



*ie-scholars.net*<sup>®</sup>  
INTERNATIONAL ENTREPRENEURSHIP



# Annual Report 2011

A report on the 2011  
activities of the  
ie-scholars project

# A message from our co-directors

We are pleased to present the third report of activities for the Strategic Knowledge Cluster on International Entrepreneurship – ie-scholars.net. The Social Sciences and Humanities Research Council (SSHRC) funded the cluster for eight years, beginning in April 2008. Thus, we are now in the fourth year of the project and about half-way through the funding period.

ie-scholars traces its roots to the international network of scholars associated with the McGill Conference on International Entrepreneurship first held in 1998. Our network now boasts over 200 members, and will hold its 15<sup>th</sup> annual conference at Pavia University in September 2012, and has its own journal, book series and online community.

The primary goal of ie-scholars is to bring scholars together to provide support and legitimacy for international entrepreneurship as an area of study. To accomplish this, we continue to develop our online community, enhance the annual conference and journal, and reaching out to new scholars and potential users of our research in the entrepreneurship, economic development and international trade communities.

ie-scholars began to mature in 2011. Our membership hit 200, almost double the number of when we started, and meeting the target set in our funding proposal. We saw IE research and member activity emerging from countries outside

our traditional base in Scandinavia, UK/Ireland, North America and Oceania, and numerous cross-national research efforts beginning to form.

Our funder, SSHRC, undertook a mid-cycle review of ie-scholars in 2011. We received feedback early in 2012 and are still waiting for their response on several outstanding issues. Our 2012 report will provide details of the review and its outcome. While the initial feedback was positive, the review committee also posed several questions about our approach, including why we have focused on more academic (e.g., conference, journal and book series) rather than practitioner-oriented outcomes.

Among several recommendations, the review committee asked us to document more detail about the characteristics of our membership, and to collect data about their activities, especially with respect to outreach activities with entrepreneurs, companies and economic development agencies. You can expect to hear more from us about this over the coming year, and can help by sharing information with us when contacted.

Looking ahead, the annual conference will be hosted by Pavia University, September 21-23, 2012. This conference will feature our first special session on

francophone IE research. There will also be regional workshops throughout the year on specific topics, often held in conjunction with other conferences.

Finally, we thank the members of our steering committee (Professors Martine Spence, Barbara Orser, Eileen Fischer, Rebecca Reuber and Nicole Coviello) for their hard work and time spent championing ie-scholars. We also thank our growing membership who see the value of international collaboration in establishing the field of IE, and who help us to lever our strategic knowledge cluster resources to have global impact.

Rod B. McNaughton  
University of Waterloo

Hamid Etemad  
McGill University

Co-directors, ie-scholars



## ie-scholars launches new online presence

ie-scholars has a new look: clean, crisp and functional. It's the result of a site overhaul that has made ie-scholars.net more user-friendly, easier to manage and essentially cost-free using open source blog software platform, WordPress.

In ie-scholars' first web incarnation, Igloo software was utilized, being part of the original grant application as a partner for ie-scholars. At the time, Igloo was a project of the Centre for International Governance Innovation (CIGI), and its software platform provided a wide variety of web 3.0 social media tools. Igloo was subsequently spun out as a for-profit firm and the subscription fees were relatively expensive. The ie-scholars membership was not making full use of the tools available through that platform so alternate options were investigated for a web presence that would meet the needs of the network.

After evaluating options, it was decided that using the WordPress platform was a more efficient and cost-effective interactive content management system. Its ease of use, as well as being based online which allows access and management from anywhere by multiple users, were both major selling features. Because it is open source, it will not require funding after the grant expires and can be transferred with relative ease.

Content for the new site was developed by Julia Hawthornthwaite, a fourth year environment student at Waterloo who worked on the original site during a co-op term and has been involved on a casual basis to maintain the site and

(continued)

## Inside:

4

Growing in South America

5

Samoa Conference 2

7

14<sup>th</sup> McGill Conference

8

ie-scholars curriculum

9

Special issue journals

10

The future of ie-scholars

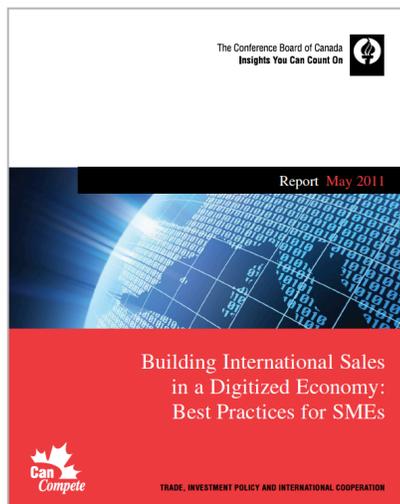
## When research hits the pavement

ie-scholars' steering committee members Eileen Fischer and Becky Reuber are research leaders in the area of SME success. They have published a second report related to IE for the Conference Board of Canada. The first, *Survival of the Fittest: Which SMEs Internationalize Most Extensively and Effectively*, focused on why some smaller firms are able to export successfully while others do not.

In their second report for the Conference Board, *Building International Sales in a Digitized Economy: Best Practices for SMEs*, they illustrate how, with advances in information and communications technologies, SMEs should be able to confidently sell in international digital markets. The research identifies practices that will help even the smallest SMEs achieve this.

It is an excellent example of research mobilization and that research findings can be applied in the business activities of entrepreneurial firms. The latest report uses activities of eight Canadian entrepreneurial firms in its analysis.

The Conference Board of Canada is the foremost, independent, not-for-profit research organization in Canada and aim to build leadership capacity by insights into economic trends, public policy and organizational performance.



add content. "Designing the new website for the ie-scholars community was a great learning experience for me since I had little prior knowledge of website design. I am really happy with the way the site has turned out and I hope that it serves the community more effectively." Implementation was completed by Ivan Lukianchuk, a freelance web designer, consultant, and entrepreneur.





# Growing in South America

A key area of focus for ie-scholars is expansion of the network into regions of the world where we have traditionally had few members, such as South and Central America, Southeast Asia, and Africa. This year, we are pleased to profile activities in South America, a region that has become increasingly engaged in the field of international entrepreneurship.

## Colombia

Sascha Fuerst, along with colleagues, organized a panel on international entrepreneurship for the 21st Latin-American Entrepreneurship Congress at Universidad ICESCI in Cali, Colombia. The intent was to introduce the topic of IE to the academic community in Colombia by referencing ongoing research projects in the panelists' own university communities. The panelists and organizers included: Sascha Fuerst, Associate Professor, Universidad EAFIT (Medellin), Luz Marina Ferro C., Professor, Universidad de los Andes, (Bogota), Vinciane Servantie, Professor, Universidad de los Andes (Bogota), and Diana Marcella Escandón, Lecturer and Researcher, Universidad Javeriana.

The topic is quite new for many Latin American scholars so there is a great deal of interest. IE courses are now offered at both the Universidad EAFIT and Universidad de los Andes in Bogota. At Universidad EAFIT, an IE course has started in January 2011 as part of the new Master in International Business program. Also underway is the

research project "Entrepreneurial internationalization: A process perspective," where four global start-ups are followed longitudinally and in real-time to observe how processes of learning and networking unfold and reciprocally influence each other.

## Brazil

A three-day workshop - Frontiers of Internationalization Research - was held in November 2010 by the Center for International Business Research (NUPIN) at the Instituto de Administração e Gerência (IAG Business School) in Rio de Janeiro. Its goal was to bring together researchers in the fields of early internationalization and international entrepreneurship to develop collaborative working relationships across countries. Twelve researchers were in attendance, including seven from Brazil and five from other countries around the world, including the United Kingdom, US, New Zealand, and Canada.

Since then, members of the NUPIN IE Group have been actively researching the internationalization process of smaller software firms from Brazil, the US and France. Further projects are also underway examining internationalization processes of firms in typical Brazilian industries, such as textiles, cachaça and fashion.

## Chile

Several initiatives are underway in Chile that relate to industry clusters and international entrepreneurship within the Cluster Innovation Research Network. The group is investigating how Chilean firms internationalize and are more competitive in international markets. Team members represent institutions around the country, including the universities of Talca, Los Lagos, Adolfo Ibañez, La Frontera, Desarrollo, and Austral de Chile, as well as collaborations with universities and institutions in New Zealand, Australia, United Kingdom, Holland and Israel.

[www.clusterinnovation.com](http://www.clusterinnovation.com)

# Samoa Conference 2 catalyst for new research ideas



...the “climate  
smart village” ...

In July 2011, Brendan Gray, Dunedin City Chair in Entrepreneurship at University of Otago, New Zealand, organized a workshop at the University of Samoa, corresponding with Samoa Conference 2, where he was coordinator of the Research Methodology track. ie-scholars was a sponsor of Samoa Conference 2 and assisted with travel for twenty researchers from around the world who have an interest in indigenous communities developing innovative, export-oriented businesses. ie-scholars supported this initiative specifically as a catalyst in the development of an international research project on indigenous, family and community-based entrepreneurship.

There were two components to the ie-scholars research workshop: special sessions on cross-cultural research methods and collaborative meetings between researchers and locals on a research agenda for international entrepreneurship. Researchers presented papers during the six special sessions on cross-cultural and entrepreneurship research methodology, including such topics as:

- Learning and empowerment: Participatory methodologies and community-based development in post-apartheid South Africa, presented by Prof. Tony Binns & Assoc. Prof. Etienne Nel;
- Key Issues when conducting community-based entrepreneurship research, by Prof. Ana Maria Peredo, presented by Prof. Brendan Gray;
- Using the internet to facilitate international marketing and entrepreneurship research – from an indigenous entrepreneurship and developing country perspective, presented by Assoc. Prof. Ken Deans, Prof. Rod McNaughton, and Dr. Sharon Loan; and
- Using an historical research approach to understanding the key drivers of a successful family-based international entrepreneurship development program in Samoa, presented by Suzanne Duncan and Prof. Brendan Gray.

It is hoped the majority of these papers will be compiled in a special volume published by Edward Elgar.

(continued)

Dynamic and productive discussions were had to establish a research agenda focused on sustainable entrepreneurship. The concept of the “climate smart village” was chosen as a starting point in the broader theme of sustainable entrepreneurship. Defining and contextualizing the idea of the climate smart village began as part of these discussions and continued on following the workshop as researchers took the idea back to their home countries and teams.

Further discussions took place at the annual McGill conference at the University of Southern Denmark in Odense, Denmark, in September 2011 with researchers from New Zealand, Canada and Scandinavia. This was followed up with research meetings in October at the University of Waterloo, Ontario, and Victoria University, BC, where it was decided to focus the research on sustainable international entrepreneurship initiatives in Arctic, Caribbean and Pacific Island communities. So far more than 30 researchers have expressed interest in this project.

The next phase will be to hold a research symposium in early 2013 to collate current research related to climate smart villages with a view to launching a comparative Arctic-Caribbean-Pacific study later that year.

Meanwhile, several researchers from the Samoa 2 Conference are continuing studies into various aspects of the climate smart village concept in 2012. The results of these studies will be presented at the symposium in 2013.

## Research proves it has the right ingredients

One of the presenters at the 2011 Samoa 2 Conference was Dr. Tracy Bero, Planning Director at New Zealand’s Lincoln University. Her research into how communities in the Pacific Islands can develop entrepreneurial tourism business resulted in an unusual outcome: a prize-winning cookbook. Along with chef Robert Oliver, Dr. Bero developed *Ma’a Kai: The Food and Flavours of the South Pacific*, which has been named Best Book of the Year in the Gourmand World Cookbook Awards.

Where’s the connection between research and culinary literature? It’s not only letting potential investors and visitors know about unique island cuisine, but the idea that the cookbook may also contribute to local economic development by encouraging local resorts, restaurants and even home cooks to use more indigenous products has researchers applauding. The authors ideally hope the recipes, with their focus on local ingredients, will increase the market for local products, and shorten supply chains. Not an easy task, however, when it is easier for resort and restaurant purchasers to order from a single overseas supplier than to develop and maintain links with a number of smaller, local suppliers.

Dr. Bero was a speaker at the Samoa 2 Conference as well as in the ie-scholars sponsored workshop that aimed to establish a multi-country study on international indigenous, family and community-based entrepreneurship.



# McGill Conference in Denmark a success



Leading-edge academics,  
practitioners and policymakers

75 participants representing 18  
countries



Each year, the brightest minds in the field of international entrepreneurship research converge for the annual McGill Conference. From September 16 – 18, 2011, the 14th conference took place at the University of Southern Denmark in Odense, with 75 participants representing 18 countries.

The conference brings together leading-edge academics, practitioners and policymakers to address pressing issues in IE research and to serve as a catalyst for growth in this area of study.

The two keynote addresses, presented by Prof. Rod McNaughton, University of Waterloo, and Prof. Marian V. Jones, University of Glasgow, set the tone for a conference that aimed to take IE research to the next level, discussing the most current themes and issues. McNaughton's address, in particular, highlighted the importance of research mobilization and how ie-scholars is helping researchers to share their findings with policy-makers and entrepreneurs. Conference sessions covered a wide range of topics within themes like Networks and internationalization, Emerging and Growing Economies, and From Research to Markets.

A business/professional workshop, organized in collaboration with the IDEA Entrepreneurship Centre, focused on technology transfer and the development from production to service. In the technology transfer session, Thomas Sandholdt, CEO of Medotech A/S (Grindcare), shared their experience with developing and bringing to market customized devices that analyze biometric signals and convert them into stimulation that helps break unhealthy behaviour. This was an opportunity for participants to explore the technology transfer experience firsthand with a dynamic new company.

The panel discussion on publishing in IE, organized and led by Professor Nicole Coviello, was a practical look at ensuring researchers understand what reviewers are looking for in published works, including meeting expectations of research quality.

The conference excels at bringing together knowledge of the process of international entrepreneurial activities, from research and conception to commercialization and management, and sharing that knowledge between researchers and entrepreneurs. The 2011 conference was a resounding success from all aspects. The 2012 conference will be held from September 21 – 23 at Pavia University in Italy.

# ie-scholars curriculum continues to flourish

Since the last update in our 2010 annual report, a great deal of work has been done to advance the ie-scholars curriculum development initiative. Professors Becky Reuber, University of Toronto, and Eileen Fischer, Schulich School of Business, York University, have been overseeing this project.

An expanded search took place for undergraduate, graduate and executive level IE course offerings after surveying over 600 business schools in Canada and the United States. Results of that survey corroborated the secondary research done last year, demonstrating that few schools offer courses at any level dedicated to IE.

Currently, they are pilot testing a revised IE course at the masters level at York University's Schulich School of Business, where they have sought the involvement of a practicing entrepreneur to ensure the practitioner-relevance of the course.

Progress has also been made in the development of an inventory of teaching cases in the area of IE. There are many existing cases in the broader area of international business but far fewer that involved accelerated internationalizers (firms



that enter foreign markets within five years of start-up). Geographic and industry diversity were prioritized as it increases the value of the collection for teaching purposes. A table was created as an appendix to the report, listing the teaching cases by topic and geographic location, and it will be posted to the ie-scholars website to be made available to other scholars.

A special session on internet-based IE is being developed and will be offered at the Academy of International Business UK & Ireland, held in March 2012. It is being presented in conjunction with Dr. Anna Morgan-Thomas (Centre for Internationalization and Enterprise Research, University of Glasgow), Dr. Rudolph Sinkovics (School of Business, University of Manchester), and Dr. Sharon Loane (School of Business, University of Ulster). Dr. Morgan-Thomas is organizing and chairing the doctoral consortium at the conference and Dr. Reuber is

participating in paper development activities with PhD students.

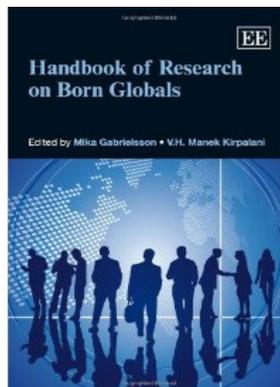
The bibliography of IE articles continues to grow, as well, with the years 2009, 2010 and 2011 now added, as well as a 14th journal, *International Marketing Review*. This bibliography is particularly useful for new graduate students because it identifies the countries from which the data for the study originated, the dependent variables studied and the measures of each variable. It is a great resource for students and researchers alike.

Six students at undergraduate, masters and PhD levels from four universities (three different countries) have assisted with our curriculum development initiative during 2011.

# ie-scholars members on the cutting edge of IE research

Critical to furthering the legitimacy of international entrepreneurship as a field of study is the synthesis of research in journals and other publications, recognized by academic leaders on an international scale. We have been thrilled to see the number of special issues produced by our members, demonstrating ie-scholars' high level of involvement and respect in academia. Here we provide a sample of the work being published by our members around the globe.

- A new book was published by Edward Elgar entitled *Handbook of Research on Born Globals*, edited by Mike Gabriellson, University of Eastern Finland, and V.H. Manek Kirpalani, Bloomsburg University, Pennsylvania, US and Concordia University, Canada. It explores the origin and evolution of born globals, offering perspective for researchers and students of international business, and stimulating further research in the field.
- A special issue of the *Journal of Small Business and Enterprise Development* (JSBED) focused on international entrepreneurship: areas for future research. Guest editors were ie-scholars members Margaret Fletcher and Sharon Loane. Articles included topics such as the development of an international venture in software, knowledge assimilation processes of rapidly internationalizing firms, and network resources and international performance of high tech SMEs. The issue was dedicated to Professor Jim Bell, one of the leaders in IE research who passed away in 2009.
- The *International Marketing Review* featured a special issue of international patterns of small and medium-sized enterprises, with guest editors (and ie-scholars members) Olli Kuivalainen, Sanna Sundqvist, Sami Saarenketo, from the School of Business at Lappeenranta University of Technology in Finland, and Rod McNaughton, Conrad Centre for Business, Entrepreneurship and Technology, University of Waterloo, Canada.
- The article *International Entrepreneurship research (1989-2009): A domain ontology and thematic analysis* by ie-scholars steering committee members Marian V. Jones, Nicole Coviello, and member Yee Kwan Tang, published in the *Journal of Business Venturing* (JBV), is the most rigorous and complete definition of the field of IE so far. It provides the most comprehensive and current exploration of research in this emerging field and concludes that IE is rich in potential for future research and theory development.
- Member Pascale Bueno Merino, Dean of Research, Ecole de Management de Normandie in France, is currently coordinating two special issues to be published during 2012. They include an issue of *International Business Research* dedicated to internationalization of innovative SMEs, as well as an issue of *Revue de l'Entrepreneuriat* (French academic journal) focusing on international entrepreneurship.



## Student demonstrates value of secondary source data

Currently, research in the area of IE is characterized primarily by small surveys and interviews. Larger, more authoritative sample sizes of secondary data are needed and ie-scholars recognizes that need. We are promoting the use of secondary source data for a number of reasons: to have the ability to generalize to larger national and continental populations of firms; to accurately estimate proportions of internationalization pathways and growth patterns in the population of firms; to detect relationships and patterns too small to uncover in small samples; and to promote the comparison of equivalent data between countries.

As part of this commitment, we provided funding to a masters student at the University of Waterloo, Canada. Fariba Niroui completed her MASc thesis on access to micro-economic data about small firms and their export activities.

Her research attempted to address why countries, like Canada, have little access to governmentally compiled data related to export activities of SMEs, whereas other countries, such as Germany, have a great deal of data available to researchers.

The results of her research demonstrate that there is definitely a need for a more cohesive, easily accessible, funded body of high-quality and legally protected business micro-data. This includes better-developed data access centres, possibly including remote access methods, that comply with Canadian confidentiality requirements. Funding would be necessary to develop these access tools and frameworks, allowing Canadian researchers access to data that would normally require high initial cost to compile. This would further set the stage for Canada to grow as an innovative provider of new ideas and cutting-edge research.

Additional analysis around the use of micro-data has been produced by ie-scholars' members Jerzy Cieslik, from Poland, as well as Sui Sui from Ryerson University, Toronto, Canada. Links to all of this research can be found at [www.ie-scholars.net](http://www.ie-scholars.net).



## The future of ie-scholars

As the halfway point of the seven-year funding of ie-scholars passes, we look again to future sustainability of the cluster. Once the existing grant from the Social Sciences and Humanities Research Council (SSHRC) is complete, there needs to be an effective way to ensure the important network of ie-scholars remains and continues to grow.

To date, funding has enabled us to grow our membership to over 200 and expand our activities. Some of our core activities, like the annual McGill conference, enjoy strong support and will not be dependent on funding to continue.

In its mid-cycle review, SSHRC indicated it would like to see more detail from our cluster over the next year about our plans for sustainability. Rod McNaughton, co-chair of ie-scholars, initiated a discussion of this issue with the membership, using his plenary address at the McGill conference in Odense as a platform. In that address, he outlined the SSHRC's vision for research mobilization, how ie-scholars has responded, and posed a challenge for visioning the future of the cluster.

He characterized a range of alternatives, from a self-organizing informal network to a more formal professional society. Early feedback demonstrates the membership's preference for a more informal structure, similar to the

Industrial Marketing and Purchasing Group (IMP), as an example that many of the members are familiar with. They expressed an obligation to join other professional societies but preferred the low cost of ie-scholars, its intimacy and inclusiveness, and the focus on helping them achieve scholarly outcomes and credibility for study in the field of IE.

With this goal in mind, there is a need now to focus on recruitment of more partners and a discussion with partners about including ie-scholars in their annual budgets. The leadership of the network is currently dominated by Canadians, largely due to the funding being provided through a Canadian granting council. In future, ie-scholars will aim to expand that leadership to a broader international group. As well, current leaders are mid-to-late career and have been involved for almost 15 years and the hope is a new generation of leaders will be inspired and empowered to take over and innovate the network's activities.

The co-directors will continue to stimulate dialogue on the issue of future sustainability. Input from members and volunteers to champion activities is appreciated at any time.

# Global leadership from our ie-scholars committee

## **Co-directors**

Rod McNaughton  
University of Waterloo

Hamid Etemad  
McGill University

## **Steering committee**

Martine Spence  
University of Ottawa

Barbara Orser  
University of Ottawa

Rebecca Reuber  
University of Toronto

Eileen Fischer  
York University

Nicole Coviello  
Wilfred Laurier University

# Global investment from our ie-scholars partners

Conrad Business, Entrepreneurship and Technology Centre  
University of Waterloo

Desautels Faculty of Management  
McGill University

Centre for International Enterprise Research  
University of Glasgow

School of International Business  
University of Ulster

Technology Business Research Centre  
Lappeenranta University of Technology

Centre for International Business Education and Research  
UCLA

Centre for Entrepreneurship  
University of Otago

Center for International Business and International Economy  
University of Pavia