

# EXPLORING THE UNKNOWN REQUIRES LEVERAGING UNCERTAINTY: A REAL OPTIONS PERSPECTIVE ON THE PATTERN AND PROCESS OF ENTREPRENEURIAL FIRMS' INTERNATIONALIZATION



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## ABSTRACT

Uncertainty plays a major role in entrepreneurship and international business. Yet, prior literature has not fully accounted for the nature of high and changing host country uncertainty when predicting entrepreneurial firms' internationalization patterns and outcomes. By applying real options theory, we re-conceptualize firms' internationalization patterns and outcomes as the result of active uncertainty-management in the face of elevated and ever-changing host-country uncertainty. Utilizing a representative sample of 680 new U.S.-based exporting firms, we find that host country uncertainty positively relates to firms' choice of "real option" entry. Real options entry enables firms to achieve relatively faster entries, enter more distant destinations, and allows flexibility for market exit. Moreover, firms using such "real options" entry can achieve superior performance.

## INTRODUCTION

Uncertainty is central to both entrepreneurship (Knight, 1921; McMullen & Shepherd, 2006; Schumpeter, 1934) and internationalization (Johanson & Vahlne, 1977; Schweizer, Vahlne, & Johanson, 2010). With respect to the entrepreneurship, both the perceived amount of uncertainty and willingness to bear uncertainty fundamentally influence entrepreneurial decisions and actions (McMullen & Shepherd, 2006). International Business (IB) scholars, particularly those focused on large multinational corporations (MNC), have also generally treated uncertainty as something to avoid because it increases transaction costs in cross-border contexts (Brouthers & Nakos, 2004; Walker & Weber, 1984; Williamson, 1981, 1996). Thus, due to increased uncertainty, firms tend to choose entry modes with high degrees of integration or control (e.g., greenfield investment ) rather than more flexible or collaborative entry modes (Morscheit et al., 2010; Zhao et al., 2004), and firms often delay or avoid foreign investment due to high uncertainty (Brouthers & Hennart, 2007; Walker & Weber, 1984; Zhao et al., 2004).

Yet, as highlighted in the international entrepreneurship (IE) literature, which focuses on "the discovery, enactment, evaluation, and exploitation of opportunities-across national borders-to create future goods and services" (Oviatt & McDougall, 2005: p7), entrepreneurial firms' internationalization approaches are inconsistent with this theory's predictions. Entrepreneurial firms enter more uncertain foreign markets rather than more certain and stable markets (Deng & Sinkovics, 2018); employ collaborative or flexible entry modes rather than ownership-based entry modes (Liesch, Welch, & Buckley, 2011); and generally prefer to move quickly rather than delaying or avoiding entry (Bingham, 2009). Although opportunity-seeking entrepreneurial internationalization often involves decision-making under uncertainty, our understanding of how uncertainty influences the pattern, process and outcome of entrepreneurial firms' internationalization is limited.

# Uncertainty Proceedings 1991

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## **Uncertainty Proceedings 1991:**

Uncertainty Proceedings 1991 Bruce D'Ambrosio, Philippe Smets, Piero Patrone Bonissone, 1991      **Recent Issues in Pattern Analysis and Recognition** Virginio Cantoni, Reiner Creutzburg, Stefano Levialdi, Gottfried Wolf, 1989-12-20 This book offers readers a broad view of research in some Western and Eastern European countries on pattern and signal analysis and on coding handling and measurement of images It is a selection of refereed papers from two sources first a satellite conference within the biannual International Conference on Pattern Recognition held in Rome November 14 17 1988 and second work done at the International Basic Laboratory on Image Processing and Computer Graphics Berlin GDR The papers are grouped into three sections The first section contains new proposals for the specific computation of particular features of digital images and the second section is devoted to the introduction and testing of general approaches to the solution of problems met in digital geometry image coding feature extraction and object classification The third section illustrates some recent practical results obtained on real images specifically in character and speech recognition as well as in biomedicine All the techniques illustrated in this book will find direct application in the near future This book should interest and stimulate the reader provoke new thoughts and encourage further research in this widely appealing field      The Nested Universal Relation Database Model Mark Levene, 1992-05-20 This monograph describes a method of data modelling whose basic aim is to make databases easier to use by providing them with logical data independence To achieve this the nested UR universal relation model is defined by extending the classical UR model to nested relations Nested relations generalize flat relations and allow hierarchically structured objects to be modelled directly whereas the classical UR model allows the user to view the database as if it were composed of a single flat relation The author presents a comprehensive formalisation of the nested relational model which incorporated null values into the model Functional data dependencies and the classical notion of lossless decomposition are extended to nested relations and an extended chase procedure is defined to test the satisfaction of the data dependencies The nested UR model is defined and the classical UR model is shown to be a special case of the nested model This implies that an UR interface can be implemented by using the nested UR model thus gaining the full advantages of nested relations over flat relations      **Relational Matching** George Vosselman, 1992-09-10 This is an introduction to recursive functions intended for graduate students It presupposes some mathematical maturity and a slight acquaintance with some important topics such as group theory and topology Some acquaintance with logic is desirable but not essential It introduces the main topics of recursion theory such as hierarchy theory RE sets and undecidable theories without going very deeply into any of them      **Parallel Execution of Parlog** Andrew Cheese, 1992-05-20 This monograph concentrates on the implementation of concurrent logic programming languages on loosely coupled parallel computer architectures Two different abstract models are also considered a graph reduction based model and a more imperative approach The design of a specialized instruction set is presented that is general enough to be used for the whole family of concurrent logic

programming languages In particular the language Parlog is concentrated upon because it is the most efficiently implementable of all the non flat logic programming languages Other issues arising from the implementation of a programming language are discussed in particular the design of a load balancing scheme which deals with the large number of short lived processes inherent in a correct language implementation Detailed descriptions of all the data structures and synchronisation algorithms are also presented Resource exhaustion is also discussed and handled within the implementations Detailed performance results for both models of computation are given From the material it should be possible for the reader to create an implementation

*The Use of Projective Geometry in Computer Graphics* Ivan Herman,1992

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**Uncertainty in Artificial Intelligence** Piero P. Bonissone,Bruce D. D'Ambrosio,Philippe Smets,1991

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**Innovations in Remote Sensing and Photogrammetry** Simon Jones,Karin Reinke,2009-10-14 Remote sensing of our environment is becoming increasingly accessible and important in today s society This book aims to highlight some of the broad and multi disciplinary applications and emerging practices that remote sensing and photogrammetric technologies lend themselves to The papers have been selected from the 13th and 14th Australasian Remote Sensing and Photogrammetry Conferences given by experts in remote sensing spatial analysis and photogrammetry from across the Asia Pacific region They are presented here as a collection of peer reviewed papers covering research into areas such as data fusion techniques and their applications in environmental monitoring synoptic monitoring and data processing terrestrial and marine applications of remote sensing and photogrammetry

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**Spatio-Temporal Image Processing** Bernd Jähne,1993-11-10 Image sequence processing is becoming a tremendous tool to analyze spatio temporal data in all areas of natural science It is the key to studythe dynamics of of complex scientific phenomena Methods from computer science and the field of application are merged establishing new interdisciplinary research areas This monograph emerged from scientific applications and thus is an example for such an interdisciplinaryapproach It is addressed both to computer scientists and to

researchers from other fields who are applying methods of computer vision The results presented are mostly from environmental physics oceanography but they will be illuminating and helpful for researchers applying similar methods in other areas **EPA Publications Bibliography Quarterly Abstract Bulletin** United States. Environmental Protection Agency,1993-10

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In a digitally-driven earth where monitors reign great and immediate communication drowns out the subtleties of language, the profound strategies and psychological subtleties concealed within words usually go unheard. Yet, nestled within the pages of **Uncertainty Proceedings 1991** a charming fictional value sporting with organic emotions, lies an extraordinary quest waiting to be undertaken. Written by an experienced wordsmith, that wonderful opus invites readers on an introspective trip, gently unraveling the veiled truths and profound influence resonating within the fabric of each and every word. Within the emotional depths with this emotional evaluation, we shall embark upon a sincere exploration of the book is primary subjects, dissect its captivating writing type, and fail to the effective resonance it evokes strong within the recesses of readers hearts.

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