



Online-Appendix zu

„Winning when Going Global – On the Role of
Heritage and Strategic Moves for
Internationalization Endeavors of Start-ups”

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APPENDIX

A. Table of Sources used in the Literature Review

Authors	Publication year	Journal	Journal ranking (H-index)	Researched Heritage factors	Main findings regarding Heritage factors
Andersson, Evers and Kuivalainen	2014	European Business Review	42	Internationalization degree of the industry, competition	Existing effect of the industry concentration, competition, industry globalism, and industry cluster internationalization on internationalization performance of start-ups
Autio, Sapienza and Almeida	2000	Academy of Management Journal	318	Founders' characteristics	International work experience of entrepreneurs is beneficial for internationalization performance of start-ups
Bell and McNaughton	2000	-	-	ICT and mobility infrastructure	Advanced ICT infrastructure is beneficial for internationalization performance of start-ups
Bloodgood, Sapienza and Almeida	1996	Journal of International Business Studies	195	Competition, business strategy	Industry profitability enhances new venture internationalization and differentiation strategy is a source of competitive advantage when internationalizing
Burgel and Murray	2000	Journal of International Marketing	89	Business strategy	Differentiation strategy and quality focus are beneficial for internationalization performance of start-ups
Cavusgil and Knight	2015	Journal of International Business Studies	195	ICT and mobility infrastructure, business strategy, resources	Technological developments in communication and internet on a global scale, value-add offerings from scientific and technological advances, global networks and alliances, and organizational capabilities lead to early internationalization
Coviello	2006	Journal of International Business Studies	195	Resources	Networks provide financing access, market access, new distribution channels, referrals, and a pool of key contacts for successful internationalization
Coviello and Muoro	1995	European Journal of Marketing	100	Internationalization degree of the industry, resources	International nature of industry leads to short product cycle and early internationalization and networks provide international opportunities which lead to early internationalization
Crespo and Atruelio	2020	European Journal of International Management	25	Founders' characteristics	High foreign professional level and high level of education are beneficial for the internationalization performance of start-ups
Evers	2010	Journal of International Entrepreneurship	44	Internationalization degree of the industry, founders' characteristics	Globally oriented demand and foreign customer knowledge lead to early internationalization and prior industry experience of founders is beneficial for the internationalization performance of start-ups
Loane	2005	Journal of International Entrepreneurship	44	ICT and mobility infrastructure	Advances in internet technology lead to better competitor analyses, marketing, distribution, and business processes and are beneficial for the internationalization performance of start-ups
Loane and Bell	2006	International Marketing Review	89	Resources	Networks help to develop knowledge of foreign markets and lead to early internationalization
Loane, McNaughton and Bell	2004	Canadian Journal of Administrative Sciences	48	ICT and mobility infrastructure	Advances in internet technology support the adaptation of digital businesses and lead to early internationalization
Madsen and Servais	1997	International Business Review	95	Internationalization degree of the industry, founders' characteristics, business strategy, resources	Internationalization degree of the market, strategy with niche focus, prior international experience of founders, and hybrid structures (collaboration with other firms) are beneficial for the internationalization performance of start-ups
Martin and Javalgi	2019	Journal of Business Research	195	Resources	Knowledge-based resources influence, i.e., marketing capabilities which in turn are beneficial for the internationalization performance of start-ups
Matusinaite and Sekliuckiene	2015	-	-	Founders' characteristics, resources	Prior general experience of founders and involvement in business networks are beneficial for the internationalization performance of start-ups
McAuley	1999	Journal of International Marketing	89	Internationalization degree of the industry	A global market leads to early internationalization
McDougall and Oviatt	1996	Journal of Business Venturing	182	Business strategy	The change of business strategies itself does not affect the internationalization performance of start-ups
McDougall, Oviatt and Shrader	2003	Journal of International Entrepreneurship	44	Internationalization degree of the industry, competition, business strategy, founders' characteristics	An internally integrated industry leads to early internationalization, the competition intensity has no significant effect on the internationalization performance, quality and niche focus as well as high innovation focus and first mover advantage are beneficial for the internationalization performance of start-ups, and prior international experience of founders leads to early internationalization
McDougall, Shane and Oviatt	1994	Journal of Business Venturing	182	Founders' characteristics	A global vision, an international network of the founders, and international business competences are beneficial for the internationalization performance of start-ups
Moen	2002	International Marketing Review	89	Founders' characteristics	The global orientation of the decision-makers leads to early internationalization
Murray, Gao and Kotabe	2011	Journal of the Academy of Marketing Science	170	Resources	Marketing capabilities lead to early internationalization, especially in highly competitive environments
Nowiiski and Rialp	2013	Journal for East European Management Studies	-	Venture capital, founders' characteristics	The access to venture capital is a main responsibility of a country's institutions and is together with the international work experience of the founders beneficial for the internationalization performance of start-ups
Nummela, Saarenket and Loane	2016	International Small Business Journal	85	Resources	Financial capital does not have a direct effect on new venture internationalization but has an indirect, signaling effect of reinforcing optimism
Oviatt and McDougall	1994	Journal of Business Venturing	182	Founders' characteristics	Prior general experience and prior international experience of the founders leads to high recognition of international opportunities and are therefore beneficial for the internationalization performance of start-ups
Reuber and Fischer	1994	IEEE Transactions on Engineering Management	92	Founders' characteristics	Prior industry experience of the founders leads to early internationalization
Reuber and Fischer	1997	Journal of International Business Studies	195	Founders' characteristics	Prior international experience of the founders leads to access to strategic partners and enhances foreign sales
Saiyed, Fernhaber and Basant	2021	Asia Pacific Journal of Management	78	Competition	Inverted U-shaped relationship between competition and internationalization performance; medium competition beneficial for the internationalization performance of start-ups
Schwens and Kabst	2009	International Business Review	95	Resources	Social capital is beneficial for the internationalization performance of start-ups
Servais and Rasmussen	2000	-	-	Founders' characteristics, resources	International mindset of the founders as well as inclusion in local and global networks are beneficial for the internationalization performance of start-ups
Shaw and Darroch	2004	Journal of International Entrepreneurship	44	Venture capital	Lack of access to venture capital is a barrier to early new venture internationalization

Fenhaber, McDougall and Oviatt	2007	Entrepreneurship Theory and Practice	155	Venture capital, internationalization degree of the industry	High level of venture capital availability leads to faster international growth; high degree of local industry internationalization leads to isomorphic behavior and early internationalization; high degree of global integration in an industry leads to early internationalization
Hamill and Gregory	1997	Journal of Marketing Management	66	ICT and mobility infrastructure	Advances in internet technology have effects on market intelligence and foreign marketing, being beneficial for the internationalization performance of start-up
Johnson	2004	Journal of International Entrepreneurship	44	Founders' characteristics, resources	International vision of the founders, founders' desire to be international market leaders, and the possession of international contacts and sales leads are beneficial for the internationalization performance of start-ups
Knight and Cavusgil	1996a	-	-	ICT and mobility infrastructure	Advances in communication and process technology are beneficial for the internationalization performance of start-ups
Knight and Cavusgil	1996b	-	-	ICT and mobility infrastructure	Advanced ICT technology is beneficial for the internationalization performance of start-ups
Knight and Cavusgil	2004	Journal of International Business Studies	195	Business strategy, resources	Quality strategy focus as well as global technological competencies, unique product development, innovative culture, and organizational capabilities are beneficial for the internationalization performance of start-ups
Knight and Cavusgil	2005	Management International Review	57	Business strategy	Cost leadership strategy is detrimental and niche strategy is beneficial for the internationalization performance of start-ups
Kuemmerle	2002	Journal of Business Venturing	182	Founders' characteristics	International work experience of founders is beneficial for the internationalization performance of start-ups
Lee, Paik and Uygur	2016	Journal of International Management	69	Founders' characteristics, resources	The raised venture capital of the start-up has no effect on the new venture internationalization but when venture capital is raised, male founders have a positive effect and female founders have a negative effect on the internationalization performance of start-ups
Weerawardena, Mort, Liesch and Knight	2007	Journal of world business	112	Founders' characteristics, resources	Internationally entrepreneurial founders and learning orientation (which is critical for the development of knowledge-intensive products that fuel accelerated internationalization) are beneficial for the internationalization performance of start-ups
Wickramasekera and Bamberly	2001	-	-	Founders' characteristics, resources	Management experience in the industry as well as contacts overseas are beneficial for the internationalization performance of start-ups
Wright, Robbie and Ennew	2007	Journal of Business Venturing	182	Venture capital	Access to finance institutions can be leveraged to identify and exploit international business opportunities
Yu, Gilbert and Oviatt	2011	Strategic Management Journal	286	Resources	Network cohesion among venture alliances leads to increased foreign sales
Zahra, Ireland and Hitt	2000	Academy of Management Journal	318	Resources	Learning capabilities regarding foreign markets improve international profitability and growth