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Journal of International Management

Volume 7, Issue 3, Autumn 2001, Pages 173-189

â€˜Born-again globalâ€™™ firms: An extension to the â€˜born globalâ€™™ phenomenon

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[https://doi.org/10.1016/S1075-4253\(01\)00043-6](https://doi.org/10.1016/S1075-4253(01)00043-6)

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Abstract

Firm internationalisation has for long been regarded as an incremental process, wherein firms gravitate towards â€˜psychologically closeâ€™™ markets and increase commitment to international markets in a gradual, stepwise manner through a series of evolutionary â€˜stages.â€™™ However, much of the recent literature provides clear evidence of rapid and dedicated internationalisation by â€˜born globalâ€™™ firms. Typically, these are smaller entrepreneurial firms that internationalise from inception or begin shortly thereafter. Their main source of competitive advantage is often related to a more sophisticated knowledge base that they use to exploit the dynamics of an increasingly global market environment. This contribution posits that there is growing evidence of another phenomenon, that of the emergence of â€˜born-againâ€™™ global firms. These are firms that have been well established in their domestic markets, with apparently no great motivation to internationalise, but which have suddenly embraced rapid and

dedicated internationalisation. The underlying motivations and triggers leading to such a strategy are explored and illustrated through a number of case studies. Research and public policy implications of the "born-again" global phenomenon are discussed.



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