

SUMMARY OF CONTENTS

TABLE OF CONTENTS

Summary of contents	5
Table of contents.....	5
List of figures.....	8
List of tables.....	9
List of abbreviations	10
1. Introduction	13
1.1 Motivation and positioning.....	13
1.2 The research subject: Internationalization of newly founded business units.....	15
1.3 Theoretical perspective: Organizational learning	16
1.4 Structure of the doctoral thesis	18
2 Theoretical background	21
2.1 The internationalization process	21
2.1.1 Characteristics of the internationalization process.....	21
2.1.1.1 Reasons for internationalization – Why?	22
2.1.1.2 Modes of internationalization – How?	24
2.1.1.3 Directions of internationalization – Where?	27
2.1.1.4 Timing of internationalization – When?	29
2.1.2 Internationalization process theories.....	30
2.1.2.1 Raymond Vernon's (1966) product cycle theory	31
2.1.2.2 Jair Aharoni's (1966) Foreign direct investment decision process model	33
2.1.2.3 Johanson and Vahlne's (1977) Uppsala model of the internationalization process.....	35
2.1.3 The role of speed in classical internationalization process theories	40
2.2 Speed in contemporary International Business research: A review of the literature.....	41

2.2.1 Method of the literature review	41
2.2.2 Descriptive overview of journal articles	44
2.2.3 The concept of speed.....	48
2.2.4 Perspectives of speed in the international business literature	51
2.2.4.1 The single activity perspectives	53
2.2.4.2 The multi activity perspectives.....	65
2.2.4.3 The hybrid perspectives (single and multi activity)	70
2.2.5 Learnings from the study of internationalization speed perspectives	77
2.2.6 The study of speed in international business: Overview and Classification..	80
2.2.7 Drivers of Speed.....	83
2.2.7.1 The influence of the general business environment on speed	83
i. Product Characteristics.....	83
ii. Industry Characteristics.....	85
iii. Technological development	91
2.2.7.2 The influence of location-factors on speed	93
iv. Home market environment.....	93
v. Foreign market environment	95
2.2.7.3 The influence of firm-specific characteristics on speed	98
vi. General firm characteristics	98
vii. Firm resources.....	103
viii. Firm knowledge	107
ix. Firm management.....	115
x. Firm network	120
xi. Entry modes of the firm	124
2.2.8 Outcomes of Speed	127
a. Survival	127
b. (Financial) performance	129
c. Growth.....	133

2.2.9 Summarizing the findings from the literature review	136
2.3 Knowledge and learning during the internationalization process.....	150
2.3.1 Characteristics of knowledge	150
2.3.2 Types of knowledge in the international context.....	151
2.3.3 Organizational learning modes	153
2.3.4 Knowledge transfer in diversified MNES.....	154
2.3.5 Knowledge accumulation and the start of an NBU's internationalization process.....	156
3. Empirical study: The speed of new business unit internationalization	157
3.1 Development of Hypotheses:.....	157
3.2 Methodology	166
3.2.1 Sample	166
3.2.2 Statistical approach	168
3.2.3 Variables	170
3.2.3.1 Dependent variable.....	170
3.2.3.2 Independent variables.....	171
3.2.3.3 Control variables	173
3.3 Results.....	176
3.4 Robustness checks	181
3.5 Discussion of the empirical study	182
3.6. Limitations and suggestions for further research.....	187
4. Conclusion.....	191
Bibliography	193