

Systematic Literature Review on Born Global Firms

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ABSTRACT

Born global firms enter the global marketplace soon after their inception, in many cases, by passing the domestic market. Sometimes these firms grow largely in their home markets before they rapidly reach high percentages of international revenues. Today many research worldwide investigates knowledge about these early internalizing firms. The objective of this study is to conduct a systematic literature review on born globals. Our methodology is emphasizing some of the remarkable studies and reviewing some recent literature on born globals. The findings show us many unique capabilities of born globals.

Key Words: *Born Global, Internalization, Systematic Literature Review*

JEL Classification: *M30, M31, M37*

Global Doğan Firmalar Üzerine SistematiK Literatür İncelemesi

ÖZ

Global doğan işletmeler, kuruluşlarından kısa bir süre sonra yerel pazarları aşarak uluslararası pazarlara açılmaktadır. Çoğu zaman bu firmalar, uluslararası gelirlerini artırmadan önce, kendi yerel pazarlarında önemli büyüklüklere ulaşabilmektedir. Günümüzde bu erken uluslararasılaşan firmalar hakkında çok sayıda çalışma yapılmakta ve bu firmalarla ilgili çeşitli veriler ortaya konulmaktadır. Bu çalışma kapsamında global doğan şirketlerle ilgili sistematiK bir literatür taramasının yapılması amaçlanmıştır. Bu amaç doğrultusunda, global doğan şirketlerle ilgili olarak daha önceden yapılmış çalışmalardan elde edilen veriler sistematiK olarak ortaya konulmaya çalışılmıştır. Çalışmanın sonucunda; sadece global doğan işletmelere özgü çeşitli özellikler tespit edilmiştir.

Anahtar Kelimeler: *Global Doğan, İçselleştirme, SistematiK Literatür İncelemesi*

JEL Sınıflandırması: *M30, M31, M37*

INTRODUCTION

Academic literature has examined the internationalization process of firms in terms of export market development for more than forty years. Traditional business research has focused on large multinational enterprises with conventional internationalization ‘stage’ theories but these theories does not sufficient to explain certain firms (especially small firms in the high technology fields) internationalization process (Wickramasekera & Bamberly, 2003, p. 207). In addition, explaining born global firm phenomenon in terms of traditional internationalization theory is difficult because of these theories’ limitations and they miss the point in that the context of born global firms.

The rises of born global firms have led researchers to explore the various features and strategies of these companies. Many of qualitative and quantitative studies that have focused on born global firms contribute to imply a better

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understanding of these institutions. These early adapters of internalization begin with a global vision and develop the capabilities that help them achieve superior performance in international markets. Today international entrepreneurship is mainly connected to the born globals (McDougall & Oviatt, 2003).

Although historically only large size companies were associated with internalization; new economic conditions have decreased the barriers of trade through advances in transportation, technology and communication. This advancement has shifted global value chains. As a result, born global firms have become more and more common worldwide today.

Actually born global firms are not born global but rather internationalize rapidly from their inception by expanding their geographic scope to foreign operations (Hashai, 2011b, p.1). Despite their scarce financial, human and tangible resources that characterize most new businesses, they can still effectively compete with firms having access to much larger sources.

Although most multinational companies like Samsung, P&G and Wall Mart grew big in their home country before they went overseas; some companies rapidly become players on the global stage (Kudina et al., 2008). These organizations are referred as born global firms. Born globals are business organizations that enter the global marketplace soon after their inception, in many cases, by passing the domestic market (Knight & Cavusgil, 1996).

Australian Manufacturing Council AMC and McKinsey (1993) was the first use the term “born global firm” in a study of manufacturing exports in Australia. Rennie (1993) surveyed 310 export firms in Australia and identified ‘a new breed’ of Australian firms that exported at an average age of two (Lin & Panteli, 2011, p.127). In this study, two types of exporters are clearly distinguished. These are home market based firms and born globals which firms view the world as their marketplace.

The consequences of the discovery of this new type of exporters is clearly stated Cavusgil (1994) in the first scholarly article about Born Global firms (Rasmussen & Madsen, 2002, p.6). Studies that followed (Oviatt & McDougall, 1994; Knight & Cavusgil, 1996) defined born global firms and distinguished their features from ordinary firms.

Next studies labeled these kinds of firms as “global start-ups” (Oviatt & McDougall, 1994), “international new ventures” (McDougall et al., 1994), “instant exporters” (Rialp et al., 2005a) and “instant internationals” (Fills, 2001), “born globals” (Knight & Cavusgil, 1996).

Night and Cavusgil (2004) conducted a research for better understanding of the early internationalization phenomenon and highlight the critical role of innovative culture, knowledge and capabilities in depth interviews with 33 professionals. Then these case findings are validated with survey-based study with 203 usable surveys. They pointed out that born global firms’ organizational innovativeness, was also found to be related to rapid internationalization and these kinds of firms have a distinctive mix of orientations and strategies that allow them to succeed in different international markets.

Born global companies' features were already determined in many studies that the main elements differentiating these firms from others are the rapid internationalization, innovativeness, and entrepreneurship of the managers (Ramunas et al., 2011, p.389). On this account, most of the studies have adopted four criteria to define born globals ((i) date of foundation; (ii) time span between foundation and the beginning of international activities; (iii) relevance of international activities to the firm, and (iv) geographic scope of international operations) (Dib et al. 2010, p.235).

In different empirical studies, born globals are associated with information and communication technologies (Pezderka, et al., 2012), entrepreneurial capabilities (Karra, et al., 2008; Cannone, et al., 2012), organizational knowledge (Lewin & Massini 2003; Massini et al., 2003) and technology sector (Tanev, 2012).

Because of the different environmental conditions, born globals do not have equal propensities to be the global around the world (Dib et al. 2010, p.234). In addition, there is a conflict in the literature about the use of the term "global". According to Hordes et al. (1995) the terms "international" or "multinational" would be more appropriate than "global". Moreover, Rasmussen et al. (2001) referred newly internationalized firms in Denmark with their geographic operations like "born German" or "born European". Despite the lack of agreement on the definition, international business and international marketing literature have some empirical evidence about born global firms. In addition, born global firms have been widely documented in different case studies.

II. MATERIALS AND METHODS

Although systematic review has its origin in the medical field, some of the features of this approach have been adapted to social sciences. This method helps us to understand what previous research has to say on the matter. Tranfield et al., (2003), point out that systematic review helps in developing reliable knowledge based on previous studies in literature. Okoli and Schabram (2010), present guideline for systematic literature review through eight steps. At the following sections we conduct systematic literature review technique to collect and analyze data to understand born global firms.

First step requires identifying the purpose and intended goals of the review. We conduct this technique to better understand the early internalization phenomenon and provide useful information about international success of born globals. Although high quality SLR (*Systematic Literature Review*) always requires involvement of qualified information scientist, today's technological capabilities allow us to do this research without experienced library support (Okoli, C. & Schabram, K., 2010, p.19).

The next step in the planning stage is protocol & training. Protocol represents the rules and regulations for conducting a systematic literature review. After the planning, the stage of "selection" starts. The first action in this stage is searching the literature. Accordingly, this study uses an Internet search on the areas of international business, management and internalization database focusing

on journals like “*Journal of International Marketing*”, “*Journal of International Business Studies*”, “*Multinational Business Review*” and “*Journal of International Business Studies*”.

Systematic literature review is required to identify the thesaurus terms and combine them with “born global”. At this point we use the term “born global”. This review includes studies published in English across different parts of the world. The search was limited to years between 1993 (The year when term “born global” was first used) and 2012. We conducted a thorough search in the literature and reviewed key words as well as titles.

III. RESULTS

Researchers from around the world list characteristics of born global firms and they have identified many organizational capabilities that enable internationalization and increase performance of these innovative firms. Academics conducted number of case studies and most of firms are technology firms that have internationalized rapidly. We categorized the findings from the systematic literature review under two following topics:

- Internal capabilities of the firm (entrepreneurship, employee characteristics).
- Industry specific issues (hi-tech industries: information system and communication technologies).

Internal Capabilities: In literature, researchers have identified a number of internal capabilities that enable internationalization, and increase the international performance of born global firms.

International Entrepreneurship is the one of the important internal capabilities of born globals. Roudini and Osman (2012) reviewed the international entrepreneurship literature. Then they determined these five dimensions related to capability of international entrepreneurship: (i) international networking capability; (ii) international marketing capability; (iii) innovation and risk taking capability; (iv) international learning capability and (v) international experience. This study offers managers of born global firms a comprehensive picture of international capabilities, and informs them about how to deal with dynamic international marketplace.

Karra et al., (2008) attribute success of born globals to the entrepreneurial capabilities, and they discuss the process through which entrepreneurs develop these capabilities. According to this study, international entrepreneurship means not only early sales in international markets but also building competitive advantage through development of complex international resource configurations. High-profile example of Born Global organizations are Skype, Facebook and Google. For example, in 1998 Google was set up in a garage in California; and this firm has engaged in extensive international expansion within three years, before setting up its first overseas office in Sydney, Australia in 2002 (Yan & Panteli, 2011, p.128). Entrepreneurs are creating huge opportunity and value not only in developed countries but also in emerging countries. Significant economic

and political changes that have occurred in many emerging markets provide new born globals from these countries to the world economy.

Born global firms originate from different backgrounds with different business cultures. In order to take advantage of opportunities, they need dynamic capabilities, structures (Jantunen et al. 2008, p.158) and entrepreneurial ship capabilities to cope with the changing environment. Zhang et al. (2012) conducted a cross national study between China and US born global firms. They try to determine relevant environmental and firm-level factors on IT capability’ and the effect of IT capability on the export performance of Chinese and US born-global firms. In this cross national study, they on-site interview with 136 born-global firms’ top manager in China and 66 born-global firms’ top manager in the USA. They found that Information intensity and firm-level factors such as international entrepreneurial orientation, prompts born-global firms to develop IT capabilities.

New technologies have enabled connectivity and real time interactivity (Yan & Panteli, 2011, p.1). On this account, quick response is important at many born globals’ business model. Barnes and Lea-Greenwood (2006) defined this term as a business strategy that aims to shrink the process involved in the buying cycle and lead times for getting new product into stores, in order to satisfy consumer demand at its peak (Bhardwaj et al. 2011, p.293). When companies also born globals, it reduces time gap between designing and consumption, so they can get a competitive advantage in their sector. For example, one of Turkish marble supplier reduces the time between demand and offer, company build a new design ship for producing marble during the journey. A number of studies have revealed the internal capabilities of born global firms and their entrepreneurship features as seen Table-1.

Table-1: Entrepreneurship Related Studies

Entrepreneurial Issues	Studies
High Tolerance to Risk	Bhardwaj et al. (2011); Hashai, (2011a); Hashai (2011b); Deligonul et al. (2008); Kuivalainen et al. (2007); Harveston et al. (2000); Madsen and Servais (1997); Knight and Cavusgil (1996)
Superior Know-How R&D	Tanev (2012); Pezderka et al. (2012); Vapola et al. (2008); Kudina et al. (2008); Evangelista (2005); David (2005)
Relationships and Networks	Zhang et al. (2012); Karra et al. (2008); Zhou et al. (2007); Mort and Weerawardena (2006); Rasmussen et al. (2001); Andersson and Wictor (2003); Andreea et al. (2012)
International Orientation	Ramunas et al. (2011); Crick (2009); Gabrielsson et al. (2008); Gabrielsson (2005); Rialp et al. (2005b); Gabrielsson et al. (2004); Knight et al. (2004); Moen (2002); Oviatt and McDougall (1995)
International Experience	Jody and Mika (2011); Boehe (2009);Moen et al. (2008); Gabrielsson (2005); Kundu and Renko (2005);Wickramasekera and Bambrery, (2003); Harveston et

	al. (2000); McDougall and Oviatt (1996); Bloodgood et al. (1996);
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International entrepreneurial orientation is important to born global firms. Kundu S. and Renko M. (2005) try to determine how entrepreneurial and leadership factors affect born globals' export performances? That entrepreneurship has potential to contribute and shape the future of these firms. On this account, characteristic of born global's founders and leaders appear to have greater impact on international performance of younger companies.

Evangelista F. (2005), tried to identify the major elements contributing to the creation of born globals. They conduct a in-depth interview with six born global Australian firms and the major elements contributing to the creation of an international new venture are identified. These elements are technical experience, entrepreneurial activity, environmental factors, process, education, previous industry, and international experience.

Born global firms exploit international networks to access necessary resources for globalization. Rasmussen et al. (2001), tried to determine how a founder has reduced equivocality in relation to support networks and reducing risks, especially in an international environment. They presented the findings of recent surveys in this area and considered different global models and their limitations. Authors presented the case studies of five Danish and Australian born global companies, and they have concluded that internationalization has not been the primary objective in the founding process of born globals.

Madsen and Servais (1997) explores some of the main characteristics reported in the literature. They found that born globals are positively associated with high innovative skills, including an ability to access effective R&D as well as distributions channels, often in partnerships with close collaboration in international relationships. The nature of the product line and competences in general many born globals often choose hybrid forms of governance structures in their export channels (Madsen and Servais, 1997, p.581).

Andersson and Wictor (2003) focused on earlier research includes the factors: globalization, entrepreneurs, networks, industry and born globals. According to this study, globalization has made easier to conduct born global strategies. However, active entrepreneurs, who recognized the global opportunities and entrepreneur's personal networks (both global and local), were crucial for the implementation of these strategies.

Network help born global firms permitting them to access to knowledge, customers and other resources at abroad. Mort and Weerawardena (2006) examined the factors driving small and medium size firm internationalization especially focus on networking in born globals to attempt to develop richer insights. They concluded that networking capability enables identification and exploitation of market opportunities, facilitates the development of knowledge-intensive products and firm international market performance in the born global firm.

Many other researchers try to determine some important characteristics of born global firms’ managers. Harveston et al. (2000) saw managers of born global firms are different from managers of gradual globalizing firms and they have different mindset, international experience, and risk-tolerance levels. Knight and Cavusgil (1996) emphasized that born global firms have distinctive entrepreneurial capabilities that can help to open windows of opportunities on a global scale that others overlook. Raudini and Osman (2012) tried to determine the role of entrepreneurship capability on international performance in global firms. In addition, they tried to reveal the dimensions of international entrepreneurial capability and its effect on international performance in born global firms. This study explains and reveals the strong connection between the dimensions of international entrepreneurship capability and international performance in born globals.

Industry specific issues: Industry or the sector which born global firms operate is important for these firms’ internationalization processes. According to Andersson and Wictor (2003), the focus on specific industry was more important than the targeting geographically or psychologically closes markets. There is abundance of empirical evidence that born global firms highly rely on information and communication technologies as a growth facilitator (Pezderka et al., 2012; Zhang et al. 2012; Kudina et al. 2008; Mets & Kelli, 2011). Luostarinen and Gabrielsson (2004) have shown that the born global firms are likely to exist in such fields of product categories of SME: high-tech, high-design, high-services, high-know-how and high-system business.

In the literature, some studies focus on born global firm characteristics which are different from traditional firms. Tanev (2012) lists a few salient characteristics of firms that are born global in technology sector. According to most other studies born globals are highly innovative firms and they engender to develop specific collection of organizational strategies. Knight and Cavusgil (2004) investigated some important business strategies employed by born global firms. These are (i) global technological competence, (ii) unique products development, (iii) quality focus and (iv) leveraging of foreign distributor competences. These and some other firm specific strategies are described with related studies through the Table-2.

Table-2: Related Studies

Firm Characteristics	Studies
Global Technological Competence	Yan and Panteli (2011); Mets and Kelli (2011); Lopez et al. (2009); Zhang and Tansuhaj (2007); Evangelista (2005); Gabrielsson (2005); Knight and Cavusgil (2004); Moen (2002); Knight (1997)
More Intensive to Use of Partnership	Gleason and Wiggenhorn (2007); Gabrielsson (2005); Sharma and Blomstermo (2003); McDougall et al. (1994)

Know, How Unique Products Development	Weerawardena et al. (2007); Rialp et al. (2005a); Evangelista (2005); Gabrielsson et al. (2004); Knight et al. (2004); Knight and Cavusgil (2004); Chetty and Campbell-Hunt (2004); Moen and Servais (2002); Bloodgood et al. (1996); Oviatt and McDougall (1995)
Quality Focus and Customer Orientation	Etemad (2004); Knight et al. (2004); Zucchella (2002); Rennie (1993)
More Intensive to Use of Networks	Kalinic and Forza (2012); Varma (2011); Zhang et al. (2009a); Freeman et al. (2006); Mort and Weerawardena (2006); Sharma and Blomstermo (2003); Knight and Cavusgil (1996); Oviatt and McDougall (1995, 1994)
More Use of Focus Specialization and Niche Strategies	Oh (2011); Jantunen et al. (2008); Riku et al. (2007); Gabrielsson (2005); Etemad (2004); Sharma and Blomstermo (2003); McDougall et al. (1994)
Marketing Strategies and Capabilities	Mort et al. (2012); Maria et al. (2011); Fuerst (2010); Falay et al. (2007) Freeman et al. (2006); Gabrielsson, (2005); Gabrielsson and Kirpalani (2004);

Emphasis on developing new technologies is considered to be a major element in the ability of a born global firm. These born global firms were more successful in their internationalization process than other ordinary firms. Kudina et al. (2008) found two notable differences in these firms’ strategies (i) the degree of technology acquisition from overseas and (ii) the amount of R&D conducted by the firm. In this study Kudina et al (2008) detected two different groups of firms. First group of firms carried out less or the same level of R&D as the average in their industry second group of firms are conducted more R&D than their industry average. In addition, foreign markets inform these companies about new technological trends and competencies to enhance their international exposure (Kudina et al. 2008).

The use of partnership and networking for leveraging foreign distributor competences is a routine for smaller firm to internationalize. Freeman et al (2006) try to explore how born global firms overcome lack of resources and other constraints by using networking competencies to develop a range of alliances and collaborative partnership. According to this study, senior managers in smaller born-global firms are able to use their networks to connect to lead markets through large key foreign customers and suppliers and, thus, to participate rapidly in those markets. On this account, personal contact to key foreign customers, suppliers and distribution channel representatives are main marketing method for these kinds of firms (Falay et al. 2007). In order to be successful in foreign markets it is important that international business managers should consider not only networks but also social networks to go international more rapidly and profitably. Because social networks play a mediating role in the relationship between inward and outward internationalization process (Zhou et al 2007).

Another aspect that drawn the attention of various academic studies is the innovation knowledge and capabilities. At hi-tech industries, innovation knowledge and capabilities have been central themes of unique product

development. Mets and Kelli (2011) conducted a case study on seven high tech small and medium sized enterprises (HSME). They indicate that in information and communication technologies, most of the new businesses seem to be based on new ideas how to build up the business model which matches best to their product/service and target groups. In this context they give the example of Skype.

In all over the world, small high technology firms internationalize as quick possible. Pezderka et al (2012) try to understand how born global SMEs reap more benefits from Information and Communication Technologies (ICT) use than other internationalizing small firms. And they aimed to identify impact of internet use on born-global performance. They conducted seven point Likert-type multiple scales on 115 UK based SMEs involved in exporting activities. They found that internet has potential to enhanced export performance. Yet when its use is not aligned with strategy it can lead to financial damage.

Dynamic economic environment may push small technology firms to expand their operations abroad in the entire world. Xiaomi Corporation, is an internet company focused on the research and development of high-end smart phones. It was established in April 2010 and the core of the company is formed by the Mi phones, the MIUI Android Skin, and Miliiao. The company established and only one year later (in December 2011), the company announced a partnership with Chinese Telco China Unicom. In 2012, the company plan to enter Europe market because they think that China smart phone market is not enough big for them (Lia, 2012). Other hi-tech born global examples are shown at Table-3.

Table-3 Born Global Hi-Technology Companies

Company	Country	Description
PIWorks	Turkey	P.I.Works provides network performance and optimization solutions for wireless operators
Acesso Digital	Brazil	Acesso Digital has been providing Brazilian businesses with a comprehensive electronic document management solution
Esoko	Gana	Esoko created a communication platform to allows two-way communication in 15 African Countries.
MPESA	Kenya	Mpesa created in Kenya. This service helps to transfer cash more than 40 countries in all over the world.
Social Metrix	Argentina	Social Metrix synthesizes millions of tweets, comments and internet. More than 25 MNC use this data to make effective marketing decisions

P.I.Works provides network optimization solutions that enable mobile network (GSM) operators around the world. Their solutions are at the forefront of the 3G and 4G technologies that provide continuous and high-quality voice and data transfer. P.I.Works provides services to 16 operators in 11 countries.

São Paulo-based Acesso Digital service more than 800 small, medium and large enterprises to quickly, conveniently and safely digitize documents needed to

run their businesses in Brazil. Acesso's solution has attracted national and international companies including, Citibank, Itau, TIM and ArcelorMittal.

Esoko created a communication platform. This platform allows two way communications between people and business to upload their data via internet or mobile phones in 15 African countries.

MPESA started in Kenya for to help transfer cash used for salaries, bills and donations. Similar service can be found more than 40 countries.

Social Metrix pioneered a technology that synthesizes millions of tweets, comments, and Internet chatter into intelligent marketing information. Company provides these services in English, Spanish, and Portuguese.

IV.DISCUSSION

Survival of Born Globals

Survival of born globals can be considered as the critical factor in today's business environment and it is an important performance indicator of born globals. Because survival is the prediction of other performance factors like profitability and it is only surviving firms able to create new values for their share holders and interest groups. The determinant of firm survival can be grouped in three different types. These are (i) personal characteristics like education, entrepreneurship and competency. (ii) Firm specific factors like firm size, age and industry specialties. (iii) Environmental factors like economic conditions and survival rates of other firms (Haldin, 2010, p.6).

According to Kudina et al. (2008), High Technology UK companies would not have been able to survive, if they had not gone overseas. Internationalization was not a matter of choice for them: it was a must for survival. Halldin (2010) studied on survival of new born global firms and tried to determine how the employee characteristics influence the survival of born global firms. In order to contrast born globals to other firms, survey conducted on three reference groups and they tested 3 hypotheses. *Firms with higher shares of immigrants or woman can survive longer*. Because if firm paid lower wages to the immigrants or woman it becomes profitable to hire them and more likely to grow and survive in competitive market. *Having educated employee is beneficial for survival*. Human capital is critical intangible asset for born global firms. According to Haldin (2010) education level among the firm's employees influences the born global survival positively. And the last hypothesis is; *Firms with employees of higher age are less likely to survive*. In many studies elderly employees were not found productive about new technologies and new kinds of problems. However, in fields they have experience and they can remain more productive. Hence the importance of employee characteristics as determinants of survival of firm results show little significance of individual employee characteristics having an impact on firm survival among born global firms (as determinant for survival rates).

Emerging Economies and Born Global Firms.

In recent years, increasing number of firms can be classified as Born global firm at emerging countries. Newly established born global firms are important for emerging countries in terms of generating innovation, creating new products,

developing own business models and for more competitive economy. These firms' internationalizing processes influenced by the external and internal business conditions like; size of its home market, production capacity as well as by cultural and economic forces (Terence & Philip, 2007, p.1). Also in emerging economies lack of financial and knowledge resources that makes born globals different from traditional firms along with, international learning capability, international networking capability and international experience (Zhang et al. 2009b, p.292).

Dip et al. (2010) studied on the internalization process of Brazilian software firms and the born global phenomenon. Paper examines the born-global phenomenon in the context of an emerging country, Brazil. A literature review was conducted in order to develop an integrative model of the phenomenon under this study. A survey was conducted with a sample of 218 Brazilian software firms and they found that entrepreneur variables seemed to be associated to the type of internationalization process chosen by these firms. Network variables did not significantly differentiate the two groups

Emancipatory Entrepreneurship and Born Globals

There can be opportunities motivation for entrepreneuring is a desire for generation for independence and income generations. On this account, entrepreneurship is a combination of innovative, proactive and risk-seeking behaviors. Entrepreneuring individuals solve their problem by themselves, because they internally motivated to create new values. Motivation for entrepreneuring financial goals is important in addition entrepreneurship requires a bit of emancipation. Emancipation refers to "the act of freeing a person from another person's control". Rindova et al (2009) tried to understand how entrepreneuring can be viewed as an emancipatory process. On this account, they focused on understanding the factors that cause individuals to seek to disrupt the status quo and change their position in social order and wealth creation through the recognition of profitable opportunities.

CONCLUSION

Based on the findings and arguments, the majority of the born global firms are technology companies. The findings indicated in many studies to the above key factors the exporters and the management attributes were segmented into born global firm and non-born global firms. For example, high proportion of managers in the born global firms had a strong international outlook and international entrepreneurial orientation and they possess a strong entrepreneurial mindset. In addition, many studies identified the importance of connecting to networks and building relationships; it is considered as an important driver in rapid internationalization process. These managers have abroad experience and they are also familiar with export and import activities. By the way in the international arena with regular business networks can develop an effective internationalization process through the managers' network approach.

Entrepreneurship studies have become a bit narrowly focused on wealth creation via born global firms, however Rindova et al (2009) viewed

entrepreneurship as emancipatory process with broad change potential like economic activity with possible social change and financial outcomes. This is illustrated in the findings of the study focus on emancipator entrepreneurship provides a vehicle to explain under what conditions emancipator actions will arise and explore an approach that born global firms internationalization process in emerging economies. In emerging countries born global firms meet many difficulties related to the entry in new markets, because of lack of information, know how, legislation and financial shortages. On this account, the internationalization process of the born global firms seems to be particularly linked to the entrepreneurship as a form of emancipation and managerial capabilities, which are developed under the influence of emancipatory perspective in these kind of countries. From the review of the literature, emancipation and entrepreneurial capabilities can influence internationalization decisions and they are critical to born global firms' success.

Not only networks guarantee an effective international development for born global firms but also knowledge is another fundamental element for entry in new international markets. Lack of market knowledge can damage born global firms since they cannot export as multinational companies. This study provides an instruction to the born global managers on this account collaboration between firms allows sharing of networks and knowledge pushes born global firms to increase international competitiveness in global markets. Understanding the internationalization process and growth of born global firms could provide important lessons for many other organizations and valuable opportunities for future research.

The results of the many studies suggested that born global firms were more innovative and more customer oriented than ordinary firms. In addition, their managers are more sensitive to the risk associated with operations in global markets. This study suffered from several limitations which may affected our results. The most important limitation is using studies which are written in English and the lack of studies written in different language about born global firms. In order to provide a better understanding of the nature of born global firms, current literature needs to be expanded with further studies which focus on surviving of born global firms, emancipatory aspects and relational cultures.

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