‘Does Small Medium Sized Enterprises need a Strategy for Internationalization?’

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DECLARATION

I, Aditya Saraf, declare that this research is my original work and it has never been used for any university, college and institution for the award of a degree or diploma. I have referenced everything correctly and this work is fully compliant with the Dublin Business School’s Academic Honest Policy.

Signed: Aditya Saraf

Date: 20th August 2019

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ABSTRACT

This research study was conducted in order to identify if the Small Medium Sized Enterprises need a strategy to successfully globalise. It will guide through the literature review which represents the studies conducted by other authors in the similar area and what they have recommended for SME’s. Furthermore, Literature review has also been chosen as the Secondary Data for evaluation with primary data which is collected through Interviews and analysed through Qualitative Data Analysis Approach. All the participants chosen for the interview possess knowledge about internationalisation for SME’s and their input was further coded and themed in order to conclude that the SME’s do need a proper strategy to facilitate a successful transformation towards globalisation. This research can also be conducted for further study to get more in-depth view for specific industries and the processes they follow to globalise.
1. INTRODUCTION

1.1 Theoretical Background

Internationalisation of Small medium sized enterprises have evolved into many phases over decades and many researchers have tried to justify the best possible and suitable approach for this along with the importance of globalisation for these enterprises. However, different studies have suggested different outcomes. Xudong Gao (2011) has deeply elaborated how small medium sized enterprises based in China have evolved and how they use one or two strategies to compete with Multinational Companies in the International Markets. Most of the strategies which were focussed by SME’s includes developing customized products, services, innovative business models or buying and absorbing technology from MNE’s. However, in the era of globalisation these strategies are no longer of use as these strategies doesn’t hold any effectiveness. The new idea for success can only be achieved by proving innovation-based differentiation, developing core technologies and advanced product offerings that are offered at low cost and entitles the consumer to excellent customer service. Furthermore, using this model, SME’s do persist the power of changing the way of telecom industry in China and have strength to fight against MNE’s (Gao, 2011). While, Stephen Tallman & Karin Fladmoe- Lindquist (2002) advocates that in order to succeed, SME’s have to analyse how MNE’s proceed towards globalisation which can be related back to their capability based and related strategy frameworks which guides on the possession of unique internal resources and capabilities and their ability to apply these resources in the marketplace to earn superior profits. Further, the MNE’s will only be able to sustain its competitive advantage if it continues to develop new capabilities in the era of changing environments and evolving competition which is the key for SME’s to adapt (Tallman and Fladmoe-Lindquist, 2002). Being said, Gary Knight (2000) believes that it is the golden era for SME’s to move towards Globalisation due to globalization of markets, advances in transportation and communication technologies as well as other facilitating factors. SME’S are believed to account for 35% of exports from Asia and 26% of exports from the rest of developed countries including United Nations. However, they hold major market share in Italy, South Korea and China as they contribute to a booming 60% of total national exports. Hence, ‘Globalisation is the growing interdependence of national economies- involving consumers, producers, suppliers and governments in most of the countries’ (Knight, 2000). It is evidently important for SME’s to follow the path for eminent success and engrave the globalisation process in a way which suits better to their business (Knight, 2000).
1.2 Aims of the Research

This research aims to find if the small medium sized enterprises need a specific strategy based on their industry to globalise or they do not need to have a specific strategy for it. This study attempts to understand the relation between strategy and globalisation process for small medium sized enterprises. Furthermore, it brings the old literature from different researchers in the similar area and evaluates their decisions to modern needs to small medium sized enterprises. It also tries to investigate the right strategy if needed for small medium sized enterprises.

1.3 Objectives of the Research

- To investigate the need of globalisation for small medium sized enterprises
- To relate their process of globalising to previous research conducted by authors
- To evaluate the previous proposed globalisation methods for small medium sized enterprises to current trends
- To find the need of having a strategy and deriving its advantages and disadvantages if used for internationalisation
- To recommend based on the data, the most suitable and efficient way of globalisation for small medium sized enterprises

1.4 Research Structure

There are 5 main chapters structured coherently in this study:
1.4.1 Chapter 1- Introduction

First Chapter represents Introduction which aims to offer a theoretical background on the area of study, point out aims and objectives of the research, highlight scope and limitations and tries to establish an understanding on how this research could be a contribution in existing literature and set out goals for further studies.

1.4.2 Chapter 2- Literature Review

Literature Review represents the second chapter of this research as it highlights the previous research conducted by other authors in the same area. This chapter offers four different themes which all represents to the ways of globalisation, significance, need and successful SME’s examples. Perhaps, reviewing variety of academic literatures and journal articles., this chapter seeks to offer a deep theoretical view in this study.

1.4.3 Chapter 3- Research Methodology and Design

Third Chapter of the research shows the research methodology used in the study and how this research has been designed. As this study is a qualitative study, relevant research approach, philosophy and design adopted by the researcher is elaborated in this chapter and highlights the purpose of using those ways.

1.4.4 Chapter 4- Analysis and Findings

Fourth Chapter holds a greater significance in the research as it embarks on the data analysis stage and explains the participants chosen for the data collection. It also highlights the material used along with the procedure of interviews as that has been chosen as the data collection tool and at last co-relates the findings with existing literature.

1.4.5 Chapter 5- Discussion

Discussion is the fifth chapter of this research which represents the conclusion and recommendations along with the researcher’s final interpretation for the whole research. It also highlights the comparison of data analysis with the existing literature and recommends for future research.

1.4.6 Chapter 6- Bibliography

Last chapter of the research as it represents the references of all the literature as well as any material used from academic journals, books or any other sort of academic material.
1.5 Recipients of this Research

There are 3 main stakeholders to whom this research will be a great asset. First, Irish SME’s who trade domestically and are in the process of choosing to globalise. This study will offer them abundance of information along with things they need to consider for their globalisation process. Second, SME’s who are already present globally and are choosing to move to new destinations. Perhaps, this research can help them to set up new guidelines for their next business development process. Third, the researchers or lecturers who tend to establish their knowledge in the field of globalisation for SME’s as this research will help them to get familiar to some new trends and adapt information from primary data either for further research or for the use in their lectures.

1.6 Scope and Limitation of this Research

There are certain practical limitations to this research which needs to be addressed. First, collection of names and complete authority to share data is prohibited according to Data Protection Act which is why interviewees were not comfortable sharing everything about the companies they talked about in the interview. Second, due to lack of availability of participants, only three interviews were organised which narrows the opportunity to analyse more in-depth. Third, most of the existing literature in this area represents old examples which makes it hard to replicate to new trends. Hence, most of the analysis is only done with the old examples.
2. LITERATURE REVIEW

2.1 Literature Introduction

Redefining Business Strategy is one of many International Marketing Strategies which are well established and been into literature from decades. It has also been defined by Fletcher and Brown (2004) in their book which elaborates about the International Marketing for SME’s. There are five main components of this strategy which are as following: Customer Benefits, Customer Segments, Technology, Value Chain and Product life cycle. These components are necessary to implement the strategy which can help SME’s and MNC’s grow internationally. In this Literature Review, it will focus on the implementation of Business Strategies and examples of companies who have used it for their growth, success and companies who have gradually failed due to lack of strategical approach. It will walk through the basic elements of Globalisation Strategy and how it can elevate business approach for internationalisation. Market Participation is essential for any product to strive if the product offering is what people want. Many Companies including Electrolux and other German Giants and SME’s have learnt it the hard way what to offer to the market and how it is going to be valuable for them. Segmenting Customer is another stage in the internationalisation process which is as important as the market approach. They both must be carefully selected in order to attain the success in foreign market and leverage competitive advantage through Porter’s Diamond Strategy Process. Once, the company has decided to enter a market with specific requirements, it is
time to make changes in the product and its life cycle. Technology has been playing a vital role in
customisation process and has overtaken most of the industries. It is perhaps, a vital invasion of
technology over production process which has helped both SME’s and MNC’s to lower their cost and
improve product quality. Lastly, theory states different levers both in global strategy building and
Industry globalisation which are used to find the best way possible to sustain and maintain
competitive advantage in the market. Eventually, this literature will give the examples of MNC’s who
fight hard to earn their market share in Global Markets and takeaways for SME’s for
Internationalization.

2.2 Literature Theme 1- Market Participation and Impact of Product Offering in
International Markets

Justina Gineikiene et al. (2016), emphasizes on the research and surveys conducted in the
health sector which elaborates that more than 8 out of 10 Americans have admit to giving thought
to the safety of their foods over the past few years and out of those, 78 percent believes and have
confidence that, food products produced in US are much safer than foreign born. They have deep
interest and appreciate the working ethics of American farmers which replicate to the quality
of their food products. Due to lack of proper regulations over food products, about 48% of people have
an overview of unsafe quality of products which are perhaps produced in foreign countries in their
domestic production. These findings have been formed by International Food Information Council
Foundations (2012, p. 5) Food & Health Survey. Many Domestic Food Suppliers include Health
Related Benefits and the nature of their production as domestically grown to earn competitive
advantage over International Produced Food Products (Aschemann Witzel and Hamm, 2010)
however are those domestically produced food products better in quality and sustain the consumer
needs (Tellstrom, Gustafsson and Mossberg, 2006)?

Hoffman (2000) and many other authors have shared their research about the belief of
people behind country of origin of products regarding socially created attributes such as
authenticity, traditionally grown and health benefits. Lusk and Briggeman (2009), proposed that
although, home grown products have better outreach in the local consumer market, evidence
suggest that perception of healthy eating can lead to the entry of International Products if they
satisfy the dilemmas consumers persist. Turner et al. (1987), elaborated that healthiness bias is a
competitive bias and it refers to the systemic tendency which evaluates the healthier option out of
domestically grown and internationally grown food products. Healthy Foods are generally described
as the food products which are usually fresh or slightly processed foods considerably dense in
nutrients that when consumed in moderation and with the combination of other food products, it
helps to sustain growth, repair and maintain our vital processes, promotes longevity, helps to reduce
diseases and rejuvenates strength to maintain its body functions (University of Washington Centre
for Public Health Nutrition, 2013 cited from Rodman et al, 2014). There is evidence available which
advocates that the healthiness effect bias tends to eliminate when foreign products indulge with a
dual identity to improve its customer approach and outshine the qualities, they provide which
cannot be outreached by domestic grown food products (Turner et al, 1987).

Food Origin and Perception of Healthiness can be assessed at many stages as explained by
Loureiro and Umberger (2005) as U.S consumers believe their domestic grown beef is a much
healthier option than Foreign Grown Even though further studies have concluded that Irish Beef is a
much healthier option all around the world. Similarly, Gehrt et al. (2005), indicates that Japanese
consumers have built up concerns regarding U.S Fruits as compared to their organic domestic grown
fruits. In defence, Craig and Douglas (1996), suggested that companies who intend to grow
internationally aims to develop food products which are well suited to local tastes and focusses on
improving the choice of ingredients which provides quality to outshine in the International Market.
Ozsomer (2012); Strizhakova and Coulter (2015); Xie, Batra and Peng (2015), have documented that
country of origin can be depleted by providing quality which provides as customer benefits and it
can also be an important predictor of willingness for consumers to buy foreign products.

Home country vulnerability is another dilemma which has been well explained by Hamel and
Prahalad (1985). They have researched in this area for years and concludes that time to time
domestic producers with higher market shares tend to lose everything in globalization process. Due
to high domestic market share, company’s vision for price penetration can lead upto over-
confidence for sustainability in international market and perhaps experience a big downfall in
product’s demand during globalization. They further referenced to the approach which MNC’s uses
for globalization as they tend to have better focus on different competitive opportunities and every
market has something different to offer which can be leveraged. In a corollary effort, Hamel and
Prahalad researched that all competitors can be mapped out based on their product offerings in the
international market. The effort in order to do so will include in depth calculation of competitors
international distribution partners and channels, initial and continuous investment in brand
awareness and the extreme motivation behind the idea of moving across different segments. One of
the factors for success they explained is brand product portfolio which can support investment in
prime technologies that can pass products and businesses. It has been seen that competitors with
broad range products and global distribution coverage are best able to validate investments in
upcoming technologies. Honda’s leadership is a big example in engine technology by leading the
automobile sector, motorcycles, power tillers, snowmobiles, lawnmowers, power generators and many more. There one of the biggest reasons to be successful is their brand portfolio and cross-subsidized products which can help to disorder competitors (Hamel and Prahalad, 1985).

In a Multidomestic strategy, countries are chosen basis on the potential for growth, revenues and profits. However, in globalization strategy, country should be chosen after evaluating the benefits countries can provide to the globalization benefits (Monti and Yip, 2000). It can also mean that entering countries which may not provide direct benefits however provides global strategic alliance. Electrolux group which is one of the Swedish appliance giants has been pursuing a strategy of building significant share in major world markets. Electrolux had taken over Zanussi Industries to take over the position of top producer of appliances in Western Europe. Furthermore, just within a year they also purchased White Consolidated Industries which was the third largest American appliance manufacturer. This acquisition process made Electrolux one of the biggest appliance producer and helped to earn brand awareness in global markets. Bridgestone Corporation, the biggest Japanese tire manufacturer had to take few tough steps to maintain its market share because of consolidation of Continental’s AG’ acquisition of Gencorp’s General Tire and Rubber Company, General Tire’s joint venture with two Japanese tire makers and Sumitomo’s acquisition of an interest in Dunlop Tire. Perhaps, all these competitive strategies and efforts forced Bridgestone Corporation to enter US market at lower prices and maintain its position in the world tire market. In return, Bridgestone Corporation came up with a solution to form a joint venture in which they have strategies to own and manage Firestone Corporation’s Worldwide. At last, this joint venture allowed Bridgestone to advance access to Firestone’s European Plants for Production and Distribution efficiency (Monti and Yip, 2000).

Product Offering can also be disguised for many companies Yip (1985) suggests in the levers of Globalization. He focusses on the Product Quality and Programs unlike what Hamal and Prahalad (1985), who suggested to have a bigger portfolio for international success. Yip (1985), proves the approach by giving example of Toyota who is a Japanese Car Maker. Toyota is known in the automobile market for producing less models as compared to General Motors who upholds a huge portfolio. However, Toyota has earned better success across the world by keeping the same models but improving quality every single time. Toyota’s Camry model is world renowned and is rated as the best in class its class of medium sized cars as compared to General Motor’s Pontiac Fiero which stands in the most successful small sports cars but was withdrawn due to complaints. Perhaps, Industry Observers and analysts blamed the General Motors for not investing money in development of the model which led to shameful withdrawn of the model and end of era (Yip, 1985). It is a big
takeaway for SME’s as demonstrated by Yip (1985), and he highly suggests having a strategy for your product/service line before entering the Global Market.

Theodore Levitt, (1983), believes preferences are fixed perhaps not because they are but because of the rigid thinking of consumers. Most of the executives thoughtlessly accommodates presuming marketing means giving customers what they want rather than trying to find what they would exactly like. Eventually, corporations persist with high cost, customised to market demand products and practices instead of pressing properly for global standardization. She also mentioned that companies have much better prospects if they tend to do something better and unique than their competitors and not only MNC’s, perhaps it’s the same technique for SME’s since they are the most vulnerable to customisation and financing for the same (Levitt, 1983).

**Table 1 – Consumer Preferences as to Automatic Washing Machine Features in the 1960s**

<table>
<thead>
<tr>
<th>FEATURES</th>
<th>GREAT BRITAIN</th>
<th>ITALY</th>
<th>WEST GERMANY</th>
<th>FRANCE</th>
<th>SWEDEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shell Dimensions</td>
<td>24&quot; and narrow</td>
<td>Low and narrow</td>
<td>34&quot; and wide</td>
<td>34&quot; and narrow</td>
<td>34&quot; and wide</td>
</tr>
<tr>
<td>Drum Material</td>
<td>Enamel</td>
<td>Enamel</td>
<td>Stainless steel</td>
<td>Enamel</td>
<td>Stainless steel</td>
</tr>
<tr>
<td>Loading</td>
<td>Top</td>
<td>Front</td>
<td>Front</td>
<td>Front</td>
<td>Front</td>
</tr>
<tr>
<td>Front Panel</td>
<td>Yes/No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Capacity</td>
<td>5 kilos</td>
<td>4 kilos</td>
<td>6 kilos</td>
<td>5 kilos</td>
<td>6 kilos</td>
</tr>
<tr>
<td>Spin Speed</td>
<td>700 rpm</td>
<td>400 rpm</td>
<td>850 rpm</td>
<td>600 rpm</td>
<td>800 rpm</td>
</tr>
<tr>
<td>Water Heating System</td>
<td>No †</td>
<td>Yes</td>
<td>Yes † †</td>
<td>Yes</td>
<td>No †</td>
</tr>
<tr>
<td>Washing Action</td>
<td>Agitator</td>
<td>Tumble</td>
<td>Tumble</td>
<td>Agitator</td>
<td>Tumble</td>
</tr>
<tr>
<td>Styling Features</td>
<td>Inconspicuous</td>
<td>Brightly colored</td>
<td>Indestructible</td>
<td>Elegant</td>
<td>Strong</td>
</tr>
</tbody>
</table>

*Note: The data includes the standard wash cycle height in Europe.*
†† Most British and Swedish homes had centrally heated hot water.
† The West Germans preferred to launder at temperatures higher than generally provided centrally.

**Figure 1 – Consumer Preferences of Automatic Washing Machine (Source: Levitt, 1983)**

Automatic Washing Machine comes with many specifications and as per table above (Figure 1), different countries have different specifications which was found after a deep study on the consumer preferences conducted by Hoover, Ltd but why did they conduct such a study in that time? The reason lies behind their struggle of selling automatic machines at the age when most of the families had semi-automatic machines. Perhaps, many companies have tried to standardize world practice by delivering domestic products and processes without doing any change or modifications which eventually led to big failure (Levitt, 1983). Moreover, poor execution is considered as an important cause for the same. Hoover Ltd, who’s parent company was headquartered in North Canton, Ohio, had a clean and popular image in Britain for producing washing machines as well as vacuum cleaners. However, due to low demand in the home market for washing machines, Britain plant which as producing washing machines was running far behind its...
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total capacity. The company had to sell way more than what they were doing at that stage. Although, the marketing strategy behind conducting research was a clever move, the results weren’t going to do any good for the company as the table above showed that customization was required for every country. Perhaps, Product customization for each country would have dragged down Hoover in an utterly poor competitive position primarily based on price due to higher manufacturing costs incurred by shorter production runs for distinct features. On the other hand, one of the Italian Company (SME) was able to leverage the customisation and provide the same automatic machine as per consumer preferences in a much cheaper price. The growing success of small, low-capacity, low-powered and low-speed Italian machines over Western Germany’s highly priced and promoted product was significant and a new dilemma for the market. It left a clear message for the company and its executives that even though their product was customised as per the consumer demands which should have put them higher in competitive market, it was dragged down by the Italian Washing Machine maker who produced with less customisation but tempted consumers by its price range. In this case, it was obvious that consumers preferred a low-priced automatic washing machine over any other powerful brand’s customised expensive automatic machine. There were two major things which clearly influenced people to buy: low price regardless of feature preferences and heavy promotion by Italian Washing Machine maker regardless of product benefits (Levitt, 1983).

2.3 Literature Theme 2- Importance of Customer Segmentation and Market Approach for Globalisation

Customer Segments is a vast area of research which has been elaborated by many authors as a factor which depends on the product, country and its advantage for certain groups. Every Product lies within their own customer segments and positions itself according to consumer/customer needs and demands (OIV, 2015). It can also be categorised through price segment which is described in one of the case studies. The Chinese Wine Market has expanded in last few years making it fifth in worldwide in wine consumption (OIV, 2015). China has also grown up in the business of red wine and SME’s have increased their production internationally (Euromonitor International, 2013). Undoubtedly, as Chinese wine market is one of the fastest emerging markets in the world, it is forecasted that it will attract many Domestic and International Wine Makers all around the world to garb their share in this lucrative market (Mu. W et al. 2017, p.21). Gunay and Baker (2011), suggested it is important for organisations to understand their consumers also highlighting on the factors influencing customers and segment them for competitive advantage as well as business performance. Chinese Consumers Behaviours is crucial as they all tend to have
different preferences and these preferences can significantly affect the development direction of wine markets (Christodoulidou and James, 2011).

Marshall and Johnston (2010), elaborated that market/customer segmentation is a process of dividing the whole market into homogeneous sections of consumers who have similar needs and wants and this segmentation process speaks the needs of each customer group/section efficiently. This process is also used to segment spa consumers according to their spa needs to attain better operational control and effective delivery of service (Guillet and Kucukusta, 2016). Olsen et al. (2015), conducted a research in which they divided wine consumers in United States into three segments based on consumers variety seeking behaviour, specifically, high variety seeking behaviour consumer, moderate variety seeking behaviour consumer and consumers who avoid variety and evaluate significant differences between all the categories to understand consumer product demand.

During the research conducted by M. Wu et al. (2017, p.21) through survey, it was notable that foreign brands have grasp the Chinese Wine Market. Moreover, Chinese Consumers prefer wines from the regions they have heard about and lack of knowledge made them buy brands which were not popular worldwide. Customer Segmentation done by Italian Wine Producers which made them sell their products in China, helped to grow their products. Chinese Consumers holds a vision of wines produced in foreign nations are better than their domestic produce (Bruwer, 2002) and they seek little to no information about other brands. M. Wu et al, (2017, p.12) concluded that Chinese Wine Market is dominated by age groups. The 26-35 age group is one of the major groups who dominates the foreign wine sale. Knowledge of wine and different brands still stays limited which is why SME’s from foreign countries are doing good in China in the wine business (M. Wu et al, 2017, p.15).

Dimitrios Theodoras (2009, p. 64-66), shared his research about the Greece Food Market where production and consumption has influenced the formation of a characteristic indigenous food industry. There was a competition established by new players when Greece entered the European Union in 1981. European Union runs on a process Integration and Junction within all the European Union Food Industry in accumulation to growth in all forms of international movement. Greek Food Firms were motivated to enter international markets and establish their reach through customer segmentation. A lot of Greek SMEs have strong influence on International Market for e.g Bulgaria where none of the Multi Nationals have been successful to establish their products. Greek SME’s chose the path of segmentation to establish within specific industries and rose to higher growth (Anastassopoulos, 2004).
Hamal and Prahalad (1985) has also focused on the approach towards identifying the target in foreign markets. They suggest that foreign markets are extremely dynamic and needs motivation to enter with a new product or service. It can also be defined by the global competitive framework which has been designed to understand the process enterprises should pursue while globalising.

![Figure 2- Global Competitive Framework (Source: Hamal and Prahalad, 1985)](image)

Cross subsidization and retaliation (Figure- 2) have been a well know pattern for years and perhaps, the world brand dominance is the major idea behind global war (Hamal and Prahalad, 1985). Moreover, since decades Japanese Companies have been able to claim the first spot in this war as Canon, Hitachi, Seiko and Honda have established themselves to the level of world-renowned companies like Ford, Nestle and Kodak. Furthermore, since last two decades, Japanese companies, mostly SME’s have been dominating the consumer electronic markets for most of the products globally (Hamal and Prahalad, 1985).

Many companies fail to define a well targeted response to the new emerging global competition. Perhaps, comparing low-cost manufacturing to define international competitiveness is a novice mistake. Companies, who fail to identify and evaluate the strategic intentions of their global competitors cannot antedate competitive moves and often fall back eventually losing opportunity. According to Hamal and Prahalad (1985) the competitive advantage which is gained through
location, world-scale volume or global brand distribution capacity and links are displayed against the most significant three kinds of strategic intent they have found to be predominant among global competitors which are building a global presence, defending a domestic position and overcoming national fragmentation. Analysing the same framework for the world television industry, it has been discovered that Japanese competitors building a global presence, RCA, GE and Zenith of USA defending domestic dominance while Philips which is a company from Netherlands and CSF Thomson from France are overcoming national fragmentation. Perhaps, each of them uses a unique and different complement of competitive weapons and follows its own strategic objectives and ideas. Eventually, each one gains a significant and different harvest from their international platforms/ markets (Hamal and Prahalad, 1985).

Michael Porter (1990) has emphasized on the importance of National Competitiveness as the key to International Competitive Advantage. He has illustrated examples through a Diamond Approach which has four main elements, each linked to other (Figure- 3). Nonetheless, this diamond approach is suggested both for MNC’s and SME’s.

![Porter’s Diamond Approach for Competitive Advantage](image)

*Figure 3- Porter’s Diamond Approach for Competitive Advantage (Source: Porter, 1990)*
All the determinants are significant in improving competitive advantage. Nations succeed in industries where they are extremely good at factor creation. It is essential for companies to innovate at every point in order to maintain their brand position in the market. Most of the companies tend to lose the motivation for innovation when they have production advantages like Cheap Labour Costs or Supply of Cheap Raw Materials for finished goods. In most of the cases, these companies lack in quality innovation and easily lose their international market share. Japan is a land with no Natural Resources, still they are one of the biggest innovators in the world and have most extensive global presence (Yip, 1996) (Figure- 4).

<table>
<thead>
<tr>
<th>Estimated Number of Japanese Rivals in Selected Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air Conditioners</td>
</tr>
<tr>
<td>Audio Equipment</td>
</tr>
<tr>
<td>Automobiles</td>
</tr>
<tr>
<td>Cameras</td>
</tr>
<tr>
<td>Car Audio</td>
</tr>
<tr>
<td>Carbon Fibers</td>
</tr>
<tr>
<td>Construction Equipment*</td>
</tr>
<tr>
<td>Copiers</td>
</tr>
<tr>
<td>Facsimile Machines</td>
</tr>
<tr>
<td>Large-scale Computers</td>
</tr>
<tr>
<td>Lift Trucks</td>
</tr>
<tr>
<td>Machine Tools</td>
</tr>
<tr>
<td>Microwave Equipment</td>
</tr>
<tr>
<td>Motorcycles</td>
</tr>
<tr>
<td>Musical Instruments</td>
</tr>
<tr>
<td>Personal Computers</td>
</tr>
<tr>
<td>Semiconductors</td>
</tr>
<tr>
<td>Sewing Machines</td>
</tr>
<tr>
<td>Shipbuilding</td>
</tr>
<tr>
<td>Steel‡</td>
</tr>
<tr>
<td>Synthetic Fibers</td>
</tr>
<tr>
<td>Television Sets</td>
</tr>
<tr>
<td>Truck and Bus Tires</td>
</tr>
<tr>
<td>Trucks</td>
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<tr>
<td>Typewriters</td>
</tr>
<tr>
<td>Videocassette Recorders</td>
</tr>
</tbody>
</table>

Sources: Field interviews; Nippon Kogyo Shinbun, Nippon Kogyo Nenkan, 1987; Yano Research, Market Share Jitan, 1987; researchers’ estimates.

Figure 4- Japanese Competitors in Different Industries (Source: Yip, 1996)
2.4 Literature Theme 3- Invasion of Technology for Quality and Innovation and Role of Product Life Cycle

Since 1960’s, in Europe the growth of wheat bread supply chain has been strongly managed by the common agricultural policy (CAP) as well as the production strategies of the agro-food industry. Productivism and Standardisation logics have predisposed each aspect of the technology involved in production- selected/ cultivated varieties, farming/ processing techniques (Adanella and Riccardo, 2018, p 431-448).

Supply Chain Relations have become vertical and asymmetrical regarding power forcing farmers to manage their activity mostly in isolation and made them full dependent on the other stages of production such as seed companies, input providers and processing industry. Eventually this has extremely affected the economic performances of cultivation phase. In addition, other failures have come to fore such as, the theatrical reduction of cultivated diversity in cereal systems, the inadequacy of modern varieties of organic and low input systems and the decrease in nutrition and health quality of wheat-based products (Wolfe et al., 2008), (Sofi et al., 2010).

This scenario has been stimulated since 2000’s to find alternatives which aims at improving the functioning of supply chain and implementation of strategies to create new value. These problems are mirrored by the case study of wheat-bread value chain in Tuscany where different strategies were used to lecture the shortcomings of the central development pattern. All these approaches were orienting towards the re-localisation of production consumption system to align with international consumption systems and the formation of new value around wheat and bread products internationally. A more sustainable approach was adopted by grassroots initiatives which aims at renewing the production system to match international market standards and the relation with the market, investing heavily on the quality of raw materials and technology for production. It was followed to achieve a qualitative conversion of every aspect of the production process which includes innovation in technology and re-defining of supply chain strategies to meet value chain of the product (Adanella and Riccardo, 2018, p 431-448).

Trust has always seen to be the main factor of Value Chain as if the product cannot gain customers’ trust for its quality and value for money, it would not stand in any market. Most of the countries have their own food control organisations who looks after the quality of products and approve it to be sold in the market. Similarly, US has different food control organisations in every state and town. Most of the SME’s tried to bring a national food law which will guarantee the quality of the product for their consumers and restrict international producers from selling until they pass a certain criterion (Proben auf Verfälschung, NA). It was also seen that many local businesses played
an active role in the establishment of food standards based on their personal expertise. These Food Standards also made a hard job for International SME’s to enter US Product Market without any certifications. Eventually, International SME’s had to innovate their standards of production in order to trade in US Product Market Leading to the invention of food paradigm (Spiekermann, 2011).

Cordula Kropp (2018, pp 431-430), elaborates the disappearance of food production and agricultural areas by refrigerators and other technologies which helps customers preserve canned item for longer. Farmers, Food SME’s only appear to market their products in weekly local markets to keep the operation running however, in recent years, demand for organic healthy products have plunged worldwide. New Millennium Era has only provoked the need of healthy eating and variety of products along with self-awareness on organic production (Muller, 2011). To appreciate this, SME’s have taken a vertical route of quality food production and reorganized distribution which have been proven to be pioneers of sustainable development (Biel, 2016). German SME’s particularly have chosen an innovation approach to meet consumer demands and increase the product availability and variety in healthy food industry (Goodman et al, 2012). It is empirical for SME’s to drive down this path to establish internationally and implement strategies which focusses on value chain (Ketata et al. 2015).

Product Life Cycle Theory has been used since 1970s to illustrate the behaviour of a product or service from design to undesirability. The typical pattern suggested by previous authors defines four common stages which consist of introduction, growth, maturity and decline. According to recent research in this area, it is widely used as a part of decision-making process in overall strategy as well as narrow as equipment replacement (Ryan & Riggs, 1996).

Many companies have elaborated their Product Life Cycle Approach and it is deemed necessary to have the right stages for international growth. There are different waves which were discussed earlier however, Product Design Engineering, Process Engineering, International Product Marketing, production/ supply chain and end-of life decisions are pivotal in this approach. More Importantly the waves in Marketing, Engineering and Production are being flattened by a production of new product introductions in the international market and shorter product life cycles. In contrast, international marketplace eagers SME’s to react faster as these functions should be more efficient to gather, analyse and share information (Ryan & Riggs, 1996).

Conventional Life Cycle Theory is another approach which is superior for firms looking to scale their products internationally as every process focusses on maximising the product’s value and profitability at every stage (Ryan & Riggs, 1996). Initial phase known as the Introductory phase, every
SME is hit by low sales however with the approach of widespread awareness, SME’s can build up market share during the growth phase which emphases on making differential changes which adds significant value to the product and increase the reach to new markets. Once the product reaches to maturity age, sales growth tends to slow down and this is where Marketing phase also needs to slow down to keep the expenses low and match the competitors as by this stage, competitors try to bring product with variety and other functions in lower value which can entirely affect the initial product weightage in the market (Ryan & Riggs, 1996).

![Figure 5](source: Ryan & Riggs, 1996)

Five Element Approach (Figure- 5) is much more effective for SME’s who tend to internationalise their products as it inclines towards profitability and better market growth (Ryan & Riggs, 1996)

Product Life Cycle has different influence in different industries and perhaps, also the consumer demand is different from one international market to another. While Five Element Wave Approach is unique and profitable for SME’s in Internationalisation, it might not be the best approach for the SME’s dealing in software-based products and looking to expand their territory. IT industry is highly volatile and requires constant innovation which is why Maturity phase for most of the software products doesn’t last long as elaborated by Aytac and Wu (2013, p 255-277).
Meixell and Wu (2001), emphasises on the nature of challenging technology driven market conditions where firms swiftly innovate technology and continuously introduce new products to maintain and increase their competitive advantage. Moreover, product life cycle of technology based is much shorter which follows the demand life cycle of initial growth, followed by a period of stability and then a decline in product demand as new products takes over. Product Life Cycle Growth Models are a key constituent of Demand Cycle as combining the concepts of product life cycle and forecasting, growth models provide striking alternatives to the traditional forecasting methods for short term life cycle of products (Kurawarwala and Matsuo, 1998). Wu et al. (2006), focusses on exogenously defined product groups which consists of products sharing the same type of resources, technology-based groups and similar market segments can be grouped together. This will eventually help in planning production related problems which generally affects the growth and innovation opportunities for products. Bayesian Demand Analysis is an interesting method of analysing growth model for Technology Driven Products and helps to estimate the longevity of products in certain markets. All these demand approaches can help to streamline technology life cycles for a market segment in a technology driven market/ industry (Aytac & Wu, 2013, p 255-277).

2.5 Literature Theme 4- Formulating Global Strategy and Exploring the Industry Globalization Theory

“Setting Strategy for worldwide business requires making choices along a number of strategic dimensions”, said by Monti and Yip (2000) in his article on Global Strategy...In a world of nations. She has focussed on the approaches towards building up global strategy and dictates that there are several strategic dimensions which needs to be considered during strategy building. However, she has focussed on five strategic dimensions which are also called global strategy levers. Each dimension is also a part of multi-domestic strategy which focusses on maximizing worldwide performance by inheriting local competitive advantage and revenues while a global strategy seeks to maximize by sharing worldwide performance.
The above table (Figure-6) shows how the strategy is formulated in its initial stage and different countries have different strategies to possess on. Perhaps, it has always been seen that different countries have different capabilities and in order to attain highest competitive advantage, it is essential to formulate strategy based on the country needs and execute it as the consumer would want. Yip (1985) built up another framework (Figure-6) to dig deeper in the strategy and came up with a more elaborate structure where the motivation and drivers can be researched further in order to succeed.
Figure 7- Global Strategy Forces Diagram (Source: Yip, 1989)

Continuing further on the levers, Market Participation and Product offering are two of the five levers (Figure- 8) which are already discussed before and Yip (1985) also marks the importance of them. One of the biggest examples to understand Product Offering is through the case study of Boeing and its legendary 737 Aircraft which was crowned as one of the best aircrafts. Boeing had a tough time grabbing their position in new markets due to shorter runways, greater softness and lack of technical expertise of pilots. Most of the times, planes tend to bounce during landing which was not appropriate and safe as the brakes eventually started failing as well at many occasions. Thus, Boeing redesigned the aircraft by adding thrust to engines, redesigning the wings and landing gear and installing tires with very low pressure so that they can easily adopt the flow which made the history for Boeing 737 (Mavin et al, 2015, p 52-61).

Location of Value-Added Activities is the third lever as explained by Yip (1985). Mostly in Multidomestic strategy, all the production is distributed in every state while in International Strategy, the value-added chain is kept in one country only. This allows to cut down cost and leverage the production to its maximum. Most of the electronics companies around the world have taken their production to Southeast Asian countries due to their nature of low-cost skilled labour which helps to keep the product cost low.

Marketing Approach as the fourth lever is used differently for different types of strategy. In
multidomestic strategy, it is tailored for each region and developed locally while for a global strategy, a uniform marketing mix is applied all around the world. For eg, Unilever achieved a great success in their fabric softener market as they used teddy bear as the symbol but positioned with different name for every country (Yip, 1985).

**Competitive Moves** is the last lever researched by Yip (1985) and one of the most important in a global strategy as it needs attention to every country, product or service goes to. Once, a competitive move is made against a company in order to drain its resources, at the same time it is essential and necessary to make a move in the other country. For eg. Bridgestone who tried to integrate competitive moves and it was elaborated in Theme 1 of Literature Review.

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Setting for Pure Multidomestic Strategy</th>
<th>Setting for Pure Global Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Participation</td>
<td>No particular pattern</td>
<td>Significant share in major markets</td>
</tr>
<tr>
<td>Product Offering</td>
<td>Fully customized in each country</td>
<td>Fully standardized worldwide</td>
</tr>
<tr>
<td>Location of Value-Added Activities</td>
<td>All activities in each country</td>
<td>Concentrated—one activity in each (different) country</td>
</tr>
<tr>
<td>Marketing Approach</td>
<td>Local</td>
<td>Uniform worldwide</td>
</tr>
<tr>
<td>Competitive Moves</td>
<td>Stand-alone by country</td>
<td>Integrated across countries</td>
</tr>
</tbody>
</table>

Figure 8- Global Strategy Levers (Source: Yip, 1989)

All the five levers have something to offer and provides great benefits for Global Strategy Building. Yip (1985) described it further by formulating a chart consisting of all the levers and their participation in Global Strategy Building (Figure- 9).
He further researched on the benefits and drawbacks of these levers as it was important to understand all their pros and cons before advising them to companies.

**Cost Reductions**, one of the biggest advantages of these levers as companies can pool the production and other activities for several countries. For eg, Sony Corporation focussed the production of compact disc in Terre Haute and other parts of Austria. Another way of approach is, cutting down production costs by moving the industries to countries who can provide low cost skilled labour. Since, the company can produce a different area, it also has the leverage over bargaining power as it can rule its suppliers and host government (Yip, 1985).

**Improved Quality of Products and Programs** as companies focuses on smaller number of products and tries to leverage the market with them. It also helps the companies to focus on innovation and keep on diversifying it to consumer needs. Quality plays a major role in gaining competitive advantage in a foreign market (Yip, 1985).

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**Figure 9- Global Strategy Levers Benefit Framework** (Source: Yip, 1989)

<table>
<thead>
<tr>
<th>Global Strategy Levers</th>
<th>Benefits</th>
<th>Major Drawbacks</th>
</tr>
</thead>
</table>
| **Major Market Participation** | Cost Reduction  
Increases volume for economies of scale | Advantage of earlier entry  
Provides more sites for attack and counter-attack, hostage for good behavior |
| | Improved Quality of Products and Programs  
Focuses development and management resources | Basis for low-cost invasions of markets |
| | Enhanced Customer Preference  
Via global availability, global serviceability, and global recognition | Less responsive to local needs |
| **Product Standardization** | Reduces duplication of development efforts  
Reduces concentration of production to exploit economies of scale | Allows maintenance of cost advantage independent of local conditions |
| | Helps exploit economies of scale  
Helps exploit economies of scale | Distances activities from the customer |
| | Exploits differences in country factor costs  
Partial concentration allows flexibility vs. currency changes, and vs. bargaining parties | Increases currency risk |
| | Focuses effort  
Allows more consistent quality control | |
| **Activity Concentration** | Focuses design and production costs of marketing programs  
Focuses talented and resource people  
Leverages scarce, good ideas | Provides more options and leverage in attack and defense |
| | Reinforces marketing messages by exposing customer to same mix in different countries | Local competitiveness may be sacrificed |
| | Reduces adaptation to local customer behavior and marketing environment | |

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°C | Pág e
Enhanced Customer Preference as global availability of products, serviceability and recognition is a big factor towards enhancement of customer preference through reinforcement. Biggest example is the Fast Food Companies and Financial services as their global availability attracts customers from all mediums of life (Yip, 1985).

Increased Competitive Leverage one of the biggest moves of globalisation, already focussed by different authors, Yip (1985) enchants the same words.

Even though the benefits of Strategy Levers have big advantage, there are few drawbacks on the other hand which can take down the whole global strategy.

Product Standardization it can lead to big losses if the product is not adapted according to consumer needs. For e.g., P&G had a big downfall with their Laundry Detergent in Japanese Market as they didn’t do any modifications before introducing the product. Firstly, Japanese consumers use a great deal of fabric softener. Secondly, Japanese consumers only wash their clothes in cold tap water which was contradictory to P&G product as the marketing message highlighted about its ability to work in warmer temperatures (Yip, 1996).

Activity Concentration majorly distances customers and increases currency risk by adopting costs and revenues in different countries.

Uniform Marketing can reduce adaptation to domestic customer behaviour. For e.g., British Airways decided to use the same commercial which was meant to be for Manhattan and rolled it worldwide. Due to lack of recognition of New York at that time, it was widely criticised and eventually British Airways had to shut it down and make the commercial to domestic popularity. (Mavin et al, 2015, p-188-197)

Integrated Competitive moves means sacrificing revenues, profits in order to drive competitor out of the market. Most of the times, domestic chains are asked to attack an un-potential market in order to push the competitor to move its resources.

There are four major categories of Industry Globalization Drivers (Figure- 10) which are the accelerators of Global Strategy Levers as explained by Yip (1985). Nayyar (2006) has echoed the same words and elaborated the tale of Globalisation and its history through comparison in the economical markets from two centuries. Although, his vision is not directly focused on Product Globalization and its strategies, he unfolds many truths about how companies and nations have
travelled on the road of Globalisation.

Figure 10- Effects of Industry Globalisation Drivers on the Potential Use of Global Strategy Levers
(Source: Yip, 1989)

Market Drivers

These drivers majorly depend on customer behaviour and the framework of supply chain management. Three major parts affected are the Homogeneous Customer Needs, Global Customers, Transferable Marketing and Global Channels which each plays their part. These are very important
drivers to consider while driving up a strategy since Ghemawat (2001) also researched in depth about the globalisation drivers and how they affect the process. His main research focuses on the most cost-efficient ways of globalising without incurring heavy costs. While it is important to innovate, it is essential to consider homogeneous needs as understanding which part can be standardised and other customised can help companies drive production costs low and emerge their products in different markets. Moreover, having a single global account management can help extract lower prices for global consumers and earn the power. Global Channels are important in researching different prices as the products can be sold at cheaper prices in one country and higher prices for the same product in other country. Transferable Marketing helps the companies to have standardised marketing and advertising campaigns in neighbouring countries and drive the demand up. Consumers tend to bend towards the companies with global presence and uniformed marketing campaigns (Ghemawat, 2001).

Cost Drivers

A single market approach may not be good enough for a local buyer to achieve all possible economies of scale. It is important to redefine the economies and maximise the scale. However, only expanding territory is not going to help achieve market share until there is an element of continuous learning and experience. Innovation and customisation are important for the product to last in the market for longer (Yip, 1985). Perhaps, centralized purchasing of goods can extremely lower the cost as well as rationalizing of raw materials helps to continue the agenda of low-cost production. Logistics has always played a major role in driving cost up and down. Since, the relationship with suppliers is essential to keep the cost low, it is also necessary to find out alternative ways of supply chain in order to drive costs down. Most of the South East Asian countries offers low cost skilled labour which is why all the major giants have their production centres in those countries. Countries and their costs and skilled labour most certainly affects the price and quality of the product which can be managed if planned accurately. Product Development Costs are always one of the highest costs incurred by each successful company as it is important to innovate in order to survive and sustain (Yip, 1985).

Governmental Drivers

Favourable Trade Policies, one of the biggest benefits offered by European Union has put mostly European Countries in advantage. Since ages, European Union has signed different countries (Figure- 11) for trade benefits which has helped nations to export and import goods at a much lower price as compared to what it could have been, if it hadn’t occurred (Winzen and Schimmelfennig, 2016).
Compatible Technical Standards is one of the elements where companies tend to lose cost and different countries have different policies regarding the standardization of products. For e.g. Motorola had failed in Japanese Market because Japanese Government only allows up to a limit of frequency while Motorola Phones all were equipped for higher frequencies (Yip, 1996). There are also restrictions on the marketing and advertising content. For e.g. in India, alcohol brands must explore a different way of advertising their product since Indian regulations doesn’t allow any alcohol commercial on the televisions (Nayyar, 2015).

**Competitive Drivers**

Competitors aren’t bound to any specific industry, while they free flow. Interdependence of Countries is explained in co-relation to economies of scale as exploring different countries and moving production can affect its competitive position and costs in other countries (Blockmans, 2012). Globalized Competitor is sometimes necessary as matching the competitor can help leverage the market share. For e.g. Unilever threatened P&G by doing acquisition of Richardson- Vicks Inc to take over US Market and P&G saw this as an opportunity to enter Unilever’s European Market and steal their market share (Shelegia, 2012).
2.6 Literature Conclusion

SME’s and MNC’s have always experienced difficulties in scaling their products internationally when they are in competition with more established and distinctive companies selling in the same market. However, after evaluating the literature it is still possible for companies to grow internationally and fight the odds. Companies may have better advantage than well established companies due to unique products and the globalisation strategy if implemented appropriately depending on the market. Due to better quality and limited product specification, customer benefits can easily be evaluated and used to gain competitive advantage over local producers by focusing on health benefits of the product as they stand more demand (Ofek and Sarvary, 2001). Many local consumers have perception of getting better product quality from local producers, but it can easily be out shadowed if companies group customers into different segments and analyse the area and demands before launching the product. It is essential to understand the area where demand is highest for that product and what sort of customers this product should be sold to. It was seen that Chinese Wine Market is still on the curve of understanding the quality and variety of wine which is why it is easier for new wine makers to target them and grow radically in that market, Likewise for Greek Food Producers as they were successful to grow in Europe after their entrance in European Union. European Union perhaps has opened many channels for companies to proceed in and succeed. Every Product sits on the curve of innovation where they can be outrun if the production technology doesn’t satisfy standards and match customer requirements. Tuscany Bread Makers had hard time fighting against the odds and creating a sustainable value chain for their products which can help them deliver product internationally and grow over time. Moreover, German SME’s outshined the market by using Innovation approach which helped them to gain competitive advantage and grow in health food sector. As Product is the main variable, it is important to see how product life cycle holds a great position in the strategy building which is illustrated by the examples given by Ryan & Riggs (1996) of the five-element wave as it encompasses better profitability and outshines product visibility in the market. However, every product and industry have different demands which is why technology driven products tend to have shorter life cycle which can be incubated by demand cycle. Strategy levers were explained in depth by Yip (1985) and how each of them has their effect in strategy build up. Many other authors have spoken the same words during conducting researches in other fields. However, as we discovered that only Globalisation Strategy levers are not good enough since they have drawbacks as well but if processed thoroughly, they might be the star for any business persisting to enter international market. Perhaps, a strategy is only successful when it is evaluated and constructed through different levers, but Nayyar (2006) had something else as well to offer which he researched in the move for
globalisation. Industrial Globalisation levers hold the same importance for every company looking to internationalise. Although, Globalisation strategy levers directly influence strategy building, Industrial Globalisation Levers indirectly affect the build-up and if not considered, it will ruin the whole process of Globalisation. The literature had deeply evaluated the different aspects of strategy build up and what is the process companies should consider working on while moving towards Internationalisation.
3. RESEARCH METHODOLOGY

Research Methodology is a vital part of this research as progression for organization, this is perhaps the area which should be obvious on structure perspective and is about defining the proper approach. Research is the most efficient methodology for combining existing information and study and clarification with distinctive goals and reasons to figure out things and perspectives which may include value or critique. Although, Methodology is the process by which this research is meant to be carried out, it is a systematic step chosen by the researcher to study the singularities by means of theoretical and philosophical assumptions as the research questions for that area indicates. Perhaps, design is a logical thought and focus on decisions for procedure whilst finishing the research and amplifying the choice (Collis & Hussey, 2003). Heading 3.1 is the overview of the area of ‘Research Methodology and Design’ by illustrating a structure and clarifying the areas mentioned below:

3.1 Methodology Overview

Robson (2002) and few other researchers consistently harmonised that using unseemly research procedure will misguide the research. Afterward, choosing the right research strategy is a vital part of the whole research. The researchers have suspiciously designed the research methodology and explained every progression of selection.

Methodology is elaborated as the way knowledge is gained and theories are produced and tested and perhaps also the relationship between theoretical perspectives and research problems (Blaikie, 2000). Moreover, it also refers to the procedural framework inside which the research has been conducted. The chief purpose of the research methodology is to guide the researcher in...
Internationalisation of SME’s

answering the research area and question by gathering specific and relevant information/data related to the topic. There are number of ways through which the researcher can convey out their research project. However, the quality and value are only determined by the most suitable type of method selected in order to carry out research. In order to better penetrate this research, the researcher has shadowed the Saunder et al ‘onion’ approach to the methodology. The researchers strongly believe that Saunder’s et al ‘onion’ model would be the most suitable and beneficial for this research in order to get the key questions answered for a valuable analysis and discussion (Figure-12).

![Research Onion](image)

*Figure 12- Research Onion (Source: Saunders et al, 2009)*

### 3.2 Research Design

According to Saunders (2009), in a multi method quantitative designs, the researcher can use more than one quantitative data collection technique combination to statistical analysis procedures as well as for Multi-method qualitative designs, he or she can use more than one
qualitative data collection method. For example, interviews and observations are comprised with associated analysis procedure.

Mixed methods design combines both qualitative and quantitative data collection techniques and analysis procedures stated by Saunders et al (2009). However, Burns (2008, P. 18) consolidates that qualitative research enables researchers to gather and analyse information/ data conveyed through some form of language as well as behaviours exhibited in natural or digital setting. It allows to capture expressive information which perhaps is not conveyed in quantitative data as it doesn’t collect perceptions, values, needs, feelings, motivation and mindset that underlie behaviour at an individual level.

3.2.1 Research Philosophy

Johns & Clarks (2006) suggests that, philosophical commitment should be drawn by a researcher in his/ her research as it depicts how a researcher has gone through a research strategy and it also encompasses an enormous impact on the way of research conducted and investigated.

The research philosophy refers to a combination or a set of beliefs about the nature of reality that is analysed or investigated. Perhaps, the assumptions created under the research philosophy provides a base and an idea for how and when was the research intended will be conducted (Flick, 2011). The area of knowledge to be examined in the proposed research defines the choice of research philosophy.

Hence, the first layer of the research onion (Figure- 12) depicts four philosophical categories namely realism, positivism, interpretive and pragmatism. These four frameworks are defined below-

**Positivism**- It can be defined as the philosophical category that produces hypotheses or the research question which could be elaborated against the accepted knowledge of the world. Hence, it creates a body of research that can be reproduced by other researchers in order to conduct future study and highlights on the quantifiable results which can be used for further statistical analysis.

**Realism**- It is a process or belief that the society and the researcher are independent to each other and would not result in biased results. It also implies that the scientific methods used by researchers are not perfect and all the theories could be revised as researchers have the ability to know certain things which may not exist without continually researching and using new method for the same. Hence, realism may use various types of research methods to triangulate results of the research for more accurate, suitable and reliable outcome.

**Interpretive**- It is an approach highlighting the meaningful nature of society’s participation in social and cultural life. This theory strongly believes that it is deemed necessary to understand the
difference between humans in our roles as social being and also understand the world from social beings’ point of view which leads to interpretations of qualitative and non-qualitative questions.

**Pragmatism** - It is can be defined as theory which allows the researcher to the area of research from either or both point of views of constructivism and objectivism in order to rectify the role of social beings to create a practical and suitable approach for research. This theory may be further used to find solutions to problems.

In relation to the dissertation research, Interpretivism has been chosen as an approach which has been adopted to carry out research. Interpretivism has been selected because the research generates the research questions which can be examined and measured against the accepted knowledge of the world (Saunders et al, 2009). Knowledge is developed and theories are constructed through developing ideas invested from the observed and interpreted social constructions. After the evaluation, it has been identified that the research goal can be elaborated and will be suitable more within the framework of interpretive approach. According to this research, the research philosophy is interpretive under epistemology as the aim of the research is to investigate if the small medium sized businesses have a strategy for globalisation?

### 3.2.2 Research Approach

The second layer of the onion (Figure-12) illustrates the research approach as the inductive. The decision made at this level may be strongly indicative or influenced by the decisions made at the previous level.

**Inductive Approach** - This approach can be defined as research undertaken to create a specific theory. The approach is considered as travelling from specific knowledge base to the general and has no defined framework that initiates the data collection. Thus, the research idea can be built up after the data has been gathered as stated by Flick (2011). This process moves in the opposite direction to the deductive approach differentiating the focus from the working of the research and not the existing theory. It involves the research ranges from the research question to observation, moving to description followed by analysis and eventually the result or the new theory. This research focuses more on qualitative research where interviews can be conducted on concerning specific phenomena and models and then analysing data for the matching patterns between the respondents (Flick, 2011). Saunders et al (2009, p. 129), states that inductive approach is the way of collecting data and developing theory from the results after data analysis. The investigation using an inductive approach will be in reference to the context in which such events occurred. The researcher has followed inductive approach for this research as Saunders et al (2009, p.129) has demarcated the inductive approach as “a research approach that involves the development of the theory as a result
of the analysis of data already met.” Perhaps, a researcher who uses inductive approach will most likely prefer to choose qualitative research with a suitable and reliable sample of subjects. Therefore, researcher is confident that this research will be conducted through inductive approach as the research will demonstrate and further analyse the strategies, decisions and problems involved in successful expansion of small medium sized enterprises in International Markets. Inductive approach will be followed for the data collected from the selected sample.

3.2.3 Research Strategy

The Third layer of the onion (Figure- 12) identifies the researcher intends to use for the research which he/ she is conducting (Saunders et al, 2007). As identified in the Figure- 12, different research strategies are action research, grounded theory, surveys, case study, experiments, ethnography and archival research. These strategies are defined below: -

**Action Research**- A practical approach to a very specific problem within a given or specific community or organization is known as action research strategy. This approach facilitates partnership between the researcher and the sample organization. One of the process it involves is reflective practice that transfers from a clear objective to diagnosis of the problem and methodical generation of course of actions to solve the problem (Saunders et al, 2007).

**Grounded Theory**- The grounded theory strategy is a qualitative methodology strategy which uses inductive methods to predict and explain behaviour in order to build theory. The results for the research are essentially derived from the research that has been conducted and not from where the data is inspected to establish pre-existing frameworks (Flick, 2011). The research under this strategy begins with data derived from observations and theories and predictions are formulated from the data collected and then at last they are examined to generate results.

**Surveys**- The survey strategy is most commonly used with deductive approach as it allows the researcher a huge economical medium for gathering large volume of data on any given topic. The approach for this high quantitative research involves sampling a representative proportion of the population and used to examine instrumental variable between different types of data (Saunders et al, 2007).

**Case Study**- This strategy can be elaborated as an assessment of one or more individuals or cases in order to develop key features and establish clear conclusions and generalizations. Hence, the data collected under this approach may or may not include observing aspects of behaviour or organizing interviews with participants with recording for future reference (Saunders et al, 2007).

**Experiments**- Experiments or experimental research can be defined as a process that inspects results of an experiment against the expected outcomes (Saunders et al, 2007). The experimental research
observes the relationship between factors or independent variables and determined against the anticipation of the research outcomes or the dependent variable.

**Ethnography** - This research strategy can be defined as close observation of people for studying their cultural interaction and anthropological behaviours. In this research strategy, the researcher conducts the research while being part of the community or situation, they are conducting the research on and aims to understand the difference of meaning and importance or behaviour from that perspective (Bryman, 2012).

**Archival Research** - Archival research can be defined as research conducted from existing materials/existing data sets or archive documents (Flick, 2011). This research strategy allows the researcher for exploratory as well as explanatory descriptive analysis of changes tracked over a period and it can also be referred as a historical research in order to establish results.

For this research, the appropriate research strategy in order to address the research questions and objectives must be adopted. So, in order to facilitate that, researcher has chosen Grounded theory Strategy. A further elaboration can be derived from Creswell (2003), as qualitative methodology is the most suitable for conducting research methodology when the research questions are formed with ‘how’ and ‘why’ about contemporary set of events over which the researcher has little or no control. The nature of the Grounded Theory approach is to collect data in order to develop theories after the analysing of collected data and referencing them to the literature review for further conclusion. NVIVO which is a qualitative data analysis tool will be used in order to determine the results. This software is specially designed to analyse qualitative data and has been used by researchers over decades. The research includes semi-structure questionnaire for the interview to address the research question. Perhaps, the importance of using semi-structured interviews is to gather more of data from the participants and let them speak freely. Since, this area of research is of vast nature, any extra information can be vital for the analysis.

### 3.2.4 Research Method

The Fourth Layer of the onion (Figure- 12) classifies the choice of method (Quantitative or Qualitative) used for the research undertaken. The chosen method allows the researcher to design his/her research and data collection. Saunders et al (2009) elaborates different kinds of research methods; all of them are divided into two essential categories followed by some sub-categories. The most essential categories are Mono and Multi Method. Tashakkori & Teddie (2003) explains that mono method stands for a research conducted only by use of one method which could be either quantitative or qualitative. On the other hand, Multi Method is sub categorised into multi-method and mixed-method (Saunders et al, 2009). Multi-method could be utilised by both quantitative
and qualitative research method further detailing by choosing few options of data collections while mixed method means using both qualitative and quantitative data collection tools in order to gather and analyse data. The researcher has chosen to follow mono research method particularly qualitative. This method of research will be applied on the research technique and sample chosen for the research which is elaborated later.

3.2.5 Time Horizon

The Fifth Layer of the onion (Figure- 12) represents the variety of time horizons within which the research is intended to be completed (Saunders et al, 2007). There are two types of time horizons which can be considered while undergoing the research as stated by Saunders et al (2007). These two Horizons are called Cross-sectional and longitudinal. Largely, the time horizon for a project/ research paper depends on the research question this research is based on. According to Robbins (2002), restricted timeframe given for a research and taking a snapshot of a specific time within which research is conducted is called Cross-sectional Time Horizon. However, if a researcher chooses or intends to do the research over a defined long term by logging all the events accordingly in the diary as well as recording them is what Longitudinal Time Horizon stands for and in simple words, it is never time bound. Considering the nature of time horizons, it is extremely hard to conduct a longitudinal research for Business and Management related research as it involves huge amount of time and money in order to conduct it and conclude it. Perhaps, which is why researcher has chosen to conduct Cross-sectional Time Horizon Research as the research will be conducted within a specific given time by the Dublin Business School and it would not be suitable enough for Longitudinal Time Horizon Research. For future study, researchers might want to follow the footsteps of Longitudinal Time Horizon however, it would not be justifiable for this research.

3.2.6 Data Collection Tool

The Sixth Layer of the onion (Figure- 12) represents the data collection tools which drives the research design further into the practicalities of collection of data as well as analysis for conclusion. “A strategy for doing research involves an empirical investigation of a particular phenomenon within its real-life context using multiple sources of evidence”, stated by Saunders et al (2007) reflects to the last layer where evidence is what been collected through one or many of the techniques. The researcher has analysed all the qualitative data collection techniques and formulised to choose both primary and secondary data. Primary Data will be collected in a form of semi- structured interviews over a period of month via Phone, In Person or any other digital communication platform where real-time conversation can be conducted. Furthermore, an
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Interview as a technique of data collection for qualitative research, provides an opportunity to the respondents to express the reality in the clearest and truthful way rather than sharing perceptions or views and hence, it is therefore more efficient than observation. Researcher has chosen semi-structured interviews because it allows an in-depth view into the subject and his/her story in a more structured way. Comparing it with structured interviews, semi-structured interviews are a better option since they will allow the researcher to adapt the freedom of exploring crucial and interesting points or issues that would probably be missed out in a structured interview due to predetermined answers and no room to go into a more fascinating, relevant and suitable topic. However, the semi-structured interviews still call for an interview guide/questionnaire which helps to make the interviews somewhat consistent, valid, suitable, replicable and comparable enough in order to compare, draw conclusion and create a sample.

Although, semi-structured interviews sound like a perfect option, unfortunately there are many drawbacks as well by which the researcher was fully aware. Most importantly, an additional time will be required in order to transcribe the full interviews as they will be recorded for the same. It is extremely important to get the right transcription before moving to the comparing and analysis stage. On the other hand, secondary data included existing literature on the globalisation for small medium sized enterprises and other suitable or directly related topics which further elaborated the challenges, problems, downfalls and strategies used. Secondary data helped the researcher to reach an overview of the research area and attain an in-depth understanding of what has been researched before on the similar topic and what are the things potentially missed in order to have right idea. This is where primary data comes into play as Researcher has collected the data, analysed and compared to secondary data in order to conclude the research for the desired research topic giving enough and relatable evidence for further investigation or research if needed.

3.2.7 Data Analysis Technique

As mentioned before, the two of the data collection techniques are known as qualitative and quantitative (Craig & Douglas, 2005). And the chosen method of data collection technique can lead to origin of a series of new questions. The researcher has particularly chosen qualitative research technique in order to enhance the information required for various dimension of the problem and the accessibility to information. It is chosen as the primary method as it enables to provide the details and in-depth information on which quantitative data collection techniques largely lacks. So qualitative data will be gathered for the semi-structured interviews which will be conducted on the chosen sample and recorded which will later be transcript into text form. Moving forward, data transcript will be analysed by using software into abridged or condensed form removing all the
needles information which will not be required for the next step. Next phase will include the 6-step process mentioned by Braun and Clarke (2006) also known as thematic analysis of qualitative data. After the 6-step process, both primary data findings and secondary data will be compared in order to draw the conclusion best suitable and relatable to the research area along with empirical evidence.

3.3 Research Ethics

The research ethics apprehension about the way in which the research topic is explained as the researcher tends to collect and reserve the data, evaluate the findings and build up the research in a responsible and moral manner (Saunders et al, 2009). During as well as after the semi-structured interviews, different ethical problems may arise such as violation of the privacy of actual and potential participants, the consent and the deception of the participants, the maintenance of the confidentiality of the data provided by individual participants, declaration of anonymity on their employment with the enterprises, fabrication of data and the reaction of the data recorded of participants such as including your stories, the discomfort originated during the interview, pain and any potential damage which should be avoided at any cost. In order to facilitate and avoid any of the ethical issues and concerns, interviews questions prepared for the participants would not be intrusive and would allow participants to have full freedom to speak and the right to refuse to answer if need to be. The participants have the right to be assure that the information obtained would be used exclusively and only for ‘educational and research purposes’ hence, it will not be revealed any further without each participant’s consent. The collection of information via interviews and the establishment of documentation process (consent form, transcript) were implemented. The permission for the interview from the participants was gathered prior through different digital methods of communication and a mutual and convenient appointment was organised. The interviews were given a time frame of 30-45 minutes latest.

3.4 Limitations of Research

This research has been carried on a much smaller scale than what it represents to be. Small Medium sized Enterprises are based all over the world and perhaps all cater to different needs and have different unique ways of developing. As this research is more focussed on finding ways of how small medium sized enterprises can globalise, the conclusion might not be beneficial or suitable for every business all around the world. Furthermore, it doesn’t focus on any direct industry as it is conducting on the general grounds. So, for businesses in a specific industry, might not find this research suitable for their business development plan. It also doesn’t focus on one part of globalisation, as it is generalising the whole idea so the research may lack into in-depth information on various departments and strategies related to it. As the qualitative method is restricted to a
specific sample size and technique, it might not provide the best suitable answer or solutions for every business. The researcher has tried his best to gather information most relevant to the small medium sized businesses through primary and secondary data and it will showcase most of the variables for the globalisation process. Interviewing participants who have the closest knowledge and experience about the research area will be beneficial as a guide for many businesses but on the contrary might not reflect to industries who poses a different business model.

4. DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.1 Participants

The researcher had to be sure about the research area and what is he trying to achieve out of it. As mentioned before, Research on Globalisation is a huge area and even by narrowing it down to Small Medium sized enterprises, it is still impossible to collect data which can help all the industries, countries and areas. So, perhaps it was vital to choose the participants based on their
knowledge, expertise, enterprise they are working at and from how long they have been with the company. An exception in this could be choosing participant as the business owner however, most of the business owners doesn’t tend to open for the research purposes due to many privacy issues. Moreover, time restrictions or schedule availability is another constraint for the business owners which is why, the researcher had tried to get few of the business owners signed up for the interview, however it didn’t go through. Eventually, researcher chose the participants whom he thinks were the best for this research and their input will be valuable and satisfactory for analysis. Keeping all the constraints in mind, researcher had interviewed three participants who all came from diverse backgrounds.

**Interviewee 1-** He/ she works for a big IT company based in Ireland and specialises in strategical and digital marketing techniques for companies based in Europe, Africa and Middle- East. He/she comes from a strong background of nurturing small businesses around different continents and helping them achieve business goals. He/ she possesses a strong educational background and continuous learning in the business field. He/ she was recruited for the interview through LinkedIn due to mutual connection after knowing about her expertise and how she can add value to this research. Researcher had chosen her due to her past experiences and her knowledge in the field of Globalisation. Researcher strongly believes that adding her expertise and background will be helpful to understand the challenges and ways of accomplishment about small medium sized enterprises based abroad. He/ she is not a direct owner or worker at the company mentioned in the interview, however he/ she was the advisor on business growth for the company mentioned in the interview through a third-party company. He/ she oversaw most of the company’s business plan, growth structure and advised/ consulted based on that. **Interviewee 2-** He/ she works for the company directly who’s example has been given in the interview. This company is a major FMCG company based in India and currently exporting all the Indian and Pakistani Food Products all around the world. They have a strong domestic hold and just a year ago, they have started exporting goods worldwide. Their major territories are Middle East, North America and Asia- Pacific Region. Interviewee is the person who has started the process of exporting for this business and represents as the Director for International Business and Relations for the company. He/ she comes from a strong entrepreneurial background and has managed and nurtured businesses into a great success. One of the business he/ she has worked into was in educational field which reflects on his/ her strong and dynamic educational background. Researcher has recruited this interviewee through a mutual connection in India based on the his/ her background and the current position. Interviewee is the main head of exporting business and the co-founder which shows that his/ her experience will provide us vital information on the challenges, strategies and any feedback for the small medium
sized enterprises willing to pursue the process of globalisation. **Interviewee 3** - He/ she is directly employed by the company whose example has been given in the interview. This company is an emerging Food Supplement and Nutrition company who started few years ago. They have a strong vision and a huge range of products for people in the health industry. Researcher himself uses the products of this company for his personal use. This company is based in UK and currently exporting in all Europe and few regions of America and Asia-Pacific. Interviewee is working with the company from last few years and comes from a background of working with medium sized enterprises. He/ she has held various roles under operations, brand management and account management. Interviewee looks after the brand management and business development for the company. He/ she was recruited through LinkedIn by searching for employees of this Food Supplement and Nutrition company and narrowing down the potential participants. Interviewee was selected to be contacted by researcher due to the current role and background interview possessed. The explanation of their previous positions and current position was similar to what was discovered in secondary data and for those reasons, interviewee was asked for the interview. Researcher had a great interest in this company due to their massive expansion within few years and interviewee was one of the best people to highlight all the areas of globalisation for further research and analysis.

### 4.2 Materials

As the researcher has chosen to proceed with qualitative method for this research and shortlisted to interviews as the data collection technique, a sample questionnaire was made in order to present in the interview. It is in the Appendix - 1. Questionnaire was made in order to find the data which will directly influence the topic of Globalisation for Small Medium sized Enterprises. It consists of 16 questions framed in a semi-structured way in order to allow the participants to add the value with full freedom. Questionnaire was the only form of material used for this research and it was the same for all the three interviewees. Apart from the questionnaire, a consent form was also used for all the three interviewees which highlights the approval of being part of the research by sharing their knowledge and expertise. It is uploaded separately however; a sample copy of consent form is also available as Appendix - 2.

### 4.3 Procedure

The procedure conducted for all the three interviews was either face to face or through a digital communication platform such as Skype. All the interviewees are mentioned in the chronological order. Moreover, all the three interviewees had different interaction techniques, places and medium of communication. In order to understand more, it is elaborated below:
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- **Interviewee 1**- As mentioned before, this interviewee was selected on the mutual grounds through LinkedIn, hence the interview was held in a quite pub based in Ballsbridge. Researcher had reached their first and after a 10 minutes wait, interviewee turned up and as it seemed, interviewee was struggling by Cold and Flu. It highlighted that Interviewee was not in the best shape and looked a little weak. Researcher offered to conduct the interview again, however interviewee wanted to have it then and there only. As suggested by the interviewee, researcher offered her the consent form and the process started. Once, the interviewee had signed the consent form, researcher embarked on the process of elaborating the questions. Just to note, a sample questionnaire was already provided to the interviewee couple of days before the interview took place. It helped the interviewee to have a look at the questions and make himself/herself familiar with the structure of the interview. Before the researcher started the recording, interviewee had ordered an alcoholic beverage for his/her sour throat commonly known as hot whiskey. Researcher was doubtful considering there can be an effect of alcohol on the input however, the interview was started without any hesitation by the interviewee. As the recording started, nervousness was visible within the communication and facial reactions of the interviewee. As the interviewee had been an advisor for many companies, he/she had to decide which was the best case to discuss in this. Interviewee made the decision and started with the questions. As the first few questions passed through, researcher identified a lot of repetitiveness in the answers which is why, researcher had to fast track 1-2 questions as they were already answered. After the first 15 minutes of interview, interviewee had shared a lot of input and it was visible that interviewee is processing information deep inside and the answers were coming more structured and slower than they were before. Even though there was a doubt on alcohol consumption during the process, it on the contrary helped the interviewee to be more focussed and share as much information as he/she could. It was also visible that after first 7 questions, interviewee was more confident and there was an excitement to share his/her experience. In order to maintain the flow, researcher started sharing some of his experiences as well to keep up the conversation. At last, interviewee was quite happy and relieved and the information he/she shared was reviewed by himself/herself to satisfy the input. From researcher’s point of view, interviewee was confident and showed strong expertise in his/her field. It can also be concluded that the information shared by the interviewee would not be fabricated from his/her side as the input was natural and doesn’t sound like made up at any stage. At last, an image is developed mentioning all the words
which were spoken for more than 6 times by the interviewee to highlight on his/ her experience and it will be further used during coding process (Figure- 13).

Figure 13- Repetitive Words Collage of Interviewee 1

- **Interviewee 2:** This interviewee was chosen from a mutual connection based in India; hence the interview was conducted on a digital communication platform called hangouts. This interview was conducted in two phases since the interviewee was only available for limited time and due to some urgency, first phase of the interview only covered 5 questions. Second phase of the interview was conducted three days after the first phase. Interviewee was sent the questionnaire a week ahead. Interviewee was also sent a detailed consent form and asked to return electronically before the interview which wasn’t completed from the interviewee’s side. As the first phase began, Interviewee was greeted by the researcher and some common talks were held between the interviewee and the researcher. Since, researcher discovered that Interviewee’s language will not be regarded, he/ she was informed by the researcher for the same and asked if the interviewee still would like to continue for which interviewee had accepted to do so. Being said, researcher started the process with the interviewees consent. As the first two questions passed by, interviewee was seen very nervous and somewhere lost. He/ she was not confident about the situation and the process which was taking place. Seeing this, researcher tried to confront the
Interviewee and manipulated the situation to make him/her calm. As the interviewee calmed down, it was visible from third question that there was a massive input in terms of the information and his/her experience. Interviewee was more focused and freer to share the information. However, there were many occasions that interviewee tend to speak in his/her national language, which is different than English and for this reason, researcher had to ask the interviewee to repeat again in English. During the repetition, interviewee wasn’t repeating exactly which was analysed by the researcher as researcher is proficient in both the languages. However, researcher didn’t point this out and let the interview go as everything was recording. As soon as we reached to the fifth question, interviewee had received a business-related issue which needed his/her immediate involvement and he/she had to finish the first phase of the interview. Transcription was done on the same day and second phase went into session after 3 days as mentioned before. This time interviewee was more relaxed, and I think it’s because of the time as well as this time interview was conducted during mid-day time as compared to first phase which was conducted in the evening time (IST). As the interviewee showed more relaxed nature and tried to include him/her more with the questions, answers were seemed to be more realistic and in-depth to the research. At many stages, interviewee again communicated in his/her national language and he/she was asked to repeat which was an exact translation unlike in the first phase when translation was different. Moving forward, Question 13 was a little challenging for the interviewee or it seemed like as interviewee was trying to hold up information and speak every word very carefully. It took him/her few minutes to decide on what to speak and many times lines were half spoken and changed thereafter. It also seemed like the interviewee didn’t want to share everything. At last, the interview was finished in 1hr 07 minutes including both the phases and words which were spoken more than 6 times have been compiled in a photo to see some similarities and use them for coding (Figure-14).
• **Interviewee 3** - This interviewee was selected based on an emerging UK based Food Supplements and Nutrition Brand. As there was no connection between the researcher and interviewee, it took some time to finalise the mode of communication and it was conducted in two phases. First phase was over the Skype and second phase was over face to face conversation. Interviewee was sent the consent form and questionnaire just a day prior to the interview. As the interview began over Skype and due to no mutual connection between researcher and interviewee, communication was started on common grounds in order to understand each other and get comfortable for interview process. Interviewee had many distractions during the interview like messages, phone calls, colleagues which were observed by the researcher. As the interview process started, interviewee took a long breath and passed on a strong smile highlighting nervousness and a little tension. With the consent of the interviewee, researcher started plotting the questions which were answered precisely by the interviewee encasing his/ her experience and in-depth knowledge. It looked like the questions were very general for interviewee until Question 6, where interviewee had a long pause because of an external phone call for 5-7 mins and upon his/ her arrival, it took him/ her a fair amount of time to think and answer the question. There were few instances which sounded more like promotional for the brand. As we proceeded further, phase one was finished at question 8 as the interviewee had to leave due to some work-related situation.
Second phase was conducted phase to phase as interviewee was available domestically for one evening. It was conducted in the café and interviewee seemed more comfortable there as compared to skype. Second phase began from Question 9 and as the process took off, interviewee had asked for an alcoholic beverage. Researcher asked the interviewee if he/she is happy to proceed or postpone and with the consent, the process was conducted. Interviewee was more on the casual note as it seems through his/her response, but it also seemed like, he/she knew the questions this time and came prepared. So, perhaps responses were more condensed instead of lengthy and unrealistic. Moving to the Question 15, interviewee had a long pause and with a heavy voice he/she started the response. He/she seemed very passionate about this question and the response was well structured as it sounded like. It was clearly visible that the response was a little prepared however, it was only researcher’s judgement. Fact may vary. At last, as the process concluded, interviewee shook the hand and asked if the responses were good enough for the research and the researcher conveyed to deliver the results after analysis. There’s also a picture compiled of words which were spoken more than 6 times by the interviewee to see the repetition and use them for coding process (Figure- 15).

**Figure 15 - Repetitive Words Collage of Interviewee 3**
As all the three interviews were different from each other and conducted in a different way, there were many similarities found within the responses and even the way answers were given. To analyse the similarity, which is further explained in the next section, a photo has been compiled of similar words spoken more than 6 times by all the three interviewees (Figure- 16). It would not provide any clear justification for anything however; it shows that there is similarity between the responses, and they are also used for further coding for thematic process which will be elaborated in 4.5- Findings and Analysis.

Figure 16- Repetitive Words Collage of Interviewee 1, 2 and 3

4.4 Findings and Data Analysis

4.4.1 Introduction

This section is a descriptive analysis of the data collected and analysed in order to achieve results. As the researcher has chosen to use qualitative method of analysis, interviews were coded, and then thematic analysis was used in order to find the relation and conclusion. It will also highlight the whole process of how interviews were coded and themed which reflects the Braun and Clarke (2006) 6 steps thematic analysis process. Braun and Clarke (2006) had conducted an in-depth research on the analysis of qualitative data and their model of thematic analysis is an extremely comprehensive way of analysing the interviews and narrowing it down to few themes which are later explained in relation to data collected. As the section moves forward, it will highlight the whole
narrow down process of coding and theming and at last, a hierarchical diagram of the main themes which reflects on the data collected in form of interviews. Later, those themes will each be explained along with the quotations from the primary data as well the relation between secondary data which is the research conducted by other authors. Hence, this section will bring all the findings together and lead to the last part of this research paper which will be the discussion.

4.4.2 Data Analysis

4.4.2.1 Thematic Analysis (Braun and Clarke, 2006)

- **Phase 1** - This is the first and the foremost step of the thematic analysis and it consist of getting familiarised with the data and building the idea for coding (Braun and Clarke, 2006). As the data was collected in the form of Interviews and it was recorded for transcript, researcher had decided to self-transcript the data to have a better understanding and build up relationship with the data. Another way of transcript is through NVIVO which is a qualitative analysis tool however, doing own transcript helped the researcher to go through the interviews again and be familiarised with every area. At this point, researcher had made some points and attempted a practise coding for the paragraphs. As this was the first step, it was only recorded roughly and wouldn’t be included in this research paper.

- **Phase 2** - This phase includes generating the codes which is after familiarising yourself with data (Braun and Clarke, 2006). As in the phase 1, researcher had done manual transcript, it was easier to be familiarised and process to the practise coding. Coding is a stream given to organising data into meaningful and relatable groups (Tuckett, 2005). Researcher, had chosen to follow NVIVO’s option of automatic coding, subcategorising to ‘Coding to lines’ in order to process this phase. It was essential to cover all the areas of data which is why doing coding based on only paragraphs would have resulted in loss of important research data. Perhaps, doing coding on your own was also risky as a person tends to code only the things which he/ she believes is valuable for the study (Tuckett, 2005) which is why researcher chose the automatic coding option and cross referenced it with his practise coding from Phase 1. As the codes were developed by NVIVO which were countless from all the three interviews, it is not feasible to highlight all of them in the research paper.

- **Phase 3** - This phase begins after all the data have been coded and organised to form a long list of different codes that have been identified within data collected (Braun and Clarke, 2006). As the coding was done by using NVIVO, it was the phase to group the codes into relatable or potential themes. This phase was conducted by researcher himself as NVIVO doesn’t provide any option and researcher had a better idea of doing it on his own. Moving
forward, researcher had sorted the codes into potential themes on NVIVO software. It was a hard phase as all the codes had to relate to the data and present a meaningful theme. In order to perform it better, researcher had chosen to analyse the Figure-15 to see more relatable codes and fit them into themes. There were many codes which had cross-sectional relationship and beneficial for the discussion. As all the codes also called nodes in NVIVO software started building themes, it moved forward to the next phase.

• **Phase 4** - This phase begins after a set of candidate themes have been devised and it involves the refinement of themes (Braun and Clarke, 2006). As phase 3, had developed many themes which were formed by grouping codes/nodes on NVIVO, it was essential to narrow down further and refine them into more suitable themes. Researcher had gathered upto 16 themes in phase 3 which were shortened to 4 major themes, however there were still several sub-themes which needed to be refined. Internal Homogeneity and External Homogeneity are dual criteria judging categories for themes which might need to be broke down into separate themes as stated by Patton (1990). As the data needs to be cohering together meaningfully while there should be clear and recognisable divisions between them, researcher used the mind mapping tool from NVIVO which allows to draw hierarchical diagrams using ideas and focus on the relations. The first major theme was developed into Business and had 3-layer themes (Figure-17) which needed to be shortened.

![Business Theming](Source: NVIVO)

Similarly, other major themes were developed as Challenges, Industry and Product which had many layers of sub categorised themes (Figures-18, 19 and 20).
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Figure 18- Product Theming (Source: NVIVO)

Figure 19- Challenges Theming (Source: NVIVO)
As the subcategorised themes were all important for the research, there were many themes which can easily be developed into one to narrow down the phase. As the structures were bold and each had their own significance, researcher decided to pursue with the four major themes (Business, Product, Challenges and Industry) using the mind mapping tool only and build a final structure for analysis.

- **Phase 5**- This phase is the last phase within coding and theming as by this point the researcher should have satisfactory thematic map of his/ her data (Braun and Clarke, 2006). As the thematic map builds up, researcher should further define and refine the themes he/ she wants to present for his/ her analysis and on the side, analyse the data within them (Braun and Clarke, 2006). As advised by the author, researcher had developed a final thematic map which was compiled after combining themes from Figures- 17, 18, 19 and 20 and further narrowed down for a final analysis. It is essential that the researcher can clearly define the themes by the end of this phase (Braun and Clarke, 2006) and analyse with other parts of data. Researcher had grouped many subcategories into one by using Mind Mapping Tool in NVIVO and developed a final thematic map with 2 layers of theming and sub-theming. Although, all the four themes represent their side of data, there were few sub-themes which were co-relational with other theme’s sub-them. It is possible that sub-
themes can be co-related to other sub-themes as mentioned by Braun and Wilkinson (2003). At last, final thematic map is shown below (Figure- 21)

![Theming Hierarchical Chart](image)

As mentioned previously, all the themes were co-related with the secondary data in order to see the relationship between the data and research conducted by other authors. This will be elaborated in the next and last phase of thematic analysis.

- **Phase 6** - This phase involves writing up the themes and analysing them with the data (Braun and Clarke, 2006). This is the last phase of the thematic analysis hence, the themes presented by the researcher needs to be elaborated and should be convincing by illustrating appropriate examples (Ellis and Kitzinger, 2002). Researcher chose to elaborate all the themes in-depth in next section instead of this to provide more examples and highlight out of the other context.
4.4.3 Thematic Findings

All the interviewees have provided enough data through which thematic analysis approach was applied to analyse data. As the thematic analysis phase 5 represented Figure-21, they are further elaborated below.

- **PRODUCT**- This theme will represent the findings related to product and its quality for achieving globalisation. It will moreover focus on the customisation and standardisation process for the companies and how it can beneficial. Out of all three interviews, it was common to see all the companies represents some type of product in the foreign market hence they all have been through Internationalisation process. However, product itself doesn’t justify the success and stability in International Market. **Interviewee 1** had mentioned many points about the success factors of product and how they can establish within a market. Showmax for example mentioned by **Interviewee 1** knew about the uniqueness they must create by making their own content in order to amplify in the digital services market. They had the opportunity to already know the uniqueness of the product and how that uniqueness can be shown to the African market which is why they had an upper hand. **Interviewee 3** enchanted similar words as he/ she stated their product was unique in the offering as the similar products exists all around the world such as Whey Proteins, Amino Acids however our uniqueness of using the best quality ingredients is what makes us stand out. We do not offer any innovation but perhaps, we focus on the uniqueness by offering the best. On the other side, **Interviewee 2** had a different point of view which stated that their products carry the same name and most likely are similar in features. The food industry specifically Indian food industry is very restrictive to its taste hence a major innovation in the product wouldn’t last. They do have their customisation process where customisation to flavour is done at medium level however, their success comes from their brand name. Perhaps, Hamal and Prahalad (1985) researched that all the competitors can be mapped out based on the product offering in the international market which relates to the input of **Interviewee 1** as Showmax, had done the same by mapping out Netflix in the African Region and bringing their own content which was unique than Netflix, eventually made them win the territory. It can also be co-related with **Interviewee’s 3** approach as their product is the same as others however, by through a thorough product research, they have established their uniqueness and territory. Hamal and Prahalad (1985) also focussed on the product portfolio as one of the advantages towards success which is what **Interviewee’s 2** company had pursued on. It also works well for **Interviewee’s 3** company as they have grown from Nutrition to a bigger product offering of Supplements.
Innovation is the key, Interviewee 1 elaborated how Showmax had to focus more on the creative side and innovate their own content to provide. It took a lot of investment, but it was the key for their survival. Interviewee 2 also agreed on the continuous innovation by providing example of one of their shipment which failed to land in New Zealand due to certain restrictions. Perhaps, their innovation is needed for the machinery and the way products are delivered. It is similar to Interviewee’s 3 to input as he/she also mentioned about the customisation of products and innovation at each and every level. As per the secondary data, it reflects to the case of Batra and Peng (2015) as they talked about Food Origin and Perception and how it can be turned into an advantage by using technology and innovation techniques to provide quality to the customer. Strategy is combined with product as it directly relates to success as Interviewee 1 highly focussed on utilising the strategy of analysing customer demand and previous experience. Showmax had done both in order to grab Kenyan and Nigerian market. While on the other hand both Interviewee 1 and Interviewee 2 denied of using any strategy for their product and perhaps, mentioned to stay loyal towards the quality which can be related back to Batra and Peng (2015). However, Monti and Yip (2000) focuses on the multidomestic and globalization strategy for product success in the market. She heavily focussed choosing the right strategy by choosing the right country where potential for growth and revenue is visible. Furthermore, Yip (1985) mentioned about Framework of Global Strategy and Strategy Levers and argued that the success can only be achieved if considered these levers. Since, the internationalisation move is to attain growth and revenue, Hamal and Prahalad (1985) as well as Gunay and Baker (2011) highlighted on the fact that customer segmentation is first and foremost move to identify demand. As per Interviewee 1, Showmax did use the same approach in order to grow their market share and increase revenues, however Interviewee 2 and 3 didn’t mention about the approach towards increasing market share except procuring a report to see the demand and just using the previous experience as a key of choosing market or country.

- INDUSTRY- All the three interviewees had represented about different markets except there was a small connection between Interviewee’s 2 and 3 market. However, there approach was totally different and cannot be related for comparison. Interviewee 1 has focused a lot on understanding the Domestic Market first before entering International Market as Showmaxx developed the content for local South African Market before becoming successful over there and then moving onto other countries. Interviewee 2 has the similar story as they started as a small business in the southern part of India and over years, they
have developed their image, brand recognition and product offering which allowed them to
globalise at a larger scale. However, Interviewee 3 only talked about globalising in the early
stages and he/she didn’t mention anything about progressing in the Domestic Market
before proceeding to International Market. It can also be assumed that the company went
straight to Internationalisation due to the complexity of Nutrition and Supplements market
and that market doesn’t hold a great value by just staying domestic. He/she also mentioned
that the Nutrition and Supplements Industry is in the phase of development which means
there is no right and wrong. On the other hand, there was a lot of secondary data which
reflects that domestic market dominance is the first step to internationalisation. Chinese
Wine Makers learnt the way of expanding domestically first before moving internationally as
they saw the domestic market was taking over which was a much bigger market (Mu, W et
also depicted the value of domestic dominance in the process of internationalisation.
Customisation is a vital and much needed process for almost all the companies in the
International Market. It can be because of customer demand or also country/government
regulations which is analysed into next theme. International Market itself can be a huge area
with number of things to talk about. Interviewee 1 has shared the idea of Showmaxx
towards International Market as for them it was hard to penetrate whole International
Market due to lack of availability of Internet in most of the countries. However, they were
clever enough to reach International Market by dominating the regional content in that
market. If Showmaxx would have gone hard in the International Market, everyone would
have thought of Netflix which would have destroyed its brand recognition, so it was vital for
them to play strategic moves. Interviewee 3 also considered in dominating the European
Market first as they had the advantage of trade benefits within EU. Their goal is to increase
market share but eventually attaining the competitive advantage in the European
International Market and competing with other brands on a much larger scale. He/she also
referred to their vision of establishing business in Europe first and consider that as their
biggest International Market. On the other hand, Interviewee’s 2 company has only recently
started trading Internationally and for them International Market is wherever they can find
Indian and Pakistani Community. Their goal is to penetrate and stay small as they do not
tend to fight with bigger brands in the international market. For them their International
Competitors are the same they have domestically, so they do not focus a lot on that area.
Perhaps, for them any International Market regardless of the country and area is a business
opportunity. But Theodore Levitt (1983) mentioned in the secondary data that most of the
executives thoughtlessly accommodates presuming marketing means giving customers what they want instead of finding what they will need and how company can provide it. Considering Hoover lost the whole International Market within Germany to a small medium sized enterprise based in Italy. This shows a clear relation between Interviewee’s 1 description of how Showmaxx penetrated African Market by beating Netflix, the biggest giant in that industry. Nonetheless, Michael Porter’s (1990) Diamond Diagram and Yip’s (1989) determinants Global Strategy somewhere can be co-related to Interviewee’s 3 approach. While there’s no instance found within secondary data which can be co-related to Interviewee’s 2 approach. There are few examples like Electrolux of dominating the International Market by establishing a strong hold within domestic market first and earning brand recognition to become MNC later on and Italian Wine makers who see China as the biggest platform for their cheap wines, perhaps it is all possible because of customer segmentation and international market approach which seems to be missing in Interviewee’s 2 company strategy.

- **CHALLENGES**- This theme was compiled after many codes highlighted the challenges and problems businesses faced during globalisation. As every business has something different to share, it was essential to focus on the broader view of challenges and sub-categorise them to Partnerships which reflects on the partnerships with other brands in the process of globalisation and Country/ Industry Restrictions which reflects on the customs and duties for products entering international borders. Interviewee 1 highlighted many challenges Showmaxx had to go through in order to succeed later. Their biggest challenge was to create their own content which can attract local African market and be superior over Netflix content in quality. In order to tackle this, they had hired a whole new creative team which was only bound to creating new and attractive content for the market. Other challenges like beating 123 movies which is an international giant is in co-relation to International Market theme. Interviewee 2 shared about developing his/ her own knowledge and understanding was the biggest challenge for him/ her as he/ she oversaw the department. Lack of International Market Exposure was also one of the challenges mentioned by him/ her. However, Interviewee 3 didn’t have any specific challenges to share apart from some general challenges like procuring raw material, achieving cost efficiency, identification of suppliers and scaling business. Another challenge which can be seen is procuring high quality raw material at a cheaper price since the brand is all about providing quality for an economical friendly value. Adanelle and Riccardo (2018, p 431- 448), mentioned about the challenges Tuscany Bread Makers had to go through as they had shortcoming in their
production facility due to improper quality of raw materials procured. It also co-relates to Muller (2011) where he elaborated about the process farmers have chosen which involves focussing on healthy market and providing quality ingredients to fight the canned refrigerated market. Yip (1985) enchanted for companies to focus on innovation and keep on diversifying it to consumer needs in order to overcome challenges which fits with the way Showmaxx carried their process. In terms of Partnerships, apart from Interviewee 1, both interviewees didn’t mention about partnership. Showmaxx had a partnership with HBO which helped them to increase their brand awareness and expect constant investment in order to grow. Perhaps, Interviewee 2 mentioned about taking products from different suppliers and selling them in their own brand name to increase their brand portfolio which they see as a bigger advantage for them. It can also be considered as an indirect partnership but can most certainly be related to Hamal and Prahalad’s (1985) input which focusses on having a broad product portfolio for better international prospects. They explained by giving example of how Honda started from a small range of engine technology and boosted it to a broad range of portfolio to leverage the market and become profitable. While, Yip (1996) explained about the MNC’s who takes over other competitors in order to strengthen their prospects internationally. HBO’s example shows the similar perception to Electrolux did after acquiring Zanussi and Bridgestone did after establishing a joint venture with Firestone Corporation Worldwide. Industry/Country Restrictions and Regulations is a very common challenge for any company while globalising. Upon asking the challenges Showmaxx faced, Interviewee 1 promptly mentioned about the licenses and rights issues they faced largely. He/ she also gave an example by depicting on the problems Irish People face in watching English Programmes which aren’t approved by Irish Government. Similarly, Interviewee 2 mentioned about the Polish Government regulations for Food and Safety as they only allow a certain graded rice which does not grow in India hence, Interviewee’s 2 company wasn’t able to trade in it. Another Example which was mentioned before, New Zealand government denied entry of their product due to incorrect packaging and labelling. Moreover, Interviewee 3 didn’t provide any specific example, but he/ she mentioned about every now and then their products must be customised to meet different country regulations. Sometimes, they have to even cancel the shipment due to restrictions and refrain from sending particular products. Aschemann Witzel and Hamm (2010), advised that many Domestic Grown Suppliers mark domestically grown benefits to setup regulations against Internationally grown products which can be similar to the Interviewee’s 2 example of Polish regulation for certain type of rice. There are also Trade Benefits available for countries
within EU as mentioned by Winzen and Schimmelfennig (2016). However, Interviewee 3 didn’t mention anything about that. As per secondary data, EU Countries are bound in a referendum which allows the companies within these countries benefits from special subsidies as compared to companies who doesn’t belong to these countries have to pay higher tariffs for their goods and services to be traded with European Union.

- **BUSINESS STRUCTURE**- This theme represents the business structure of the small medium sized enterprise and how divisions/ departments plays their role in the process of globalisation. It also reflects on the brand’s image overall and the implementation strategies for products which can ensure the success in the International Market. 
  
  *Supply Chain Management* consist of supplier relationships and supply strategies which are a major function in the product globalisation process. Interviewee 1 highlighted on the importance of Copyrights issues which is a part of supply chain management for Video In-demand Industry. For every country, they must negotiate for the copyrights and considering HBO already has the content in American Market, it would not allow showmaxx to show their content in the same market. It’s like what’s going to happen to Netflix as a lot of people use Netflix primarily for the Disney content but since Disney is launching their own platform, Netflix will lose all the copyrights issues for Disney which can result into a major loss. That is the key player of Supply Chain in this industry as they allow you to distribute your content all around the world. However, Interviewee 2 approaches to Supply Chain by finding a domestic supplier who has the rights to trade internationally. It allows them to be sure about the tracking of shipment as well as all the necessary licenses needed for trading internationally. It does cost them extra however; they do not have any supply chain department for International Trading yet. Similarly, Interviewee’s 3 company focussed on the local suppliers who had the license to trade internationally but it didn’t turn out well for them. It perhaps turned into an expensive journey which is why they developed their own supply chain department and currently in the process of establishing connection with International Suppliers directly instead of having a middleman. They have also started with an approach of analysing trends and techniques which can turn out efficient for their business model. Yip (1989) talked about the supplier relationship management and Global Channels of exporting in the Market Drivers which can affect the process of globalisation. He focussed on the approach of procuring the most efficient process of exporting as if not chosen right, it can unexpectedly build up costs which can be related to what Interviewee 3 and Interviewee 2 mentioned, apart from Interviewee 3 discouraging to use a middleman. Pankaj Ghemawat (2001) talked about Global Channels of Distribution in Secondary data as
he proclaimed that products can be sold at cheaper prices in one country and higher for the same product in the other country as Global Channels matters a lot. Its importance is also deepened by Interviewee 3 as he/she said about focussing heavily on the Supply Chain Management in the feedback for SME’s. Furthermore, Yip (1989) shared his insight on the importance of building relationship with the suppliers and how it can help to drive down the cost which he covered in the Cost Drivers section. It also reflects on Interviewee’s 2 comment on the challenges they faced out of as one was the better supplier approach. There isn’t any direct relation to the supply chain in the way of Copyrights in Secondary Data. Brand Orientation reflects on the process of branding in the market which is related to Interviewee’s 1 comment on the rise of digital advertising to increase brand awareness. For Showmaxx, their brand has a lot of value in Africa which they have earned over time and it also contributes majorly to their success. And their major reason of Globalising is for better brand awareness. Their brand orientation pretty much developed the market of Video In-demand in Africa as they marketed themselves to be the local/domestic content makers. While, Interviewee 2 shared about their story of rising from the Southern part of India to conquering all the territories to North part of India. Their brand holds an image of quality and better product value which is why their success has come before others. Moreover, Interviewee 3 talked about the early rise of their brand due to their marketing techniques and optimum product quality. They have always focussed on their quality and providing the best to the customers which has earned the loyalty. Tellstrom, Gustafson and Mossberg (2006), talked about the strategy used by Domestic Producers in American Food Industry to fight the International Suppliers by earning customer loyalty through the quality and local brand image. They focus extensively on the quality and market their brands as the local producers to earn their market share in the industry. Aschemann Witzel and Hamm (2010), included that many domestic producers include health benefits and the nature of their production as domestically grown to market their brands. Craig and Douglas (1996), also suggested that companies who tend to globalise, add more value to quality to improve their brand image in the market. This also helps to add value to their brand recognition and bring stability in the process. Product Implementation is the process of strategizing the product in the market based on customer segments and life cycle of the product. Interviewee 1 talked about the strategy Showmaxx should have used which is enabling the brand recognition at foremost to market their product. As Video In-demand is commonly associated to Netflix, Showmaxx should have used the local content in a way where they would slowly establish their brand name. Regardless, they would have consulted
the Customer Segment Survey as they produced content basically on African market needs. While Interviewee 2 had a broader view as he/she designed the product implementation in the market based on their employee’s experience and little exposure of International Markets. He/she did mention that they lost a lot of clients due to missed opportunities however their product can stand where the demand is. However, Interviewee 3 didn’t share much about this area and left hanging by mentioning about procuring a report which helped them identify demand and achieve customer segmentation. Just to note, the products of Interviewee’s 1 and 2 have been in market for more than 7 years while Interviewee’s 3 product are ranged between 4-7 years. It is related to the product life cycle approach mentioned by Ryan & Riggs (1996), who mentioned about continuous improvement and innovation in order to stabilise. Interviewee 1 and 2 mentioned about continuous improvement in their products while for Interviewee 3, even though their product is in the early stage, they haven’t stopped improvising. It is also related to Conventional Life Cycle Theory explained by Ryan & Riggs (1996), as this theory focusses on processes where the company can maximise product’s value and profitability at every stage.
5. Discussion

This research was carried to justify and find if the small medium sized enterprises need a strategy or many strategies to successfully globalise and be profitable. Over years, many studies have been conducted to justify this area however, every study has acted differently. Some studies have shown the need of having strategies and some have advised to be reluctant to them. Although, those studies were carried by different means and may have represented to a certain group, it wasn’t clear if small medium sized enterprises do need to follow the path which Multi-National Companies follow strategically. According to this research and data collected to evaluate the findings, it strongly supports that having a strategy based on their industry, product and process of globalisation, an SME would have better prospects as compared to not having one. The data collected for this research highly collaborates to the research conducted by other authors. As the secondary data talks about different strategies and drivers, findings highlight the dependent and independent variable of a strategy. They may not show a direct relation however, if they are collaborated, they will eventually form a strategy. The key points which are highlighted within the findings are, Customer and Product Segmentation, Supply Chain Management, Branding, Innovation, Quality Management and Business Structure.

5.1 Research Conclusion and Recommendations

Taking In-depth, Findings and previous research which has been used as Secondary Data does show relation at many stages. All the interviewees have shared their knowledge and background which also shows the signs of relatability upto an extent. Secondary Data covered the
research of authors from decades ago and as the industry changes, strategies and way of doing things also change. It can further be elaborated by considering the strategies which were used by American Farmers to protect their share within the market as they used the benefit of home grown and market segmentation (Aschemann Witzel and Hamm, 2010). It didn’t only land into their favour but also helped them to create the belief within the people of producing better quality. Nonetheless, Showmaxxx did the same to fight their biggest rival, Netflix. They also catered for the local African market and curated content which helped them change African people perception. Hamel and Prahalad talked out mapping the competitors by bringing a bigger product portfolio and enter different segments to increase the brand awareness and opportunities. Interviewee 2 mentioned a similar approach which they used for their company as they had launched all their products in the International market and the product which they do not produce themselves, they purchase it from another producers and market them into their own brand. This allows them to establish their product portfolio and be ready to cater for any sort of demand. Furthermore, Yip (1985) talked about narrowing down the product portfolio to provide better quality. As we can see, both interviewee’s 2 and 3 mentioned about a bigger product portfolio as well as the quality as they heavily focus on that. Since, Yip’s research was conducted in 1985 when the resources and technology wasn’t blended in manufacturing, it was perhaps hard to achieve quality for all the products which is why I believe having a good product portfolio along with focus on providing quality is a key to be competitive and profitable in the market. Gunay and Baker (2011) mentioned about the importance of customer segmenting for business performance which perhaps can also be seen in Interviewee’s 3 company as they started with fewer products and once they saw the demand, they started catering for all those areas as well. Moreover, their progress can also be evaluated based on the report they procured in order to understand demographics and customer segmentation as the Nutrition and Supplement Industry itself is really specific and in order to succeed in that, companies have to do a long journey to understand particular needs. As none of the Interviewee’s mentioned about any strategy, Michael Porter’s Diamond Approach (1990) which focuses on improving competitive advantage can be a big support going forward. It is a perfect diagram which collects and elaborates all the areas which should be considered during this approach. Spiekermann (2011) mentioned about the emerging food laws in US in order to maintain the quality of products been imported into the country. It is vital to focus on these standards as they can be a big disaster for businesses who do not comply with the individual country standards. Both Intervieweees 2 and 3 mentioned about the problems they faced in exporting to certain countries due to their regulations and customs. Perhaps, a further research and country trade specification should be a part of the process of globalisation as many SME’s tend to lose their business because of the governmental
regulations which are also focussed by Yip (1985) in Governmental Drivers. Although Technology plays a vital role in manufacturing quality, researcher did not see a great value in putting effort for Product life Cycle. None of the Interviewee’s mentioned anything about the product life cycle apart from number of years their product has been in the market. Interviewee’s 1 company does focus on creating a value chain which is also mentioned by Ketata et al (2015), however the businesses and industries are so diverse and dynamic in this era which makes the researcher believe that for SME’s at this stage, it should only be about providing quality and focussing on the trends instead of thinking about Maturation and Decline Periods. Yip (1985) had mentioned few strategy forces and levers which all contributes to a whole strategy towards globalisation. However, as none of the interviewee’s mentioned about any strategies, it is perhaps hard to make an evaluation on their road to success. In researcher’s opinion, strategy gives you a defined clear path towards your goal. It comes with all the variables both independent and dependent which are extremely important to be considered during the globalisation process. Hence, none of the companies used any strategies which is why researcher highly suggest using the Global Strategy Levers as they cover every area of the globalisation process which should be advocated to position the company in International Markets. All the three interviewees had mentioned about the challenges and suggestions which were commonly Marketing and Supply Chain Management Based. Both Marketing and Supply Chain are covered by Yip (1985) in his research and if companies would have considered these levers, they wouldn’t have to bear the loss they had to, and they also might have scaled to a better height. As the researcher can evaluate from the transcripts, the success companies may have gotten however if he co-relate their process, it does relate to some of the levers which again proves that the levers for strategy are competent and even if the research was conducted in 1985, they are still beneficial for the small medium sized enterprises pursuing on the path of globalisation.

5.2 Research Strengths and Weaknesses

This research has also shown some weaknesses which may have led the results differently. Firstly, the secondary data gives examples of Multi-National companies and how they have strategically aligned their processes. Even though Multinational Companies evolves from Small Medium Sized Enterprises, some of them do hold various advantages such as availability of resources, personnel, time and scalability tactics which are generally missing in Small Medium sized enterprises. Secondly, the research conducted by other authors which is used in secondary data cannot be hold for exact evaluation as it represents different industries and different countries and some of the research was conducted decades ago. 21st century has seen a major evolution in technological advancement and processes hence, companies on whom research was conducted by other authors may not represent the problems companies face these days which were highlighted in
the Findings. Lastly, the interviewees represented different industries all together and it will not give exact justification for the process for any specific industry. Perhaps, their input can only be justified for a general strategy and hence, for any specific industry it may need to be moulded accordingly. However, this research also possesses few strengths which can justify the importance of it. It has exactly marked out the levers which are few of the most important things for Global Strategy and it also showed how they have been used in businesses these days through primary data. Moreover, findings have shown a good relation and contradiction between primary data and secondary data by which reader can evaluate the importance of having a strategy for globalisation even for a Small Medium sized enterprise. Furthermore, as the research suggests having a strategy but on a general term, for future a much dense research specifically based on industries can be conducted in order to find and evaluate specific results. Since the literature shows many old researcher’s work, further in-depth examples of recent cases can add value to the findings for future research. In doing so, it may provide a much stricter and specific results on which companies can rely as they show the findings from recent cases. Moreover, conducting interviews from the companies based only in one country may give a better overview for that specific country in terms of governmental and trade relations. Also, it will help to have a better understanding of customer segmentation and market perception as the researcher described earlier, different markets possess different features and perceptions.

5.3 Discussion Conclusion

To conclude, this discussion supports to have a strategy for globalisation as it is the best way possible to make sure all the areas are covered and they all will contribute to the success in this process. There can be a further research conducted to evaluate on specific industry basis however, as this research stands it gave a general view and the discussion stood out to support its results.
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7. APPENDIX

7.1 Appendix 1- Sample Questionnaire

**QUESTIONNAIRE**

**Q1.** What Industry does this business deal in and is it exporting in an international market?
Ans.

**Q2.** Is this business solely product based, or does it provide both products and services? If answered yes for both, are both the products and services available in international market?
Ans.

**Q3.** What is the meaning and significance of Globalisation for the business?
Ans.

**Q4.** Is your product/service unique than other products/services in International Market? If yes, elaborate the uniqueness. If not, how does the product/service stand out from competitor’s product/service?
Ans.

**Q5.** Are Customer Benefits known and clearly communicated for every product/service your business deals with Internationally?
Ans.

**Q6.** Are your channels of distribution internationally efficient for your business model? Is there any supply chain management strategy implemented during the introduction or during the sale of product/service internationally?
Ans.

**Q7.** How long your product/service has been in the domestic market?
A) 1-3 years      B) 4-7 years      C) More than 7 years      D) Not Known

**Q8.** When was the last time business went under technology/innovation transformation? Is the product/service traded internationally customised or standardised for globalisation?
Ans.

**Q9.** Did you know about your competitors before launching product Internationally?
Ans.

**Q10.** Did the company choose to globalise in order to achieve competitive advantage internationally or simply increase the revenues and market share?
Ans.
Q11. Did your business organise/ consult an International Customer Segmentation for your product before launching it internationally? Were there any benefits stood out for doing the same?
Ans.

Q12. Does your business use any specific strategy for better product/ service performance?
Ans.

Q13. What were the challenges business posed during globalising product/ service?
Ans.

Q14. What are the things business could have done differently if they had an opportunity to implement the globalisation process again for their product/ service?
Ans.

Q15. Would you suggest any feedback for SME’s pursuing towards globalisation?
Ans.

Q16. Would you like to hear about the conclusion and recommendations of this research?
A) Yes, contact us for face to face interaction B) Yes, send a copy by email C) Not Interested
7.2 Appendix 2- Sample Information and Consent Form

Information Form and Consent Sheet

INFORMATION SHEET FOR PARTICIPANTS

PROJECT TITLE - Internationalisation of Small Medium sized Enterprises

You are being asked to take part in a research study on the globalisation process of small medium sized enterprises also known as SME’s. I’m a Master’s Student at Dublin Business School and this research project is supervised by Juan Fravega as well as approved by DBS Research Ethics Committee.

WHAT WILL HAPPEN

In this study, you will be asked to answer 16 questions which are semi-structured for a qualitative research data analysis. These 16 questions are already tested for ethical considerations and they would not force or bind you to lose your identity at any situation and time.

TIME COMMITMENT

The study typically takes 35- 45 Minutes.

PARTICIPANTS’ RIGHTS

You may decide to stop being a part of the research study at any time without explanation required from you. You have the right to ask that any data you have supplied to that point be withdrawn / destroyed. You have the right to omit or refuse to answer or respond to any question that is asked of you. You have the right to have your questions about the procedures answered (unless answering these questions would interfere with the study’s outcome. A full de-briefing will be given after the study). If you have any questions as a result of reading this information sheet, you should ask the researcher before the study begins.

CONFIDENTIALITY/ANONYMITY

The data I collect does not contain any personal information about you except... [describe as appropriate. Describe your intentions regarding use of the data, for use in your dissertation and
e.g., presentation at conferences, publication, etc. In doing so, make clear the extent to which individual participants will or will not be identifiable, as appropriate]

FOR FURTHER INFORMATION

I or / and Juan Fravega will be glad to answer your questions about this study at any time. You may contact my supervisor at juan.fravega@dbs.ie

INFORMED CONSENT FORM

PROJECT TITLE: Does Small Medium Sized Enterprises need a strategy for Internationalisation

PROJECT SUMMARY: This project is a part of Dissertation for Dublin Business School. It focusses on the need of strategy for globalisation for SME’s and evaluates the findings with the previous research conducted in this field. In doing so, it will help to formulate the instances of SME’s who successfully globalised which are mentioned in the secondary data and how SME’s in this age, globalise. At the end, this research will provide a discussion which will conclude the research and hence, justify its recommendations.

By signing below, you are agreeing that: (1) you have read and understood the Participant Information Sheet, (2) questions about your participation in this study have been answered satisfactorily, (3) you are aware of the potential risks (if any), and (4) you are taking part in this research study voluntarily (without coercion).

__________________________
Participant’s signature

_____Aditya Saraf______

Student Name (Printed)

__________________________
Participant’s Name (Printed)

_____Aditya Saraf______

Student Name signature

________________________________
Date

Aditya Saraf- 10503840