

INTERNATIONAL
ENTREPRENEURSHIP IN
EMERGING MARKETS

CONTEMPORARY ISSUES IN ENTREPRENEURSHIP RESEARCH

Series Editor, Volumes 1–6: Gerard McElwee

Volume 7 onward: Paul Jones

- Volume 1: Innovating Women: Contributions to Technological Advancement
Edited by Pooran Wynarczyk and Susan Marlow
- Volume 2: Social and Sustainable Enterprise: Changing the Nature of Business
Edited by Sarah Underwood, Richard Blundel, Fergus Lyon and Anja Schaefer
- Volume 3: Enterprising Places: Leadership and Governance
Edited by Lee Pugalís and Joyce Liddle
- Volume 4: Exploring Rural Enterprise: New Perspectives on Research, Policy and Practice
Edited by Colette Henry and Gerard McElwee
- Volume 5: Exploring Criminal and Illegal Enterprise: New Perspectives on Research, Policy and Practice
Edited by Gerard McElwee and Robert Smith
- Volume 6: New Perspectives on Research, Policy and Practice in Public Entrepreneurship
Edited by Joyce Liddle
- Volume 7: New Perspectives on Entrepreneurship Education
Edited by Paul Jones, Gideon Maas and Luke Pittaway
- Volume 8: Entrepreneurship and the Sustainable Development Goals
Edited by Nikolaos Apostolopoulos, Haya Al-Dajani, Diane Holt, Paul Jones and Robert Newbery
- Volume 9A: Creating Entrepreneurial Space: Talking Through Multi-voices, Reflections on Emerging Debates
Edited by David Higgins, Paul Jones and Pauric McGowan
- Volume 9B: Creating Entrepreneurial Space: Talking Through Multi-voices, Reflections on Emerging Debates
Edited by David Higgins, Paul Jones and Pauric McGowan

CONTEMPORARY ISSUES IN ENTREPRENEURSHIP
RESEARCH VOLUME 10

**INTERNATIONAL
ENTREPRENEURSHIP IN
EMERGING MARKETS:
NATURE, DRIVERS,
BARRIERS AND
DETERMINANTS**

EDITED BY

MOHAMED YACINE HADDOUD

Plymouth University, UK

PAUL JONES

Swansea University, UK

ADAH-KOLE EMMANUEL ONJEWU

Coventry University, UK



United Kingdom – North America – Japan
India – Malaysia – China

Emerald Publishing Limited
Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2020

Copyright © 2020 Emerald Publishing Limited

Reprints and permissions service

Contact: permissions@emeraldinsight.com

No part of this book may be reproduced, stored in a retrieval system, transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without either the prior written permission of the publisher or a licence permitting restricted copying issued in the UK by The Copyright Licensing Agency and in the USA by The Copyright Clearance Center. Any opinions expressed in the chapters are those of the authors. Whilst Emerald makes every effort to ensure the quality and accuracy of its content, Emerald makes no representation implied or otherwise, as to the chapters' suitability and application and disclaims any warranties, express or implied, to their use.

British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

ISBN: 978-1-78769-564-1 (Print)

ISBN: 978-1-78769-563-4 (Online)

ISBN: 978-1-78769-565-8 (Epub)

ISSN: 2040-7246 (Series)



ISOQAR certified
Management System,
awarded to Emerald
for adherence to
Environmental
standard
ISO 14001:2004.

Certificate Number 1985
ISO 14001



INVESTOR IN PEOPLE

CONTENTS

<i>List of Contributors</i>	vii
<i>Series Editor's Preface</i>	ix
Introduction: A Primer on International Entrepreneurship in Emerging Markets <i>Mohamed Yacine Haddoud, Adah-Kole Emmanuel Onjewu and Paul Jones</i>	1
Chapter 1 A Network Perspective on the Intermittent Internationalising Experiences of Emerging Economy Entrepreneurial SMEs <i>Zubair Ali Shahid and Leonie Hallo</i>	7
Chapter 2 Managerial Attributes and Collaborative Behaviours as Determinants of Export Propensity: Evidence from Turkish SMEs <i>Ali Kemal Celik, Mohamed Yacine Haddoud, Adah-Kole Emmanuel Onjewu and Paul Jones</i>	33
Chapter 3 Assessing the Impact of Social Forces in International Opportunity Recognition: A Case Study of Brazilian Technology Firms <i>Nuno Arroiteia and Khalid Hafeez</i>	51
Chapter 4 Driving Business Exports in Emerging Markets: Business Clusters as a Policy Option for Internationalisation <i>Anthony Ayakwah, Ellis L. C. Osabutey and Isaac Sakyi Damoah</i>	81
Chapter 5 Outward Internationalisation of Emerging Market Small and Medium Sized Enterprises: Contract Manufacturing Relationship with Developed Market Multinational Enterprise(s) and Capabilities Development <i>Ahmad Arslan, Sean Naughton, Abdollah Mohammadparast Tabas and Vesa Puhakka</i>	99

Chapter 6 Trade Barriers and Assistance Requirements of South Asian Transnational Entrepreneurs <i>Shiv Chaudhry, Dave Crick and James M. Crick</i>	115
Chapter 7 Barriers and Drivers of SMEs' Internationalisation in Emerging Markets: Study of Sri Lankan Youth Entrepreneurs <i>Gayathri Ranasinghe</i>	141
Chapter 8 The CAGE Around Internationalisation of SMEs and the Role of Government <i>Paul Agu Igwe and Frederick Kanyembo</i>	161
<i>About the Editors</i>	177
<i>About the Authors</i>	179
<i>Index</i>	183

LIST OF CONTRIBUTORS

<i>Nuno Arroiteia</i>	De Monfort University, UK.
<i>Ahmad Arslan</i>	University of Oulu, Finland.
<i>Anthony Ayakwah</i>	Koforidua Technical University, Ghana.
<i>Ali Kemal Celik</i>	Ardahan University, Turkey.
<i>Shiv Chaudhry</i>	Birmingham City University, UK.
<i>Dave Crick</i>	University of Ottawa, Canada.
<i>James M. Crick</i>	Loughborough University, UK.
<i>Isaac Sakyi Damoah</i>	Bournemouth University, UK.
<i>Mohamed Yacine Haddoud</i>	Plymouth University, UK.
<i>Khalid Hafeez</i>	De Montfort University, UK.
<i>Leonie Hallo</i>	The University of Adelaide, Australia.
<i>Paul Agu Igwe</i>	University of Lincoln, UK.
<i>Paul Jones</i>	Swansea University, UK.
<i>Frederick Kanyembo</i>	University of Lincoln, UK.
<i>Sean Naughton</i>	Edge Hill University, UK.
<i>Adah-Kole Emmanuel Onjewu</i>	Coventry University, UK.
<i>Ellis L. C. Osabutey</i>	University of Roehampton, UK.
<i>Vesa Puhakka</i>	University of Oulu, Finland.
<i>Gayathri Ranasinghe</i>	University of New South Wales, Australia.
<i>Zubair Ali Shahid</i>	IQRA University, Pakistan.
<i>Abdollah Mohammadparast Tabas</i>	University of Oulu, Finland.

This page intentionally left blank

SERIES EDITOR'S PREFACE

The Institute of Small Business and Entrepreneurship (ISBE) Emerald Book Series Contemporary Issues in Entrepreneurship Series seeks to provide a platform for leading-edge research that reflects on emerging themes of interest within the entrepreneurship discipline. These collections were developed in recognition of the requirement for the entrepreneurship literature to engage more critically with the experiences of entrepreneurs from many different contexts. Entrepreneurial behaviour continues to evolve rapidly in a challenging global environment for business. The volumes within this series are all developed by established scholars, typically drawn from the membership of the ISBE community. All contributions are rigorously double-blind peer-reviewed by subject experts. In line with the objectives of the series, this volume contributes a new peer-reviewed body of evidence which provides novel insights and perspectives and informs and further engages the entrepreneurship discipline.

The tenth volume in this series entitled 'International Entrepreneurship in Emerging Markets: Nature, Drivers, Barriers and Determinants' edited by Dr Mohammed Haddoud (Plymouth University), myself (Professor Paul Jones, Swansea University) and Dr Adah-Kole Onjewu (Coventry University) offers a novel perspective regarding the experiences of small businesses from emerging markets exploring internationalisation opportunities. Rapidly emerging and evolving markets in Africa, Asia and South East Asia offer exciting opportunities to revisit and update established entrepreneurial theory considering novel cultural and social nuances. Particular thanks to Dr Haddoud for leading the guest editing process from initiation to completion. This volume seeks to enhance the existing evidence base regarding the internationalisation of small businesses in a developing world context.

My thanks as always to the guest editors, authors and reviewers for all their contributions in taking this volume to a successful conclusion. To Katy Mathers and Pete Baker and all the Emerald Production team for their support in taking the book through the production processes by the required deadlines. We hope you enjoy the read!

Paul Jones
(Editor, Contemporary Issues in Entrepreneurship Series)

This page intentionally left blank

INTRODUCTION: A PRIMER ON INTERNATIONAL ENTREPRENEURSHIP IN EMERGING MARKETS

Mohamed Yacine Haddoud, Adah-Kole Emmanuel
Onjewu and Paul Jones

ABSTRACT

This chapter provides an introduction and outlines the rationale for this book. It also specifies the organisation and structure of the chapter contributions while introducing the authors. The chapter concludes by summarising the main points of the ensuing sections and intimates on directions for further research as well as theoretical implications in the international entrepreneurship field.

INTRODUCTION

Global cross-border business activities have been accelerated by advancements in communication technologies, reduced trade barriers and the interconnectedness of value chains (Ji, Plakoyiannaki, Dimitratos, & Chen, 2019). Moreover, in the aftermath of Oviatt and McDougall (1994) and Knight and Cavusgil's (2004) pioneering studies on early internationalisation, scholars' interest in international entrepreneurship (IE) as a driver of firm performance has noticeably intensified (Verbeke & Ciravegna, 2018; Zahra & George, 2017). Increasingly, research exploring and tracking the pursuit of cross-border opportunities shape perception and firm behaviour on market entry barriers and drivers (Reuber, Knight, Liesch, & Zhou, 2018; Wright & Dana, 2003). As a field, IE embraces the international business and entrepreneurship disciplines and surmises the 'discovery, enactment, evaluation and exploitation of opportunities across national

International Entrepreneurship in Emerging Markets: Nature, Drivers, Barriers and Determinants
Contemporary Issues in Entrepreneurship Research, Volume 10, 1–6

Copyright © 2020 by Emerald Publishing Limited

All rights of reproduction in any form reserved

ISSN: 2040-7246/doi:10.1108/S2040-724620190000010002

borders to create future goods and services' (Oviatt & McDougall, 2005, p. 540). It captures firms' activities across national borders in comparison to their domestic routines and considers entrepreneurship in various contexts (Kiss, Danis, & Cavusgil, 2012).

To this point, the expansion of the IE literature has been propped by studies set in western contexts; especially the United States (Baier-Fuentes, Merigo, Amoros, & Gaviria-Marin, 2018). The contextual imbalance in the literature curtails theoretical development in some contexts to the extent that disparities develop in the understanding and measurement of IE from country to country. It also furthers a failure to capture diverse environmental factors that influence and explain IE as a phenomenon (Zahra & George, 2017). Cognisance of the aforementioned has led to calls for IE scholarship in emerging markets (Kiss et al., 2012). Particularly, the liberalisation of emerging economies and their growing relevance in the global economy uphold the urgency of IE literature from emerging contexts (Aulakh & Kotabe, 2008). Addressing this gap will abate the perils of policy formulation informed by developed world evidence while overlooking peculiar institutional and environmental factors in emerging countries (Haddoud, Nowinski, Jones, & Newbery, 2018; Manev & Manolova, 2010). Indeed, current theoretical perspectives centred on developed world evidence may reduce the validity of empirical findings.

To advance the body of work, the current focus on emerging markets seeks to understand the scope, processes and dynamics of IE in under-researched contexts. This book considers how small and medium enterprises (SMEs) in emerging markets enact, evaluate and exploit international opportunities. It is informed by new developments in the global economy and responds to calls in the literature compelling researchers to study IE dynamics in wider contexts. An increased understanding of cross-border behaviour in developing country SMEs will better apprise stakeholders' policy formulation and implementation. The relative nascentcy of IE lends the discipline to new perspectives with the potential of shaping SMEs' international behaviour. Finally, this book seeks to incite new evidence and stimulate further research from emerging markets beyond its current chapters to densify the volume of meaningful theory and optimise policy-making for IE in emerging markets.

The call for chapter contributions attracted interest from studies exploring SMEs' internationalisation in Brazil, China, India, Pakistan, Sri Lanka and Turkey. Together, the chapters uncover peculiarities in SMEs' cross-border activities. They are presented as follows:

Shahid and Hallo commence with an exploration of the intermittent internationalisation of Chinese and Pakistani entrepreneurs. They highlight the role of networks as a facilitator of SMEs' initial entry and subsequent re-entry into international markets. Using qualitative interviews, Shahid and Hallo draw attention to an emerging but overlooked pattern of internationalisation known as intermittent internationalisation. They find that SMEs in emerging contexts constantly modify their products, resources and markets through network interactions. Precisely, in a bid to manage foreign market uncertainty, they affirm that SMEs proactively choose to dissolve existing relationships by diversifying resources in order to withdraw from foreign markets and form alternative partnerships. At the

same time, SMEs also seek to re-enter previous markets by leveraging prior relationships and networks. These findings advance the network-based perspective of SMEs internationalisation by providing refined and novel analysis on patterns and network facilitation during dynamic phases of exit and subsequent re-entry.

In the next chapter, Celik, Haddoud, Onjewu and Jones investigate the role of managerial attributes and collaborative behaviours in shaping SMEs' export entry behaviour. Using a sample of 80 Turkish SMEs, the authors examine this well-researched area with a novel fuzzy-set comparative analysis and provide a holistic view of the link between relational capital and SMEs' cross-border behaviour. They find that no single driver is sufficient to facilitate SMEs' propensity for export entry. Rather, a combination of managerial attributes including export knowledge, international orientation, entrepreneurial orientation and export perception is more likely to enable export entry. Their result corresponds with the emerging resource orchestration view that a combined influence of resources is more likely to drive performance and enhance competitiveness. Importantly, this finding provides a key direction for the design of support programmes by export promotion organisations.

The third chapter by Arroiteia and Hafeez explores the systemic influence of social forces on opportunity recognition and the development of technology for new market entry. The systemic and social forces include institutions, social networks and entrepreneurs' cognitive frames. Arroiteia and Hafeez adopt a longitudinal perspective with evidence from five Brazilian technology firms gathered over two rounds of data collection. Within the sample, they find that there is a systemic and mutually reinforcing effect of social forces on opportunity recognition. They also stress the effect of entrepreneurs' cognitive frames in recognising opportunities to enter the Brazilian market. Furthermore, the authors recognise the synthesis of support provided by universities, government agencies and entrepreneurs' social networks as essential for the accumulation of experiential and non-experiential knowledge of international markets. Indeed, they conclude that experiential and non-experiential knowledge greatly contribute to the recognition of international opportunities.

In Chapter 4, Ayakwah, Osabutey and Damoah present a systematic review of secondary data on the peculiarities of clusters in emerging economies and how their operations and performance minimise barriers to internationalisation. The authors draw parallels between the internationalisation of clusters and the theory of agglomeration. Mainly, they observe that even though several emerging economy clusters are engaged in export activity, there are no indications of international entrepreneurs operating within these clusters. Therefore, the authors affirm that the unique drivers of export activity within these clusters are interactions with multinational companies, public agencies and collaborative relationships. These drivers are unique for their capacity to minimise barriers to internationalisation and determine the export performance of businesses within the clusters. This underscores the role of network relationships as a source of knowledge to improve internationalisation performance. The authors' findings underline the imperative for emerging market SMEs to invest in relationship building with stakeholders in developed markets to accelerate export activity.

In the fifth chapter, Arslan, Naughton, Tabas and Puhakka review the role of prior contract manufacturing relationships with developed market multinational enterprises (DMNE) in shaping SMEs' outward internationalisation. In the DMNE–SME relationship, the authors identify four capabilities developed by emerging country SMEs that consequently aid outward internationalisation. In the context, Arslan et al. draw on dynamic capabilities theory to explain how relational capital, human capital, manufacturing productivity capabilities and product innovation capabilities underpin SMEs' performance. Importantly, their conclusions shed light on the under-researched area of prior contract manufacturing experience as an enabler of resource and capability development for internationalisation. Therefore, they pave the way for future studies to empirically investigate the role of such contracts in developing SMEs' internationalisation capability.

In Chapter 6, Chaudhry, Crick and Crick explore the internationalisation activities of transnational entrepreneurs (TEs); defined as entrepreneurs socially embedded in two or more countries. With data from TEs servicing the UK clothing and textile market from South Asia in the Indian subcontinent, they introduce the new and growing trend of small firms with income-generating assets in more than one country; known as 'micro-multinationals'. Their investigation adopts a mixed-methods approach with an initial quantitative study of 63 entrepreneurs followed by 16 semi-structured interviews. Chaudhry et al. conclude that, while stakeholders in a co-ethnic and cross-national context can boost resources, TEs with higher levels of international transactions were more likely to approach customers through their wider market coverage than counterparts servicing co-ethnic markets. The authors also discover that a reliance on co-ethnic market may limit growth aspirations unless decision-makers 'break-out' into mainstream markets. These findings have significant implications for support organisations and TEs. Particularly, support organisations need to accommodate the different traits of ethnic entrepreneurs including TEs when designing and delivering their programmes. To conclude, the authors attest to entrepreneurs deriving greater value in mentorship from perceived role models within their communities.

Chapter 7, contributed by Ranasinghe is a study on the barriers and drivers of SMEs' internationalisation in Sri Lanka, with a focus on information technology (IT). Informed by semi-structured interviews with 40 Sri Lankan youth entrepreneurs, the author infers that the natural IT literacy of youth entrepreneurs makes internationalisation a mere extension of market segmentation. Youth entrepreneurs' use of IT enables collaboration with suppliers and partners and facilitates efficient interaction with customers. Nonetheless, in spite of the positive effect of IT proficiency, Ranasinghe finds that inadequate access to capital, legal restrictions and the shortage of institutional support constitute major barriers to internationalisation. These findings suggest the need for policy reviews to attenuate structural, individual and process level barriers reducing SMEs' internationalisation in Sri Lanka.

The last chapter in this book is a conceptual discussion by Igwe and Kanyembo. Harnessing the ‘Cultural, Administrative, Geographic and Economic’ distances (CAGE framework), their study appraises a range of institutional factors and how they affect SMEs’ internationalisation in emerging contexts. Like the preceding chapters, they accentuate the role of governments in the promotion of SMEs’ internationalisation and overall ease of doing business.

CONCLUSION

This book presents a diversity of evidence with insights into indigenous SMEs’ practices vis-à-vis the barriers and drivers of their internationalisation aspirations, propensity and performance. There is a symbiotic relationship between IE studies and practice which mutually inform each other. However, to advance both areas, evidence and theory from developed countries must be complemented by research in developing settings. The full value of SMEs’ internationalisation in developed and developing countries alike will only be realised by practices informed by universal research and vice-versa.

The chapters in this book render unreported export behaviours and performance trends beyond networks, collaboration, innovation, orientations, social forces and clusters which are similar but inherently different from manifestations in the developed world. Although a lot more work is required to amass sufficient enough evidence that will redress the developed-developing literature imbalance, this book raises researchers’ interest and motivation in the IE of emerging countries. Most importantly, it also promotes the exciting cross-border opportunities for SMEs in developing contexts.

REFERENCES

- Aulakh, P., & Kotabe, M. (2008). Institutional changes and organizational transformation in developing economies. *Journal of International Management*, 14(3), 209–216.
- Baier-Fuentes, H., Merigo, J., Amoros, J., & Gaviria-Marin, M. (2018). International entrepreneurship: A bibliometric overview. *International Entrepreneurship and Management Journal*, 15(2), 385–429.
- Haddoud, M. Y., Nowinski, W., Jones, P., & Newbery, R. (2018). Internal and external determinants of export performance: Insights from Algeria. *Thunderbird International Business Review*, 61, 43–60.
- Ji, J., Plakoyiannaki, E., Dimitratos, P., & Chen, S. (2019). The qualitative case research in international entrepreneurship: A state of the art and analysis. *International Marketing Review*, 36(1), 164–187.
- Kiss, A. N., Danis, W. M., & Cavusgil, S. T. (2012). International entrepreneurship research in emerging economies: A critical review and research agenda. *Journal of Business Venturing*, 27(2), 266–290.
- Knight, G., & Cavusgil, S. (2004). Innovation, organizational capabilities, and the born-global firm. *Journal of International Business Studies*, 35(2), 124–141.
- Oviatt, B., & McDougall, P. (1994). Toward a theory of international new ventures. *Journal of International Business Studies*, 25, 45–64.
- Oviatt, B. M., & McDougall, P. P. (2005). Defining international entrepreneurship and modeling the speed of internationalization. *Entrepreneurship Theory and Practice*, 29(5), 537–554.

- Reuber, A., Knight, G., Liesch, P., & Zhou, L. (2018) International entrepreneurship: The pursuit of entrepreneurial opportunities across national borders. *Journal of International Business Studies*, 49(4), 395–406.
- Wright, R. W., & Dana, L. P. (2003). Changing paradigms of international entrepreneurship strategy. *Journal of International Entrepreneurship*, 1(1), 135–152.
- Zahra, S. A., & George, G. (2017). International entrepreneurship: The current status of the field and future research agenda. *Strategic entrepreneurship: Creating a new mindset* (pp. 253–288). Oxford: Strategic Management Series.

CHAPTER 1

A NETWORK PERSPECTIVE ON THE INTERMITTENT INTERNATIONALISING EXPERIENCES OF EMERGING ECONOMY ENTREPRENEURIAL SMEs

Zubair Ali Shahid and Leonie Hallo

ABSTRACT

Current internationalisation and international business (IB) theories are silent on the intermittent internationalising experiences of small and medium size enterprises (SMEs) from emerging economies (EEs). The aim of this chapter is to examine the role that networks play in facilitating SMEs from EEs subsequent behaviour following intermittent (exit and subsequent re-entry) internationalising experiences, and to build the theory of this process. Internationalisation of SMEs is a complex phenomenon. Utilising qualitative interview-based data from 15 Pakistani and Chinese SME entrepreneurs, industry experts and government representatives, this study concludes the following: SMEs from EEs continuously reconfigure existing products, resources and markets through networks while reducing and reviving levels of commitment with partners in international markets. Additionally, entrepreneurs from these markets proactively choose to dissolve existing relationships, withdraw from foreign markets to seek new partnerships and diversify resources to reduce foreign market uncertainty. However, some SME entrepreneurs seek

International Entrepreneurship in Emerging Markets: Nature, Drivers, Barriers and Determinants
Contemporary Issues in Entrepreneurship Research, Volume 10, 7–31

Copyright © 2020 by Emerald Publishing Limited

All rights of reproduction in any form reserved

ISSN: 2040-7246/doi:10.1108/S2040-724620190000010003

to re-enter into previous markets utilising prior relationships and networks. Hence, successful management of network relationships over time is a challenge for internationalising SMEs.

Keywords: Intermittent internationalisation; emerging economies; networks; exit; re-entry; small and medium-sized enterprises

INTRODUCTION

The internationalisation of small and medium size enterprises (SMEs) has been researched for almost three decades in the international business (IB) literature. However, internationalisation theories within the field of IB, namely the internationalisation process (IP) model and the Uppsala model and its revised versions (e.g. see [Johanson & Vahlne, 1977, 1990, 2006, 2009, 2011](#); [Vahlne, Ivarsson, & Johanson, 2011](#); [Vahlne & Johanson, 2013](#); [Johanson & Vahlne, 2015](#)), have continued to explain internationalisation as a forward moving activity, referring to linear type internationalising activities. Alternative views on internationalisation phenomena, for example, the impact of an inability to develop holistic frameworks in international market exits and re-entries, have been ignored ([Bernini, Du, & Love, 2016](#); [Choquette, 2018](#); [Surdu, Mellahi, & Glaister, 2019](#)). Current IB literature argues the importance of exploring foreign market exits ([Etemad, 2015](#); [Surdu et al., 2019](#)) and re-entries ([Sui & Baum, 2014](#); [Welch & Paavilainen-Mäntymäki, 2014](#)), as well as exploring the phenomenon of exit and re-entry from the entrepreneurial perspective ([Zander, McDougall-Covin, & Rose, 2015](#)). Researchers have also drawn attention to the need to explore exits and re-entries of SMEs internationalising from EEs ([Vissak & Zhang, 2015](#)). No single theoretical model fully explains the phenomenon of intermittent internationalisation ([Bernini et al., 2016](#)). Hence we draw upon [Johanson and Vahlne's](#) study on the IP model which appeared in the *Journal of International Business Studies* in 1977 and has been revised a number of times by the IB community (e.g. see [Johanson & Vahlne, 1977, 1990, 2006, 2009](#); [Vahlne & Johanson, 2013](#); [Vahlne et al., 2011](#)). Supporters of the IP model (e.g. [Zou & Ghauri, 2010](#)) assume that internationalisation is incremental and a forward moving activity for SMEs, both in advanced economies (AEs) and in emerging economies (EEs). However, several studies on SMEs (including born-global and international new venture) criticise some of the assumptions of the IP model (e.g. [Vissak & Francioni, 2013](#)).

While scholars argue that the model should continue to dominate the IB field and continue to be used to explain internationalisation patterns in SMEs ([Meyer & Thaijongrak, 2013](#); [Santangelo & Meyer, 2011](#)), some researchers acknowledge the partiality of the IP model, in that while it can be applied in some situations, that does not mean that it is valid and applicable in other situations ([Hadjikhani, 1997](#)). Various issues have been raised. The model has been criticised for being deterministic (meaning that internationalisation outcomes are pre-determined). The model does not explain leapfrogging, sporadic, episodic, nonlinear and intermittent type internationalisation activities. Additionally, the model considers