects? *American Economic Review*, 89(2), 139-144.

Jones, M.V and Coviello, N.E. (2005). Internationalisation: Conceptualising an Entrepreneurial Process of Behaviour in Time. *Journal of International Business Studies*, 36(3), 284-303.

Jose, P.E. (2003). MedGraph-I: A Programme to Graphically Depict Mediation Among Three Variables: The Internet Version, Version 2.0'. Victoria University of Wellington, Wellington, New Zealand.

- Jose, P.E. and Brown, I. (2008). When does the gender difference in rumination begin? Gender and age differences in the use of rumination by adolescents. *Journal of Youth and Adolescence.*, 37(2),180-192.
- Judd, C.M. and Kenny, D.A. (1981). Process analysis: Estimating mediation in treatment evaluations. *Evaluation Review*, 5(5), 602–619.
- Julien, P.-andré and Ramangalahy, C. (2003). Competitive Strategy and Performance of Exporting SMEs:An Empirical Investigation of the Impact of Their Export Information Search and Competencies. *Entrepreneurship Theory and Practice*, 27(3),227-245.
- Kalwani, M.U. and Narayandas, N. (1995). Long-term manufacturer-supplier relationships: Do they pay off for supplier firm? *Journal of Marketing*, 59(1), 1–16.
- Karunaratna, A.R. and Johnson, L.W., Classification Of Opportunistic Behaviour By Foreign Agents and Distributors. *In Marketing in the third Millenium*. New York. 1999.
- Karunaratna, A.R. and Johnson, L.W. (1997). Initiating and Maintaining Export Channel Intermediary Relationships. *Journal of International Marketing*, 5(2), 11-32.
- Katsikeas, C. and Piercy, N.F., (1993). Adapting Export Business Relationships: The Greek Experience in the UK. *Marketing Intelligence & Planning*, 11(2), 22-7.
- Katsikeas, C. S. and Morgan, R.E. (1994). Differences in Perceptions of Exporting Problems Based on Firm Size and Export Market Experience. *European Journal of Marketing*, 28(5), 17–35.
- Katsikeas, C. S., Deng, S.L. and Wortzel, L.H., (1997). Perceived Export Success Factors of Small and Medium-Sized Canadian Firms. *Journal of*

International Marketing, 5(4), pp.53-72.

Katsikeas, C. S., Leonidou, L. C. and Morgan, N. a. (2000). Firm-Level Export Performance Assessment: Review, Evaluation, and Development. *Journal of the Academy of Marketing Science*, 28(4), 493-511.

Katsikeas, C.S and Piercy, N. F. (1993). Long-Term Export Stimuli and Firm Characteristics in a European LDC. *Journal of International Marketing*, 1(3), 23-47.

Katsikeas, C.S., Piercy, N.F. and Ioannidis, C. (1996). Determinants of export performance in a European context. *European Journal of Marketing*, 30(6), 6-35.

Kenny, D.A., Kashy, D.A. and Bolger, N. Data analysis in social psychology. In D. T. Gilbert, S. T. Fiske, and G. Lindzey ed. *The handbook of social psychology*. New York: McGraw- Hill, pp. 233–265. 1998.

Kickul, J. and Walters, J. (2002). Recognizing new opportunities and innovations: The role of strategic orientation and proactivity in Internet firms. *International Journal of Entrepreneurial Behaviour & Research*, 8(6), 292-308.

Kieley, J.M. CGI scripts: Gatewaysto World-Wide Webpower. Behavior Research Methods. *In Instruments and Computers*. pp. 165-169. 1996.

Kim, L. and Nugent, J.B. (1997). Transaction costs and export channels of small and medium-sized firms. *Contemporary Economic Policy*, 15(1), 104-120.

Kirpalani, V. and MacIntosh, N. (1980). International marketing effectiveness of technology-oriented small firms. *Journal of International Business Studies*, 11(3), 81–90.

Kirzner, I.M, *Competition and Entrepreneurship*, Chicago: University of Chicago

- Press. 1973.
- Kirzner, I.M. (1999). Creativity and/or Alertness: A Reconsideration of the Schumpeterian Entrepreneur. *Review of Austrian Economics*, 11, 5–17.
- Kirzner, I.M. (1997). Entrepreneurial discovery and the competitive market process: an Austrian approach. *Journal of Economic Literature*, 35(1), 60–85.
- Kirzner, I.M. (1985). *Discovery and the Capitalist Process*, Chicago: University of Chicago Press.
- Kirzner, Israel M. Entrepreneurship: Austrian school of economics. *In Perception, opportunity, and profit: Studies in the theory of entrepreneurship*. Chicago: University of Chicago Press. 1979.
- Kirzner, Israel.M. *Competition and Entrepreneurship*, Chicago: Published in the University of Chicago. 1978.
- Knight, G. (2000). Entrepreneurship and Marketing Strategy: The SME Under Globalization. *Journal of International Marketing*, 8(2), 12-32.
- Knight, G. (1997). Firm Orientation and Strategy under Regional Market Integration: A Study of Canadian Firms. *International Executive*, 39(3), 351-74.
- Koen, P. and Kohli, P. (1998). Idea generation: who has the most profitable ideas? *Engineering Management Journal*, 10(4), 35-40.
- Koen, P.A. and Kohli, P. *Idea generation: who comes up with the most profitable products?.* Wellesley, MA: Babson College. 1998.
- Kogut, B. (2000). The network as knowledge: generative rules and the emergence of structure. *Strategic Management Journal*, 21(3), 405-425.
- Kogut, B. and Kulatilaka, N. (1994). Operating Flexibility, Global Manufacturing,

and the Option Value of a Multinational Network. *Management Science*, 40(1), 123-139.

Kojima, K. and Ozawa, T. *Japan's General Trading Companies: Merchants of Economic Development*. 1984.

Komulainen, H., Mainela, T. and Tahtinen, J. (2006). Social networks in the initiation of a high-tech firm's internationalisation. *International Journal of Entrepreneurship and Innovation Management*, 6(6), 526 - 541.

Komulainen, H., Mainela, T., Tahtinen, J. (2005). Intermediary Roles in Value Co-Creation. Building Social Capital in Networks Curtin University of Technology, 11-14.

Kontinen, T. and Ojala, A. (2010). The internationalization of family businesses: A review of extant research. *Journal of Family Business Strategy*, 1(2), 97–107.

Kontinen, Tanja and Ojala, Arto, (2010). Network ties in the international opportunity recognition of family SMEs. *International Business Review*, 1-14.

Kotkin, J. *Tribes: How Race, Religion, and Identity Determine Success in the New Global Economy*, New York: Random House. 1992.

Krueger, N. (1993). The Impact of Prior Entrepreneurial Exposure on Perceptions of New Venture Feasibility and Desirability. *Entrepreneurship Theory and Practice*, 18(1), 5-21.

Krueger, N. and Brazeal, D. (1994). Entrepreneurial Potential & Potential Entrepreneurs. *Entrepreneurship Theory and Practice*, 18(3), 91-104.

Kumar, V., Aaker, D. A. and Day, G. S., *Essentials of Marketing Research*, John Wiley and Sons, Inc. 1999.

- Kuvaas, B. (2009). A test of hypotheses derived from self-determination theory among public sector employees. *Employee Relations*, 31(1), 39-56.
- Ladbury, S. Choice, chance or no alternative? Turkish Cypriots in business in London. In R. Ward and R. Jenkins ed. *Ethnic Communities in Business: Strategies for Economic Survival*. Cambridge: Cambridge University Press, pp. 89–124. 1984.
- Lane, P.R. and Milesi-Ferretti, G.M. *International Investment Patterns*. 2004.
- Larson, A., 1992. Network dyads in entrepreneurial settings: a study of the governance of exchange relationship. *Administrative science quarterly*, 37(1), pp.76-104.
- Lau, H.-fuk. (2008). Export channel structure in a newly industrialized economy. *Asia Pacific Journal of Management*, 25, 317-333.
- Leavy, B. The supplier relationship and competitive strategy. In H. E. Glass ed. *Handbook of business strategy*. Boston' Warren: Gorham and Lamont, pp. 16:1–16:5. 1990.
- Lee, H. and Danusutedjo, D. *Export Electronic Intermediaries*, Washington D.C. (2000).
- Lee, J. (2006). Family Firm Performance: Further Evidence. *Family Business Review*, 19(2), 103-114.
- Leonidou, L. and Katsikeas, Constantine S. (1996). The Export Development Process: An Integrative Review of Empirical Models. *Journal of International Business Studies*, 27(3), 517-551.
- Leonidou, L., Katsikeas, Constantine S. and Samiee, S. (2002). Marketing strategy determinants of export performance: a meta-analysis. *Journal of Business Research*, 55(1), 51-67.

- Leonidou, Leonidas C. (2004). An analysis of the barriers hindering small business export development. *Journal of Small Business Management*, 42(3), 279–302.
- Leonidou, Leonidas C. and Kaleka, A. a, (1998). Behavioural aspects of international buyer-seller relationships: their association with export involvement. *International Marketing Review*, 15(5), 373-397.
- Levy, S. (1977). Symbols for sale. *Harvard Business Review*, 37, 117-124.
- Li, LEE. (2001). Networks, Transactions, and Resources: Hong Kong Trading Companies' Strategic Position in the China Market. *Asia Pacific Journal of Management*, 18(2001), 279-293.
- Li, L. *Export Practices and Performance: A Study of Exporting Companies in the People's Republic of China*. University of Western Australia. 1998.
- Light, I. *Ethnic Enterprise in America*, Berkley, CA: University of California Press. 1972.
- Lilien, G.L. (1979). Modeling the Marketing Mix Decision for Industrial Products. *Management Science*, 25(2), 191-204.
- Ling-yee, L. and Ogunmokun, G.O. (2001). The influence of interfirm relational capabilities on export advantage and performance: an empirical analysis. *International Business Review*, 10(4), 399-420.
- Loane, S and Bell, J. (2006). Rapid internationalisation among entrepreneurial firms in Australia, Canada, Ireland and New Zealand: An extension to the network approach. *International Marketing Review*, 23(5), 467-485.
- Loane, Sharon. (2006). The role of the internet in the internationalisation of small and medium sized companies. *Journal of International Entrepreneurship*, 3(4), 263-277.

- Loewen, J. *The Mississippi Chinese: Between Black and White*, Cambridge: Harvard University Press. 1971.
- Lumpkin, G. T. and Dess., G. G. (2000)1. Linking two dimensions of entrepreneurial orientation to firm performance: The moderating role of environment and industry life cycle. *Journal of Business Venturing*, 16, 429–451.
- Lumpkin, G.T and Dess, G.G. (1996). Clarifying the entrepreneurial orientation construct and linking it to performance. *Academy of Management Review*, 21(1), 135-72.
- Lumpkin, G.T. and Lichtenstein, B.B. (2005). The Role of Organizational Learning in the Opportunity Recognition Process. *Entrepreneurship Theory and Practice*, 29(4), 451–472.
- Luo, Xueming, G., David, A., Liu, S. S and Shi, L.Z (2004). The Effect of Customer Relationships and social Capital on Firm Performance: A Chinese Business Illustration . *Journal of International Marketing*, 12(4), 25-45.
- Luo, Y., Shenkar, O. and Nyaw, M. (2001). A dual parent perspective on control and performance in international joint ventures: Lessons from a developing economy. *Journal of International Business Studies*, 32(1), 41–58.
- MacKinnon, D.P. et al. (2002). A Comparison of Methods to Test Mediation and Other Intervening Variable Effects. *Psychological Methods*, 7(1), 83–104.
- Madsen, T.K. (1986). Empirical export performance studies: a review of conceptualizations and findings. In S. T. Cavusgil and C. Axinn ed. *Advances in International Marketing*. Greenwich: JAI Press, pp. 177-98.
- Madsen, T.K. (1989). Successful Export Marketing Management: Some Empirical Evidence. *International Marketing Review*, 6(4), 41-57.
- Mahajar, A.J. and Hashim, M.K. (2001). Perceptions of International Business

Incentives: A Study of Malay Firms in Malaysia. *Songklanakarin Joournal of Social Sciences & Humanities*, 7(3), 363-371.

Majkgard and Sharma. (1998). Client-following and market-seeking strategies in the internationalization of service firms. *Journal of Business-to- Business Marketing*, 4(3), pp.1–41.

Malhotra, N.K. *Marketing research: An applied orientation*. Upper Saddle River. NY: Prentice Hall.1999.

Markman, G.D., Balkin, D.B. and Baron, R.A. (2002). Inventors and New Venture Formation: the Effects of General Self-Efficacy and Regretful Thinking. *Entrepreneurship Theory and Practice*, 27(2), 149–165.

Mathews, J. and Zander, I. (2007). The international entrepreneurial dynamics of accelerated internationalisation. *Journal of International Business Studies*, 38(3), 387-403.

Maxim, P.S. (1999). *Quantitative Research Methods in Social Sciences*, Oxford University Press.

McClelland, D.C. (1965). N achievement and Entrepreneurship: A Longitudinal Study. *Journal of Personality and Social Psychology*, 1(4), 389-392.

Mcdougall, P.P and Oviatt, B.M. (2003). Some Fundamental Issues in International Entrepreneurship. *Entrepreneurship Theory & Practice*, (7), 1-27.

Meyer, K. and Shak, A. (2002). Networks, Serendipity and SME entry into eastern Europe. *European Management Journal*, 20(2), 179-188.

Michael, S. and Brant, L. (1997). Virtual subjects: Using the Internet as an alternative source of subjects and research environment. *Behavior Research Methods, Instruments. and Computers*, 29(4), pp.496-505.

Michalisin, M.D., Smith, R.D. and Kline, D.M. (1997). In Search of Strategic Assets.

The International Journal of Organizational Analysis, 5(4), 360-387.

Miesenbock, K.J. (1988). Small businesses and exporting: A literature review.

International Small Business Journal, 6(1), 42-61.

Miller, D. and Dröge, C. (1986). Psychological and Traditional Determinants of Structure. *Administrative Science Quarterly*, 31(4), 539-560.

Miller, D. , DeVries, M. F. R. K. and Toulouse, J.M. (1982). Top Executive Locus of Control and Its Relationship to Strategy-Making, Structure, and Environment. *Academy of Management Journal*, 25(2), 237-253.

Miller, D. and Shamsie, J. (1996). The Resource-Based View of the Firm in Two Environments: The Hollywood Film Studios from 1936 to 1965. *Academy of management journal*, 39(3), 519-543.

Miller, D., Droge, C. and Toulouse, J.-M., (1988). Strategic Process and Content as Mediators between Organizational Context and Structure. *The Academy of Management Journal*, 31(3), 544-569.

Min, P.G.M. and Jaret, C. (1985). Ethnic business success: The case of Korean small business in Atlanta. *Sociology and Social Research*, 69(3), 412-435.

Miner, J.B. (2000). Testing a Psychological Typology of Entrepreneurship Using Business Founders. *Journal of Applied Behavioral Science*, 36(1), 43-69.

Misra, S. and Kumar, E.S. (2000). Resourcefulness:A Proximal Conceptualization of Entrepreneurial Behavior. *Journal of Entrepreneurship*, 9(2), 135-154.

Monczka, R.M. and Carter, J.R. (1988). Implementing electronic data interchange. *Journal of Purchasing and Materials Management*, 24(2), 2-9.

- Morgan, N., Kaleka, A. and Katsikeas, C.S. (2004). Antecedents of Export Venture Performance: A Theoretical Model and Empirical Assessment. *Journal of Marketing*, 68(1), 90-108.
- Morgan, R.M. and Hunt, S. (1999). Relationship-Based Competitive Advantage: The Role of Relationship Marketing in Marketing Strategy. *Journal of Business Research*, 46, 281–290.
- Morrel-Samuels, P. (2003). Web-based survey's hidden hazards. *Harvard Business Review*, 81(7), 16-18.
- Mort, G.S. and Weerawardena, J. (2006). Networking capability and international entrepreneurship: How networks function in Australian born global firms. *International Marketing Review*, 23(5), 549-572.
- Mortanges, C.P. de and Vossen, J. (1999). Mechanisms to Control the Marketing Activities of Foreign Distributors. *International Business Review*, 8(1), 75-97.
- Munro, H.J. and Beamish, P., *Distribution methods and export performance, in market entry and expansion modes* P. Rosson and S. Reid, eds., New York: Praeger Publisher. 1987.
- Muzychenko, O. (2008). Cross-cultural entrepreneurial competence in identifying international business opportunities. *European Management Journal*, 26(6), 366-377.
- Myers, M.B. and Harvey, M. (2001). The Value of Pricing Control in Export Channels: A Governance Perspective. *Journal of International Marketing*, 9(4), 1-29.
- Nahapiet, J. and Ghoshal, S. (1998). Social Capital, Intellectual Capital, and the Organizational Advantage. *Academy of Management Review*, 23(2), pp.242-266.

- Nakaoka, T., Saito, E. and Fujikawa, K. *Asia-Pacific Economies and Small Business*, Osaka. 1995.
- Nakos, G., Brouthers, K.D. and Brouthers, L. E. (1998). The Impact of Firm and Managerial Characteristics on Small and Medium-sized Greek Firms' Export Performance'. *Journal of Global Marketing*, 11(4), 23-47.
- Nee, G.Y. and Wahid, N.A. (2010). The Effect of ISO 14001 Environmental Management System Implementation on SMEs Performance: An Empirical Study in Malaysia. *Journal of Sustainable Development*, 3(2), 215-220.
- Nitisch, D., Beamish, P. and Makino, S. (1996). Entry mode and performance of Japanese FDI in Western Europe. *Management International Review*, 36(1), 27-43.
- Nummela, N., Saarenketo, S. and Puumalainen, K., (2004). A Global Mindset—A Prerequisite for Successful Internationalization? *Canadian Journal of Administrative Science*, 21(1), pp.51-64.
- Nunnally, J.C., *Psychometric Theory*, New York: McGraw- Hill. 1978.
- OECD. *Globalization and Small and Medium Enterprises (SMEs)*. 12nd ed. Paris. 1997.
- OECD. Promoting Entrepreneurship and Innovative SMEs in a Global Economy. *In 2nd OECD Conference of Ministers Responsible for Small and Medium-Sized Enterprises (SMEs)*. Istanbul, Turkey: OECD. 2004.
- OECD. *Removing Barriers to SME Access to International Markets*, Singapore: OECD Publishing. 2008.
- Ohmae, K. (1989). The Global Logic of Strategic Alliances. *Harvard Business Review*, (March-April), 143-154.
- Ojala, A. (2009). Internationalization of knowledge-intensive SMEs: The role of

network relationships in the entry to a psychically distant market. *International Business Review*, 18(1), 50–59.

Oviatt, B. and Mcdougall, P.P. (2005). Toward a Theory of International New Ventures. *Journal of International Business Studies*, 36(1), 29-41.

Oviatt, B. M. and Mcdougall, p. p. (2005). Defining International Entrepreneurship and Modeling the Speed of Internationalization. *Entrepreneurship, Theory and Practice*, 29(5), 537–553.

Oviatt, B.M and Mcdougall, P. P. (2005). The Internationalization of Entrepreneurship. *Journal of International Business Studies*, 36(1), 2-8.

Oystein, M. (2000). SMEs and international marketing: investigating the differences in export strategy between firms of different size. *Journal of Global Marketing*, 13(4), 22.

Ozgen, E. and Baron, R. (2007). Social sources of information in opportunity recognition: Effects of mentors, industry networks, and professional forums. *Journal of Business Venturing*, 22(2), 174-192.

O’Neal, C. and Bertrand, K. *Developing a winning J.I.T. marketing strategy—the industrial marketer’s guide*, New Jersey, Englewood Cliffs: Prentice Hall. 1991.

Paliwoda, S.J. and Bonaccorsi, A.J. (1994). Trends in procurement strategies within the European aircraft industry. *Industrial Marketing Management*, 23(3), 235-244.

Pallant, J. *SPSS Manual. A step by step guide to data analysis using SPSS for windows*. 15th ed. 2007.

Pangarkar, N. (2008). Internationalization and performance of small- and medium-sized enterprises. *Journal of World Business*, 43(4), 475-485.

- Park, J.S. (2005). Opportunity recognition and product innovation in entrepreneurial hi-tech start-ups: a new perspective and supporting case study. *Technovation*, 25(7), 739-752.
- Peng, M.W. *behind the Success and Failure of US Export Intermediaries*, Quorum: Westport. 1998.
- Peng, M.W. and Delios, A. (2006). What determines the scope of the firm over time and around the world? An Asia Pacific perspective. *Asia Pacific Journal of Management*, 23(4), 385-405.
- Peng, M.W. and York, A.S. (2001). Behind Intermediary Performance in Export Trade: Transactions, Agents and Resources. *Journal of International Business Studies*, 32(2), 327-346.
- Peng, M.W., Wang, D.Y.L. and Jiang, Y. (2007). An Institution-Based view of international Business strategy: A focus Emerging Economies. *Journal of International Business Studies*, (8), 1-38.
- Peteraf, M.A. (1993). The cornerstones of competitive advantage: a resource-based view. *Strategic Management Journal*, 14, 179-191.
- Peteraf, M.A. and Barney, J.B. (2003). Unraveling The Resource-Based Tangle. *Managerial and Decision Economics*, 24(4), 309-323.
- Piercy, N. F., Kaleka, A. and Katsikeas, C. S. (1998). Sources of Competitive Advantage in High Performing Companies. *Journal of World Business*, 33(4), 378-393.
- Piercy, N. F, Katsikeas, C.S. and Cravens, D.W. (1997). Examining the Role of Buyer-Seller Relationships in Export Performance. *Journal of World Business*, 32(1), 73-86.
- Pope, R. (2002). Why Small Firms Export: Another Look. *Journal of Small*

Business Management, 40(1), 17-26.

Porter, M.E. and Fuller, M.B. *Coalitions and Global Strategy. Competition in Global Industries*. Boston. Harvard Business School. (1986).

Porter, M.E and Linde, C.V.D. (1995). Toward a New Conception of the Environment-Competitiveness Relationship. *The Journal of Economic Perspectives*, 9(4), 97-118.

Porter, M.E. (1986). Coalitions and Global Strategy. In Michael E. Porter, ed. *Competition in global industries*. Boston: Harvard Business school press, 314.

Porter, Michael E. (1990). *The Competitive Advantage of Nations*, New York: Free Press.

Prasad, V.K., Ramamurthy, K. and Naidu, G.M. (2001). The Influence of Internet-Marketing Integration on Marketing Competencies and Export Performance. *Journal of International Marketing*, 9(4), 82-110.

Rabino, S. (1980). An examination of barriers to exporting encountered by smaller manufacturing companies. *Management International Review*, 20(1), 67-73.

Ramaswami, S.N. and Yang, Y. Perceived barriers to exporting and export assistance requirements. In T. Cavusgil and Michael R. Czinkota ed. *International perspectives on trade promotion and assistance*. Westport: Quorum books. 1990.

Rasli, A. *Handbook for Postgraduate Social Scientists*, Johor: UTM Press. 2006.

Rauch, J.E. *Trade and Search: Social Capital, Sogo Shosha, and Spillovers*. 1996.

Ray, D.M., Asley Momijan, W., McMullan, E., Ko, S. *Comparison of Immigrant Armenian Entrepreneurs in Los Angeles and Immigrant Chinese*

- Entrepreneurs in Calgary*, Calgary, Canada. 1988.
- Rindfleisch, A. and Heide, J.B. (1997). Transaction Cost Analysis: Past, Present, and Future Applications. *Journal of Marketing*, 61(4), 30-54.
- Rindfleisch, A., Malter, A.J, Ganesan, S. and Moorman, C. (2008). Cross-Sectional Versus Longitudinal Survey Research: Concepts, Findings, and Guidelines. *Journal of Marketing Research*, 45(3), 261-279.
- Roberts, E. (1991). *Entrepreneurs in high technology: Lessons from MIT and beyond*, New York: Oxford University Press.
- Robertson, C. and Chetty, S.K. (2000). A Contingency-Based Approach to Understanding Export Performance. *International Business Review*, 9(2), 211-235.
- Robinson, J., Shaver, P. and Wrightsman, L. Criteria for scale selection and evaluation. In J. Robinson, P. Shaver, and L. Wrightsman, eds. *In Measures of Personality and Social Psychological Attitudes*. San Diego, CA: Academic Press, pp. 1–16. (1991).
- Root, F.R. *Entry Strategies for International Markets*, San Fransisco: Lexington Books. 1994.
- Rosson, P.J and Ford, I.D. (1982). Manufacturer-Overseas Distributor Relations and Export Performance. *Journal of International Business Studies*, 13(2), 57-72.
- Rotter, J.B. (1966). Generalized expectancies for internal versus external control of reinforcement. *Psychological Monographs*, 80(1), 1-28.
- Rullani, E. Enhancing the competitiveness of SMEs in the global economy: Strategies and policies. *In Conference for Ministers responsible for SMEs and Industry Ministers*. Bologna, Italy. 2000.

- Rutashabya, L. and Jaensson, J.E. (2004). Small Firms' Internationalization for development in Tanzania: exploring the Network Phenomenon. *International journal of Social Economic*, 31(1/2), 159-172.
- SBA. (2004). Guide to SBA's definitions of small business.
- SMIDEC, (2009). SME annual Report, kuala lampur.
- Salancik, G.R. and Pfeffer, J. (1978). A social information processing approach to job attitudes and task design. *Administrative science quarterly*, 23(2), 224-53
- Sambasivan, M., Abdul, M. and Yusop, Y. (2009). Impact of personal qualities and management skills of entrepreneurs on venture performance in Malaysia: Opportunity recognition skills as a mediating factor. *Journal of Technovation*, 29, 798-805.
- Sangsuwan, N. *Success Factors in Export Marketing: The Case of Thailand*. 1992.
- Sapienza, H. J., DeClercq, D. and Sandberg, W.R., *Antecedence of International and Domestic Learning effort*. *Learning*. 2004.
- Sayre, S. *Qualitative Methods for Marketing Research*, Sage Publications, Inc. 2001.
- Schmidt, W.C. World-Wide Web survey research: Benefits, potential problems, and solutions. *In Behavior Research Methods, Instruments, & Computers*. pp. 274-279. 1997.
- Schonberger, R.J. *World class manufacturing-the lessons of simplicity applied*, New York: The Free Press. 1986.
- Schroder, P.J.H., Trabold, H. and Trubswetter, P. *Intermediation in Foreign Trade: When do Exporters Rely on Intermediaries? Traders*. pp.1-20. 2003.
- Schumpeter, J. *Capitalism, Socialism, and Democracy*. 3rd ed. New York: Harper and Row. 1975. (Originally published in 1942 by Harper and Brothers).
- Schumpeter, J. *Capitalism, Socialism, and Democracy*. In H. Row ed. New York.

1934.

- Sekaran, U. *Research methods for business: a skill building approach*. 4th ed. New York: John Wiley and Sons. 2003.
- Senik, Z. , Isa, R. , Scott-Ladd, B. and Entrekkin, L. (2010). Influential Factors for SME Internationalization: Evidence from Malaysia. *Journal of Economics and Management*, 4(2), 285 - 304.
- Seow, C. and Liu, J. (2006). Innovation in Maintenance Strategy through Six Sigma: Insights of a Malaysian SME. (2006) IEEE International Conference on Management of Innovation and Technology, 793-797.
- Seringhaus and Rosson. (1998). Management and performance of international trade fair exhibitors: Government stands vs. independent stands. *International Marketing Review*, 15(5), 398–412.
- Shackman, A.J. (2005). Research Program.
- Shane, S. 2000. Prior Knowledge and the Discovery of Entrepreneurial Opportunities.
- Shane, S. and Venkataraman, S. (2000). The Promise of Entrepreneurship as a Field of Research. *The Academy of Management Review*, 25(1), 217-226. *Organization Science*, 11(4), 448-469.
- Shankar, C., Pandian, S., Sulaiman, M. and Munusamy, J. (2010). The moderating effect of firm size: Internationalization of small and medium enterprises (SMEs) in the manufacturing sector. *African Journal of Business Management*, 4(14), 3096-3109.
- Shankar, C., Sulaiman, M. and Pandian, S. (2010). The Determinants of Internationalization of Small and Medium Enterprises (Smes): A Case in Malaysia. *World Applied Sciences Journal*, 10(10), 1202-1215.
- Shankar, C., Sulaiman, M. and Yusoff, Y.M. (2010). Internationalization and

Performance: Small and Medium Enterprises (SMEs) in Malaysia. *International Journal of Business and Management*, 5(6), 27-37.

Sharma, D. D. and Johanson, J. (1987). Technical Consultancy in Internationalization.

International Marketing Review, 4(4), 20-29.

Sharma, D.D and Blomstermo, A. (2003). The internationalization process of Born Globals: A network view. *International Business Review*, 12, 739–753.

Shaw, V. and Darroch, J. (2004). Barriers to Internationalisation: A Study of Entrepreneurial New Ventures in New Zealand. *Journal of International Entrepreneurship*, 2(4), 327-343.

Shepherd, D. A. and Zacharakis, A. Conjoint analysis: A window of opportunity for entrepreneurship research. In J. Katz ed. *Advances in entrepreneurship, firm emergence and growth*. Greenwich: JAI Press, pp. 203-248. 1997.

Shepherd, D.A. and DeTienne, D.R. (2005). Prior Knowledge, Potential Financial Reward and Opportunity Identification. *Journal of Entrepreneurship: Theory and Practice*, 29.

Shepherd, D. A. and DeTienne, D.R. *Discovery of opportunities: anomalies, accumulation and alertness*. 2001.

Sherer, P.D. and Lee, K. (2002). Institutional Change in Large Law Firms: A Resource Dependency and Institutional Perspective. *Academy of Management Journal*, 45(1), 102-119.

Shipley, D., Cook, D. and Barnett, E. (1989). Recruitment, Motivation, Training and Evaluation of Overseas Distributors. *European Journal of Marketing*, 23(2), 79-93.

Shook, C.L., Priem, R.L. and Mcgee, J.E. (2003). Venture Creation and the

Enterprising Individual: A Review and Synthesis. *Journal of Management*, 29(3), 379–400.

Singh, R. *Entrepreneurial Opportunity Recognition through Social Networks*. New York: Garland Publishing. 2000.

Singh, R., Hills, G. E., Hybels, R.C. and Lumpkin, G.T. Opportunity recognition through Social Network Characteristics of Entrepreneurs. *In Frontiers of Entrepreneurship Research*. Wellesley: Babson College. 1999.

Singh, R., Hills, G.E. (1999). Frontiers in Entrepreneurship Research. *In Frontiers in Entrepreneurship Research*. Wellesley, MA: Babson College.

Sirmon, D.G. and Hitt, M.A. (2003). Managing Resources: Linking Unique Resources, Management, and Wealth Creation in Family Firms. *Entrepreneurship Theory and Practice*, 27(4), pp.339–358.

Skinner, D., Tagg, C. and Holloway, J. (2000). Managers and Research: The Pros and Cons of Qualitative Approaches. *Management Learning*, 31(2), 163-179.

Snow, C.C., Miles, R.E. and H.J. Coleman, J. (1992). Managing 21st Century Network Organizations. *Organizational Dynamics*, 20, 5–20.

Srivastava, R.K., Fahey, L. and Christensen, H.K. (2001). The resource-based view and marketing: The role of market-based assets in gaining competitive advantage. *Journal of Management*, 27(6), 777-802.

Steenkamp, J.-B.E.M. (2001). The role of national culture in international marketing research. *International Marketing Review*, 18(1), 30-44.

Stempel, G.H. Content analysis. In G. H. Stempel and B. Westley, eds. *Research methods in mass communications*. Englewood Cliffs, NJ: Prentice-Hall, pp. 119-143. 1981.

- Stevenson, H.H. and Jarillo, J.C. *A paradigm of entrepreneurship: Entrepreneurial management. In Entrepreneurship: concepts, theory and perspective.* pp. 156-170. 1990.
- Stewart, W.H., Watson, W.E., Carland, J.C., Carland, J.W. (1998). A proclivity of entrepreneurship: a comparison of entrepreneurs, small business owners, and corporate managers. *Journal of Business Venturing*, 14, pp.189–214.
- Styles, C. and Ambler, T. (1994). Successful Export Practice: The UK Experience. *International Marketing Review*, 11(6), 23-47.
- Styles, C. and Seymour, R.G. (2006). Opportunities for marketing researchers in international entrepreneurship. *International Marketing Review*, 23(2), 126-145.
- Susman, G.I. *Small and Medium sized enterprise and global economy.* G. I. Susman and E. Elgar (Ed.) Uk: Edward Elgar Publishing Limited. 2007a.
- Susman, G.I. *Small and Medium-Sized Enterprise and the Global Economy.* The Pennsy. G. I. Susman and E. Elgar ed. Uk: Edward Elgar Publishing Limited. 2007b.
- Syed Zamberi, A. and Siri R.X. (2010). Stress and coping styles of entrepreneurs: a Malaysian survey. *International Journal of Entrepreneurship*, 14.
- Terjesen, S. (2005). Senior women managers: leveraging embedded career capital in new ventures. *Career Development International*, 10(3), 246–259.
- Terjesen, S., O’Gorman, C. and Acs, Z. J. (2008). Intermediated mode of internationalization: new software ventures in Ireland and India. *Entrepreneurship & Regional development*, 20, 89-109.
- Terjesen, S. and Hessels, J., (2007). Indirect Internationalization of Small Ventures: A Development and Test of Two Theories. *In Frontiers of Entrepreneurship Research.*

- Theingi. *The Influence of Marketing Control and a Resource-based view (RBV) on Export Performance of SMEs in Thailand*. PhD Thesis. The University of Western Australia. 2008
- Theingi, Purchase, S. and Phungphol, Y. (2007). The Role of the Firm's Resources in Relationship Development Stages: Case Studies in Thailand. *Journal of International Entrepreneurship*.
- Thurasamy, R., Mohamad, O., Omar, A. and Marimuthu, M. (2009). Technology Adoption among Small and Medium Enterprises (SME's): A Research Agenda. *Engineering and Technology*, 41(May), 943-946.
- Timmons, J.A. *New Venture Creation: Entrepreneurship for the 21st Century*. 1999.
- Trabold, H. (2002). Export Intermediation: An Empirical Test of Peng and Ilinitch. *Journal of International Business Studies*, 33(2), 327-344.
- Tsang, E.W.K. (1998). Can guanxi Be a Source of Sustained Competitive Advantage for Doing Business in China? *The Academy of Management Executive*, 12(2), 64- 73.
- Vandekerckhove, W. and Dentchev, N.A. (2005). A Network Perspective on Stakeholder Management: Facilitating Entrepreneurs in the Discovery of Opportunities. *Journal of Business Ethics*, 60(3), 221-232.
- Venkataraman, S. Advances in entrepreneurship, firm emergence, and growth. In J. Katz and R. Brockhaus, eds. *The distinctive domain of entrepreneurship research: An editor's perspective*. Greenwich, CT: Elsevier Ltd., pp. 119-138. 1997a.
- Venkataraman, S., The Distinctive Domain of Entrepreneurship Research. In *Advances in Entrepreneurship, Firm Emergence, and Growth*. Greenwich: JAI Press, pp. 119–138. 1997b.

- Venkataraman, S., The distinctive domain of entrepreneurship research: An editor's perspective. In J. Katz and R. Brockhaus, eds. *Advances in entrepreneurship, firm emergence, and growth*. Greenwich, CT: JAI Press. 1997c.
- Venkataraman, N. and Ramanujam, V. (1986). Measurement of Business Performance in Strategy Research: A Comparison of Approaches. *Academy of Management Review*, 11(4), pp.801-14.
- Wang, Olsen, J.E. and Guangping. (2002). Knowledge, Performance and Exporter Satisfaction: An Exploratory Study. *Journal of Global Marketing*, 15(3/4), pp.39-62.
- Wang, Y.-lin, (2008). *Organizational Learning, Entrepreneurial Opportunity recognition, and Innovation Performance in High Technology Firms in Taiwan*. PhD Thesis. University of Illinois at Urbana-Champaign.
- Weerawardena, J. and Mort, G. (2006). Investigating social entrepreneurship: A multidimensional model. *Journal of World Business*, 41(1), 21-35.
- Weerawardena, J.(2003). The role of marketing capability in innovation-based competitive strategy. *Journal of Strategic Marketing*, 11(1), 15-35.
- Weerawardena, Jay and O'Cass, A.,(2004). Exploring the characteristics of the market-driven firms and antecedents to sustained competitive advantage. *Industrial Marketing Management*, 33(5), pp.419-428.
- Weerawardena, J. , O'Cass, A. and Julian, C. (2006). Does industry matter? Examining the role of industry structure and organizational learning in innovation and brand performance. *Journal of Business Research*, 59(1), 37-45.
- Weir, K.F. and Jose, P.E. (2008). A Comparison of the Response Styles Theory and the Hopelessness Theory of Depression in Preadolescents. *The Journal of Early Adolescence*, 28(3), 356-374.

- Weiss, A.M. and Heide, J. B. (1993). The nature of organizational search in high technology markets. *Journal of Marketing Research*, 30(2), 220–233.
- Welch, D. et al. (1996). Network analysis of a New Export Grouping Scheme: The Role of Economic and Non-economic relation. *International Journal on Research in Marketing*, 13, 463-477.
- Welch, D.E. ,Welch, L.S., Young, L.C.,Wilkinson, I.F. (1998). The Importance of Networks in Export Promotion: Policy Issues. *Journal of Internutionul Marketing*, 6, 66- 82.
- Werbner, P. Business in trust: Pakistani entrepreneurship in the Manchester Garment Trade. In R. Ward and R. Jenkins ed. *Ethnic Communities in Business: Strategies for Economic Survival*. Cambridge: Cambridge University Press, pp. 166–188. 1984.
- Whitely, W., Dougherty, T.M. and Dreher, G.F. (1991). Relationship of Career Mentoring and Socioeconomic Origin to Managers' and Professionals' Early Career Progress. *Academy of Management Journal*, 34(2), 331–351.
- Wilkinson, I., Young, L. and Freytag, P.V.,(2005). Business Mating: Who Chooses Whom and Gets Chosen? *Industrial Marketing Management*, 34,669 – 680.
- Wilkinson, I.F. and Young, L.C.,(2005). Toward a normative theory of normative marketing theory. *Marketing Theory*, 5(4), 363-96.
- Wilkinson, Ian F and Nguyen, V., (2003). A Contingency Model of Export Entry Mode Performance: The Role of Production and Transactions Costs. *Australasian Marketing Journal*, 11(3), 44-60.
- Wilkinson, T. and Brouthers, L. E, (2006). Trade promotion and SME export performance. *International Business Review*, 15, 233-252.
- Williamson, O. E. *The Economic Institutions of Capitalism: Firms, Markets,*

- Relational Contracting*. 1985.
- Williamson, O. E. *Markets and Hierarchies: Analysis and Antitrust Implications*. 1975.
- Williamson, O. E. *The Mechanisms of Governance*. 1996.
- Williamson, O.E. (1996). Economic Organization: The Case for Candor. *Academy of Management Review*, 21(1), 48-57.
- Wolff, A.J. and Pett, T.L. (2000). Internationalization of small firms: an examination of export competitive patterns, firm size, and export performance. *Journal of Small Business Management*, 38(2), 34–47.
- Wong, B., (1987). The Role of Ethnicity in Enclave Enterprises: A Study of the Chinese Garment Factories in New York City. *Human Organization*, 46(2), pp.120-130.
- Woodcock, C.P., Beamish, P. W. and Makino, S., (1994). Ownership-Based Entry Mode Strategies and International Performance. *Journal of International Business Studies*, 25(2), 253–273.
- Yang, Y.S., Leone, R.P. and Alden, D.L. (1992). A market expansion ability approach to identify potential exporters. *Journal of Marketing*, 56(1), 84-96.
- Yli, H., Autio, E. and Tontti, V. Social capital, knowledge, and the international growth of technology-based new firms. *Knowledge Creation Diffusion Utilization*. 2000.
- Young, M.N., Peng, M.W. , Ahlstrom, D., Bruton, G.D and Jiang, Y. (2008). Corporate Governance in Emerging Economies: A Review of the Principal–Principal Perspective. *Journal of Management Studies*, 45(1), 196-220.

- Young, S., Dimitratos, P. and Dana, L.P. (2003). International Entrepreneurship Research: What Scope for International Business Theories? *Journal of International Entrepreneurship*, 1(1), 31-42.
- Zacharakis, A.L. (1997). Entrepreneurial entry into foreign markets: A transaction cost perspective. *Entrepreneurship Theory and Practice*, 21, 23-39.
- Zacharakis, A. L. and Meyer, G.D. (1998). A Lack of Insight: Do Venture Capitalists Really Understand Their Own Decision Process? *Business Venturing*, 13, 57-76.
- Zahra, S, Korri, J. and Yu, J. (2005). Cognition and international entrepreneurship: implications for research on international opportunity recognition and exploitation. *International Business Review*, 14(2), 129-146.
- Zahra, S. A. and Gravis, D.M. (2000). International Corporate Entrepreneurship and Firm Performance: The Moderating Effect of International Environmental Hostility. *Journal of Business Venturing*, 15, 469-492.
- Zahra, S. and Dess, G. G. (2001). Entrepreneurship as a Field of Research: Encouraging Dialogue and Debate. *The Academy of Management Review*, 26(1), 8-10.
- Zahra, S. (2005). A Theory of International New Ventures: A Decade of Research. *Journal of International Business Studies*, 36(1), 20–28.
- Zain, M. and NG, S.I. (2006). The Impacts of Network Relationships on SMEs' Internationalization Process. *Thunderbird International Business Review*, 48(2), 183-205.
- Zietsma, C., (1999). Opportunity knocks or does it hide, *Frontiers of Entrepreneurship Research*. *Frontiers of Entrepreneurship Research*.
- Zikmund, W.G. *Business Research Methods seventh*. South-Western: Thomson.

2003.

Zikmund, W.G. *Essentials of Marketing Research*. the Dryden Press. 1999.

Zikmund, W.G. *Exploring Marketing Research*. the Dryden Press. 1997.

Zou, Shaoming and Stan, S. (1998). The determinants of export performance: a review of the empirical literature between 1987 and 1997. *International Marketing Review*, 15(5), 333-356.