



## **SIG 03 - ENT - Entrepreneurship**

With our theme **Exploring the Future of Management: Facts, Fashion and Fado**, we invite you to participate in the debate about how to explore the future of management. We look forward to receiving your submissions.

### **T03\_09 - Entrepreneurship, Growth Strategies & Internationalization in SMEs**

#### **Proponents:**

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#### **Short description:**

SMEs growth strategies have been recently marked by increasing levels of internationalization. This evolution is not limited to exports or international outsourcing: it is indeed a brand new way of doing business. Internationalization of SMEs is challenging existing knowledge. Management scholars are invited to provide new perspectives on international entrepreneurial strategies of SMEs, their challenges and evolving business models, their relation to countries of destination, timing and entry mode, managerial tools, organizational structure, quality of acquired knowledge, relationships with multinationals and institutions. Theoretical contributions, reflections, and empirical analyses are welcome, provided they focus on SMEs.

#### **Long description:**

Small and medium-sized enterprises (SMEs) give a substantial contribution to the global economy, in terms of income and employment, both in high and low income countries. In recent years, SMEs growth strategies have been marked by increasing levels of internationalization (D'Angelo et al., 2013). This evolution cannot be confined to greater opening to foreign markets driven by the economic crisis and the saturation of western markets: it is indeed a brand new way of doing business. Internationalization has become an essential dimension of entrepreneurship, challenging existing knowledge and axioms of the classical theory. Emerging successful growth strategies, when analyzed, no longer reveal a gradual approach to foreign markets and the so far assumed necessary correlation between company size and extension of markets served. Foreign turnover is often growing faster than total turnover and the number of born global firms is constantly increasing. The magnitude of the phenomenon goes well beyond import/export (Paul et al., 2017), outward processing figures or even Foreign Direct Investment (FDI) amounts. It concerns the management of all business functions; it extends to various steps or to the entire value



chain, from operations to marketing, from finance to research and development, from human resources and logistics to supply chain management. Indeed international strategies are becoming much more complex than in the past (Sui and Baum, 2014). Management scholars are invited to provide new perspectives about international growth strategies of SMEs, their challenges and their evolving business models, in relation to countries of destination, timing and entry mode, managerial tools and technicalities, organizational structure of overseas activities, quality of acquired knowledge, relationships with multinationals and institutions even when informal. Theoretical contributions, reflections, empirical analyses are welcome, provided that they focus on SME experiences and challenges.

Possible sub-topics:

- What are the characteristics associated with growth and internationalization strategies of SMEs, in terms of entrepreneurial process?
- Cross-cultural entrepreneurship: which implications for SMEs? (sub-topic in collaboration with the International Association of Cross-Cultural Management and Competence - IACCM);
- What is the association between national cultures and entrepreneurship? Exploring the challenge of international growth;
- Partnership and network development: going beyond the span of control. Which typology of collaborations of SMEs are pursued in networks with larger firms?;
- What is the relationship among industrial districts, local networks and the challenge of internationalization?;
- Is “innovativeness” a driver for internationalization in SME strategies?;
- What are the characteristics associated with ethics and sustainability in international growth strategies?

**Keywords:**

Small business  
Growth Strategies  
Internationalization strategies  
Cross-cultural entrepreneurship and SMEs  
Entry mode: networks and alliances



**Publication Outlet:**

International Journal of Globalisation and Small Business

(<http://www.inderscience.com/jhome.php?jcode=ijgsb>)

“European Journal of Cross-Cultural Competence and Management -

<http://www.inderscience.com/jhome.php?jcode=ejccm> - EJCCM;

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