
Contents

| | |
|--|----|
| Acknowledgments | ix |
| Introduction | xi |
| Part 1. Internationalization of SMEs, Location Choice and Gateway Strategies: A Literature Review | 1 |
| Introduction to Part 1 | 3 |
| Chapter 1. SME Internationalization Strategies | 5 |
| 1.1. Incremental internationalization: introduction of the original models | 7 |
| 1.1.1. The Uppsala model. | 7 |
| 1.1.2. Innovation: internationalization as innovation for the company. | 11 |
| 1.2. Contributions and limitations of processual models | 15 |
| 1.2.1. The scope of observed activities | 15 |
| 1.2.2. Operations and overseas commitment methods | 16 |
| 1.2.3. Process dynamics | 16 |
| 1.2.4. The methodology used. | 16 |
| 1.3. Processual models revisited | 17 |
| 1.3.1. The Uppsala model revisited: the importance of business networks | 17 |
| 1.3.2. Innovation models revisited: the driving force of technologies . . . | 20 |
| 1.4. The challenge of international entrepreneurship | 20 |
| 1.4.1. International entrepreneurship and fast and early internationalization. | 21 |

| | |
|---|-----------|
| 1.4.2. Early expansion versus processual expansion | 23 |
| 1.4.3. Born-again global: at the crossroads of incremental approaches and born global. | 25 |
| 1.5. Conclusion | 27 |
| Chapter 2. SME Localization Strategies | 29 |
| 2.1. Localization strategies | 30 |
| 2.1.1. External motivations for DFI | 33 |
| 2.1.2. Internal factors in the location choice | 42 |
| 2.2. Gateway strategies. | 49 |
| 2.3. Conclusion | 59 |
| Conclusion to Part 1 | 63 |
| Part 2. Research Methodology and Presentation of the Empirical Study | 65 |
| Chapter 3. Epistemology and Research Methodology | 67 |
| 3.1. Qualitative research | 67 |
| 3.1.1. An interpretive positioning | 68 |
| 3.1.2. Abductive research | 70 |
| 3.1.3. A hybrid research approach | 71 |
| 3.1.4. Case study as an access strategy to the real situation | 71 |
| 3.2. Multiple case studies | 74 |
| 3.2.1. Theoretical sampling criterion and case selection | 74 |
| 3.2.2. Defining the field of investigation and the unit of analysis | 75 |
| 3.3. Collection of data | 78 |
| 3.3.1. The collection of primary data | 78 |
| 3.3.2. The collection of secondary data | 86 |
| 3.4. Data processing | 86 |
| 3.4.1. Content analysis: foundations and application to our work | 87 |
| 3.4.2. Quality and legitimacy of the knowledge produced. | 90 |
| Chapter 4. The Internationalization of Five SMEs | 93 |
| 4.1. The ABC Group case | 94 |
| 4.1.1. Characteristics of the ABC Group | 94 |
| 4.1.2. The main stages of the ABC Group's international development. | 97 |
| 4.2. The case of SLAT | 104 |
| 4.2.1. The characteristics of the firm SLAT | 104 |
| 4.2.2. SLAT's main phases of international development. | 108 |
| 4.3. The case of Emball'iso | 114 |

| | |
|---|-----|
| 4.3.1. The characteristics of Emball'iso | 114 |
| 4.3.2. Emball'iso's main phases of international development | 116 |
| 4.4. The case of Mixel Agitateurs | 121 |
| 4.4.1. Characteristics of Mixel Agitateurs | 121 |
| 4.4.2. The main stages of Mixel Agitateurs' international development . | 123 |
| 4.5. Hydrola company case | 131 |
| 4.5.1. The characteristics of Hydrola | 131 |
| 4.5.2. The main international development phases of Hydrola | 134 |
| 4.6. Summary of the five cases | 137 |
| Conclusion to Part 2 | 145 |
| Part 3. Deployment of Gateway Strategies: Motivations, Policies and Problems | 147 |
| Introduction to Part 3 | 149 |
| Chapter 5. Motivations for Implementing Gateway Strategies | 151 |
| 5.1. Intracase analysis of motivations | 152 |
| 5.1.1. ABC group case study | 152 |
| 5.1.2. The case study of the company SLAT. | 160 |
| 5.1.3. Emball'iso case study | 166 |
| 5.1.4. The case study of the company Mixel Agitateurs | 173 |
| 5.1.5. The case of the company Hydrola | 181 |
| 5.2. SME motivations: key role of internal factors and networks | 193 |
| 5.2.1. Common motivations for the five SME case studies | 193 |
| 5.2.2. Motivations partially shared by SMEs | 197 |
| 5.2.3. Specific motivations | 206 |
| 5.3. Conclusion | 211 |
| Chapter 6. The Implementation of Gateway Strategies | 215 |
| 6.1. The Intracase analysis. | 215 |
| 6.1.1. The case of the ABC Group. | 215 |
| 6.1.2. The case of the company SLAT | 223 |
| 6.1.3. The case of the company Emball'iso | 233 |
| 6.1.4. The case of the company Mixel Agitateurs. | 242 |
| 6.1.5. The case study of the company Hydrola | 256 |
| 6.2. Deployment of gateway strategies by the SMEs: between acceleration of international development and the growing complexity of operations | 274 |

| | |
|---|-----|
| 6.2.1. Process of deployment of gateway strategies: the key role of networks | 274 |
| 6.2.2. Difficulties encountered by SMEs | 288 |
| 6.3. Conclusion | 301 |
| Conclusion | 305 |
| Bibliography | 313 |
| Index | 335 |