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### 'Defining the Born Global Firm'

#### A Review of the Literature

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## **‘Defining the Born Global Firm’ A Review of the Literature**

### **ABSTRACT**

*In the decades since Welch and Luostarinen (1988) first introduced the concept of the ‘Born Global’ firm into business theory, there has been no consistently reliable definition of this entity. During the 1970s the dominant theory underpinning the internationalising of the firm was of incremental export development -where a firm’s internationalisation commences with its entry into an international market in incremental steps. However in the 1980s the concept of firms that possess ‘global vision’ from ‘inception’, with export sales immediately exceeding domestic sales emerged. This paper brings together the key themes from a large body of academic literature to analyse and collate definitions in existing studies to finally arrive at a concise working definition of the ‘Born Global’ firm.*

**Keywords:** exporting, born global firm, internationalisation theory, conceptual.

### **THE BORN GLOBAL FIRM**

According to O’Grady and Lane (1996) “Internationalisation is an ongoing learning process, and immersion in the market is the only practical way to remain competitive”, yet with recent changes in global business conditions and exponential change in business communication (Fletcher 2001, Freeman & Cavusgil 2007, Sharma & Blomstermo 2003b), it has recently been proposed that firms are now bypassing the traditional incremental methods of exporting and beginning to export from the first days of the firm (Moen 2002, McDougall & Oviatt 1996, Oviatt & McDougall 1995, Shrader, Oviatt & McDougall 2000). As Cavusgil (1994) put it, “gradual Internationalisation is dead”.

These ‘Instant Internationalising’ firms are proposed to be a new type of exporting firm that no longer comply with the incremental models of stage theory (Cavusgil 1994, Chetty & Campbell-Hunt 2004, Knight 1997, Knight & Cavusgil 2004, McAuley 1999, McDougall, Shane & Oviatt 1994, Oviatt & McDougall 1994, Rennie 1993), and although there are numerous titles used to describe this

phenomenon (Andersson & Wictor 2003, Oviatt & McDougall 1994, Preece, Miles & Baetz 1999, Rennie 1993, Knight 1997, Knight & Cavusgil 2004, Madsen & Servais 1997), the one that will be used in this study is the 'Born Global' label first used by Welch and Luostarinen (1988).

### **Methodology employed in this study**

The methodology used in this study involved a major review of the academic literature encompassing the internationalisation of the firm with reference to papers published from the 1970s to the present. An examination of 126 studies of Born Global firms resulted in twelve definitions that had been referenced multiple times by other scholars and agreed on several fundamental Born Global characteristics. The most commonly quoted definition in the literature is that of Oviatt and McDougall (1994), yet that study carried out no significant original investigation of the phenomenon – a point painstakingly made in the article! In fact, almost all of the definitions in the 126 studies investigated were merely recitations of previously stated definitions with little or no original contribution. To discover which definitions have been arrived at independently therefore, studies containing definitions of the Born Global phenomenon (Table 1) were scrutinised and the referenced author thus numbered. From the 126 Studies, only 40 studies contained a definition, and of these only twelve were referenced by more than one study (Tables 2 and 3).

The data was analysed with the SPSS statistical software by coding each paper in terms of the key characteristics used to provide the definition of the Born Global firm. A list of variables were identified which was subsequently reduced to provide the list of common criteria outlined in Table 5. The use of the statistical package was however only a supplement to what was essentially a manual process of logical deduction and elimination as outlined in the remainder of this paper.

### **Current Definition of a 'Born Global'**

In the two decades since Welch & Luostarinen (1988) referred to born global exporting firms as “those that intended to export immediately upon inception”, through to the more recent writings of Rennie (1993) and Oviatt and McDougall (1994), there is still no consistent definition of what constitutes a born global firm (Freeman, Edwards & Schroder 2006, Fernhaber, McDougall & Oviatt 2007). While Born Global theory is taught in Business Schools worldwide, without a consistent and reliable definition research in this field will continue to be inconclusive. Born Global firms have been defined as firms that are “less than 20 years old, have internationalised within 3 years of inception and have generated at least 25 per cent of their sales from export” (Knight, Madsen and Servais 2004), yet conflicting definitions provide for internationalisation within 2 to 8 years (Chetty & Campbell-Hunt 2004), having an export-to-domestic sales ratio of fifty (Gabrielsson & Gabrielsson 2003) or seventy-six (Cavusgil 1994) per cent, with still other definitions including a requisite for “high technological orientation” (Luostarinen & Gabrielsson 2006), innovation (Jones & Coviello 2005) and a “superior performance” in relation to traditional exporters (Knight & Cavusgil 2004). While authors might disagree with the *extent* of the factors that must be evident for a Born Global to fulfil certain criteria (the timing of entry into a foreign country rather than the act of entry itself, the number of languages spoken versus the ability to speak any foreign language), it is enough that certain criteria must exist for a firm to be considered Born Global. Naturally, the firm must operate in at least one foreign country. The firm should sell at least one product or service. The firm should have begun to export early in its lifecycle.

As advised by Oviatt and McDougall (1994), the intention of their paper was to “describe the phenomenon and to present a framework explaining how International New Ventures fit within the theory of the Multinational Enterprise” (Oviatt & McDougall 1994, p.48). Far from claiming that they were investigating a new concept, Oviatt and McDougall took exceptional care to advise that the phenomenon was not new, and had in fact “existed for centuries”. With its lack of specificity however, the definition offered by Oviatt and McDougall is enticing to the student of Born Global firms and is often distorted. The actual definition of “a business organization that, from inception, seeks to derive significant competitive advantage from the use of resources and the sale of outputs in

multiple countries” is usually paraphrased as “a knowledge-based firm that is international from inception, often gaining an advantage from operating in multiple countries”. This interpretation of the definition introduces a requirement for a knowledge-base where one does not actually exist in the original definition (Knight 1997, Knight & Cavusgil 2004, Knight, Madsen & Servais 2004, Rialp, Rialp & Knight 2005, Weerawardena et. al. 2007), and students relying on definitions of Born Global firms arrived at years (or even decades) earlier consistently perpetuate this distortion.

### **Criticism of the Definitions**

According to Chetty and Campbell-Hunt (2004), the “current debate in the literature is whether Born Global is a new concept or a rehash of an old phenomenon” (Chetty & Campbell-Hunt 2004, p.57). Despite claims within the literature, Born Global firms are not unique to the 1990s, and have been found in countries with both large and small economies since 1947 (Bartlett & Ghosal 1987a, Bartlett & Ghosal 1987b, Andersson 2004). It is also too simplistic to identify a new type of export model merely by moving the goal posts. The Born Global concept ignores the incremental efforts of the traditional exporter in sending products to overseas agents, attending international trade fairs, establishing international networks and then finally shipping products to a foreign country. Instead if the focal point begins at the moment that the first export product actually sells, then there is arguably no difference between a traditional or a born global exporter. Correspondingly, by ignoring the significant time and effort expended in establishing networks, arranging finance, contacting manufacturers and arranging production of their product and deliberately beginning to categorise a Born Global exporter only from the time that they declare their business open, there is no possibility of any similarity. This is because different standards are being applied to the definition of the term. The majority of the Born Global studies were conducted within Hi-Tech and Information and Communication Technology (I.C.T.) industries that often require significant research and development (R&D) prior to launching the venture, and that need to capture transient windows of opportunity within global markets (Autio, Sapienza & Almeida 2000, Bell 1995, Coviello & Munro 1997, Fan & Phan 2007, Francis & Collins-Dodd 2000, Knight 1997, Laanti, Gabrielsson &

Gabrielsson 2007, Loane, McNaughton & Bell 2004, Reid 1984). This risks making the findings of these studies tautological and potentially unreliable.

### **Analysis of the Born Global Definition**

As noted previously the most commonly cited definition of the Born Global firm comes from Oviatt and McDougall (1994), being “a business organization that, *from inception*, seeks to derive significant competitive advantage from the *use of resources and the sale of outputs in multiple countries*”. This appears to be a remarkably clear definition and meets the stated intention of the authors in their 1994 study – to “describe the phenomenon and to present a framework explaining how International New Ventures fit within the theory of the Multinational Enterprise” (Oviatt & McDougall 1994, p.48). However, there appears to be a lack of clarity in defining concepts within the study, and the final concept is especially vague as the following analysis of the key elements of this definition demonstrates.

#### *Inception*

Inception is not clearly defined within any of the literature, so to find the meaning of inception it is necessary to visit a dictionary. Within the dictionary (New Hamlyn 1988) inception is defined as ‘n. 1. beginning; start. 2. the act of incepting in a university’. (New Hamlyn 1988, p.835). ‘Incepting’ is not subsequently defined within the same dictionary, nor is it to be found in Roget’s Thesaurus (Roget 1982) however inception is cited in Roget with ‘beginning’ as the relevant synonym. To define a Born Global as one that exports from inception, it would be necessary to identify precisely when inception actually starts and ends. In fact, the indeterminate nature of the concept allows for an extremely loose definition and thus a wide range of time.

#### *Export Volume and Ratio*

While there is no requirement for specific levels of sales volumes or percentages explicit in the Oviatt and McDougall definition above, the term ‘significant competitive advantage’ suggests that there must be at least some benefit in entering the foreign market (Bilkey 1978, Hashai & Almor 2004, Kogut & Zander 2003, Levitt 1984, Mazzarol 2007, McDougall & Oviatt 2000, Oviatt & McDougall 2005a, Oviatt & McDougall 2005b, Porter 1990, Rialp, Rialp & Knight 2005, Schlegelmilch & Crook 1988). While many of the studies (Ali 2004, Chetty & Campbell-Hunt 2004, Larimo 2006, Loane, Bell & McNaughton 2007, Moen & Servais 2002, Rennie 1993) require that the Born Global firm export a specific proportion of its total sales, this is in itself contradictory. The assumption in these ratios does not allow for the possibility of growth in the home market. Were a firm to begin as a Born Global, and then to increase its domestic sales to a point where their exports were less than their sales to the local market, would this then exclude these firms from being included in the Born Global literature? Further, by setting a requisite volume does this further cull the firms to only those that fit within the predetermined confines of a stringent definition? The Scottish Art Dealer (McAuley 1999) who does not sell *many* paintings yet sells them all overseas should not be excluded from the ranks of the Born Global firms merely because he does not make enough money! This seems incongruous.

### *Multiple Countries*

For the purposes of this paper, ‘multiple countries’ is taken to mean the home country plus at least one other.

### *Use of Resources and the Sale of Outputs.*

The final part of the definition includes the requisite for the use of resources and the sale of outputs in multiple countries. The emphasis in the literature on firms in a high-technology industry (Autio & Yli-Renko 1998, Bonaccorsi 1992, Burgel & Murray 2000, Campa & Guillen 1999, Jones 1999, Knight & Cavusgil 1996, Mami 1989, Moen & Servais 2002, Shrader, Oviatt & McDougall 2000,

Ursic & Czinkota 1984, Walters 2005) would indicate that the reaction time to enter new markets is of key importance (Freeman, Edwards & Schroder 2006, Keeble et. al. 1998), with Born Global firms proposed to be more dynamic than traditional incremental firms and therefore more able to respond to changing conditions in an international market (Autio 2005, Chetty & Campbell-Hunt 2004, Eisenhardt & Martin 2000, Hashai & Almor 2004, Preece, Miles & Baetz 1999, Sapienza et. al. 2006). Sales of outputs in multiple countries might indicate that the firm must have a product that is homogeneous or at least generic to more than one overseas market. This is more likely in the area of high-technology I.C.T. industries (Chetty & Campbell-Hunt 2004, Gupta 1989, Knight 1997, Liesch & Knight 1999, Matlay & Westhead 2005, Mazzarol 2007, Sapienza et. al. 2006), where any small improvement in systems is able to be rapidly disseminated throughout the electronic community and adopted more quickly. It could be better argued therefore that it is not the use of resources and sale of outputs per se that identifies the Born Global firm from the traditional incremental exporter. Rather it should be the ability to deploy and disseminate those resources and outputs that differentiates the two types of firms.

### **WORKING DEFINITION OF BORN GLOBAL**

As one of the primary intentions of this paper is to attempt to resolve the contradictions and reconcile the conflicts between current definitions, a definition must be arrived at that will allow academics and laymen to study the Born Global firm from a common viewpoint. An examination of the definitions offered within the 40 studies at Table 4 reveals that not many of them offer anything new. Thirty-one of these refer to the most commonly referenced works of Oviatt and McDougall (1994), Knight and Cavusgil (1996) or Rennie (1993) as depicted in Tables 2 and 3. With the exceptions of study 7, 11, 22, 28, 30, 32, 33 36 and 37, the studies in Table 1 rely on the definitions offered by a combination of one or more of these three papers, indicating that 77.5 per cent of all the major Born Global papers in this sample support the proposition that the definitions within these three studies may be relied on (Gabrielsson & Kirpalani 2004, Gurau & Ranchhod 2007, Jones & Coviello 2005, Knight & Cavusgil 2004, Knight, Madsen & Servais 2004, Kundu & Katz 2003, Moen & Servais 2002, Shrader, Oviatt &

McDougall 2000, Wolff & Pett 2000, Wright, Westhead & Ucbasaran 2007, Zahra, Ireland & Hitt 2000).

The definitions extracted directly from Oviatt and McDougall, Knight and Cavusgil and Rennie therefore are:

**Oviatt and McDougall 1994:** A business organization that, from inception, seeks to derive significant competitive advantage from the use of resources and the sale of outputs in multiple countries. Their definition proposes that ‘a new venture should control assets, especially unique knowledge that creates value in more than one country. Their internationality occurs at inception largely because competitive forces preclude a successful domestic focus. Their emphasis on controlling rather than owning assets is due to resource scarcity – a characteristic common among new organizations’ (Oviatt & McDougall 1994. p.60).

**Knight and Cavusgil 1996:** This study casts an all encompassing net as it attempts to include every prior definition ever attempted by every author and still retain rigour as an academic article. The article initially offers a succinct definition of ‘small, *technology-oriented* companies that operate in international markets from the *earliest days* of their establishment’ (Knight & Cavusgil 1996, p.11). Subsequently appended conditions include a small size (less than 500 employees and annual sales of less than \$100 million), reliance on cutting edge technology in the development of ‘*relatively unique* product or process or product innovations’ (Knight & Cavusgil 1996, p.12), and management by ‘*entrepreneurial visionaries* who view the world as a single, borderless marketplace from the time of the firms founding’ (Knight & Cavusgil 1996, p.12). To bring the definition back to the boundaries of reality, the article later states that their definition should be constrained by the definition of McKinsey & Co (1993), and that the Born Global firm should have ‘management that views the world as its marketplace from the outset, (Knight & Cavusgil 1996, p.18). The firm should also begin exporting ‘*one or several* products *within two years* of establishment, that these firms ‘*tend*’ to export at least a quarter of total production’ (Knight & Cavusgil 1996, p.18), that they ‘*tend*’ to be small

manufacturers with annual average sales not exceeding \$10 million' (Knight & Cavusgil 1996, p.18), that '*the majority* of Born Globals are formed by active entrepreneurs and '*tend*' to emerge as a result of a significant breakthrough in *some process or technology*' (Knight & Cavusgil 1996, p.18). Further, these firms '*may* apply cutting edge technology to developing a unique product idea or to a new way of doing business' (Knight & Cavusgil 1996, p.18) and 'the products they sell *typically* involve substantial value adding; the majority of such products *may* be intended for industrial use' (Knight & Cavusgil 1996, p.18). The use of codicils within this definition render it almost unusable, however as it is cited in thirty-per cent of the papers it has been included in the analysis.

**Rennie 1993:** There is no succinct definition offered by Rennie in his treatise on a McKinsey & Co Report from the same year, rather a working summary arises that is often relied on by scholars of the phenomenon. The definition derived from this summary is of a firm that has an acceptable time lag of two years from formation of the firm to its first international sale to at least one foreign country, with minimum foreign sales of at least AUD\$12 million comprising seventy-five per cent of total sales.

### DEFINING THE BORN GLOBAL FIRM

To summarise the three definitions under discussion, each component of the separate definitions are analysed and compiled without any requirement for replication – theoretically making the expanded definition less rigid and easier to comply with (Table 5). To attempt to adhere to the spirit of the definitions, the conditions attached to the Oviatt and McDougall (1994) by subsequent studies is also considered. From Table 5 it is clear that there first needs to be a firm. Whilst this may appear self evident, the definition obviously now precludes an individual who merely sells from home by way of (for example) the internet. Next, while Knight and Cavusgil (1996) define the firm as being small, this is not required in the other two studies and is thus ignored. To be considered as a Born Global firm, the firm must be making international sales of one or several products. Therefore it could be proposed that a firm in its set up or establishment phase could not be considered a Born Global firm? Also, the requirement for ratios of sales in the Oviatt and McDougall study does not dictate a required *volume*

or *ratio* of sales – arguably allowing a single sale to suffice to comply with their definition. Further, the three studies disagree on the time taken between establishment and the first international sale. The definition of Rennie provides more latitude than that of Oviatt and McDougall and Knight and Cavusgil, and the more flexible definition is therefore once again relied on in this analysis. Next, the definitions of Oviatt and McDougall and of Knight and Cavusgil are a little obscure in their requirement for “multiple countries”.

Applying the most flexible of the three definitions a number of at least one foreign market is useful for arriving at a functional definition for this purpose. Next, although Rennie (1993) has a requirement in his definition of \$AUD12m in annual sales to meet his definition, this is not a requirement of the other two studies, although Knight and Cavusgil (1996) do impose an *upper* limit of \$100 million. Accordingly, the *minimum* required sale (in value) is set at nil – although it is not perceivable that a sale of nil could sensibly be carried out. Next, although Knight and Cavusgil (1996) define a Born Global firm as having a technology oriented product at the cutting edge, this is not required in the other two studies, and this requirement is thus discarded. Also, in the studies of Rennie (1993) and Oviatt and McDougall (1994), there is no mention of the requirement for an “entrepreneurial visionary” leader to guide the firm through the pitfalls and challenges of internationalisation, and this is once again discarded. The last four points relate to the underlying conditions of the Oviatt and McDougall (1994) definition, where the firm should have control of assets that are knowledge based and are entering an export market due to limited domestic opportunities and with limited business resources. Once again, in this instance the most liberal options of the three study definitions are adopted where the firm does not need to control assets of any kind (let alone knowledge-based assets), where the firm is entering an export market because of any reason whatever and where there is not necessarily a scarcity of resources within the firm.

Following this logic in a stepwise fashion, the following working definition emerges. A Born Global Firm is:

1. A Firm.

2. A Firm of any size.
3. A Firm of any size managed by anybody.
4. A Firm of any size managed by anybody that makes at least one international sale.
5. A Firm of any size managed by anybody that makes at least one international sale of at least one product.
6. A Firm of any size managed by anybody that makes at least one international sale of at least one product within two years of formation.
7. A Firm of any size managed by anybody that makes at least one international sale of at least one product within two years of formation to at least one foreign country.
8. A Firm of any size managed by anybody that makes at least one international sale of at least one product within two years of formation to at least one foreign country with no regard for the value of the sale.
9. A Firm of any size managed by anybody that makes at least one international sale of at least one product within two years of formation to at least one foreign country with no regard for the value of the sale or the technological sophistication of the product.
10. A Firm of any size managed by anybody that makes at least one international sale of at least one product within two years of formation to at least one foreign country with no regard for the value of the sale or the technological sophistication of the product and while having no real capital backing or asset base upon which to rely in the entry to any new market.

Removing the redundancies of the stepwise definitions (essentially the ‘not applicable’ codas) the definition arrives looking something like:

~~A Firm of any size managed by anybody that makes at least one international sale of at least one product within two years to at least one foreign country with no regard for the value of the sale or the technological sophistication of the product and while having no real capital backing or asset base upon which to rely in the entry to any new market.~~

Therefore extracted straight from the stepwise definition above:

- A Born Global Firm is: a firm that makes one international sale within two years to any new market.

Or arranged into a simpler form:

- A Born Global Firm is: a new firm that makes at least one international sale to any new market within two years of formation.

With the exception of an export ratio or volume requirement, this is a working definition that should be acceptable to all students of the Born Global phenomenon. Not only is it simple and with no vagaries, it also adheres closely to the majority of definitions once the ‘frills’ of those definitions are removed. As mentioned in the above sections, the removal of requisite ratio or volume requirements should, however, broaden the scope of firms to be included within the definition, and therefore increase the number of firms eligible to be studied in future studies on the phenomenon.

## CONCLUSION

Unless a phenomenon can be stringently defined it is not possible to conduct reliable analysis of that phenomenon, and this paper seeks to provide reliability in the definition. The stepwise definition arrived at in this paper through analysis of 126 Born Global studies provides a more reliable definition of the Born Global firm than that which previously existed. Pursuant to the analysis of the definitions listed in Tables 1 – 5 within this paper, a definition of Born Global firms is arrived at as; “a new firm that makes at least one international sale to any new market within two years of formation”. While the definition of the phenomenon is merely a starting point, at least now that starting point can be

common to all future study of this phenomenon. We believe that the contribution of this paper is that it will now be possible to take a firm that makes “at least one international sale to any new market within two years of formation” and attempt to identify other characteristics that differentiate this from the traditional incremental exporter to ascertain whether the Born Global is in fact a new phenomenon or merely “a rehash of an old phenomenon” (Chetty & Campbell-Hunt, 2004, p.57). Without this ability, the myriad of definitions currently in existence will continue to prevent dichotomous identification of the relative entity and thus certainty within this field of inquiry.

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**Table 1**  
**Studies and the Definitions Referenced in those Studies**

No	Study Conducted By	Year	References Quoted	Item
1	Aceto & Jones	2007	Knight & Cavusgil 1996	C
			Madsen & Servais 1997	F
			Oviatt and McDougall 1994	J
2	Andersson & Wictor	2003	Knight & Cavusgil 1996	C
			Madsen & Servais 1997	F
			McKinsey/Rennie 1993	I
			Oviatt and McDougall 1994	J
3	Cavusgil	1994	McKinsey/Rennie 1993	I
4	Chetty, C and Campbell-Hunt	2004	Jolly, Alahuhta, and Jeannet 1992	B
			Knight & Cavusgil 1996	C
			Madsen & Servais 1997	F
			McDougall, Shane, and Oviatt 1994	H
			McKinsey/Rennie 1993	I
			Moen and Servais 2002	
			Oviatt and McDougall 1994	J
			Oviatt and McDougall 1995	
			Oviatt and McDougall 1997	
			Oviatt and McDougall 1999	K
Zahra, Ireland, and Hitt 2000	L			
5	Coviello & Munro	1997	McDougall, Shane, and Oviatt 1994	H
			Oviatt and McDougall 1994	J
6	Fan & Phan	2007	Knight 1997	E
			Madsen et. al. 2000	
			Oviatt and McDougall 1994	J
7	Fernhaber, McDougall & Oviatt	2007	Knight & Cavusgil 2004	D
			McDougall and Oviatt 1996	
			Zahra, Ireland, and Hitt 2000	L
8	Fletcher, R	2001	Cavusgil 1984	
			Chetty & Hamilton 1993	
			McKinsey/Rennie 1993	I
9	Freeman & Cavusgil	2007	Coviello and Munro 1995	
			Knight & Cavusgil 2004	D
			McDougall, Shane, and Oviatt 1994	H
			McKinsey/Rennie 1993	I
10	Freeman, Edwards and Schroder	2006	McKinsey/Rennie 1993	I
11	Gabrielsson and Gabrielsson	2003	Luostarinen & Gabrielsson 2001	
12	Gabrielsson and Kirpalani	2002	Oviatt and McDougall 1994	J
13	Gurau & Ranchhod	2007	Knight & Cavusgil 1996	C
14	Hashai and Almor	2004	McKinsey/Rennie 1993	I
			Oviatt and McDougall 1994	J
			Rugman & Wright 1999	
15	Jones and Coviello	2005	Oviatt and McDougall 1994	J
			Oviatt and McDougall 1999	K
16	Knight and Cavusgil	2004	Autio et al. 2000	
			Knight & Cavusgil 1996	C
			Oviatt and McDougall 1994	J

**Table 1**  
**Studies and the Definitions Referenced in those Studies**  
 Continued...

No	Study Conducted By	Year	References Quoted	Item
			Oviatt and McDougall 1999	K
17	Knight, Madsen and Servais	2004	Oviatt and McDougall 1994	J
18	Kundu and Katz	2003	Oviatt and McDougall 1994	J
19	Laanti, Gabrielsson & Gabrielsson	2007	Knight & Cavusgil 1996	C
			Oviatt and McDougall 1999	K
20	Larimo	2006	Knight & Cavusgil 1996	C
			Madsen & Servais 1997	F
			Rialp Rialp & Knight 2005	
21	Liesch & Knight	1999	Knight & Cavusgil 1996	C
			McKinsey/Rennie 1993	I
			Oviatt and McDougall 1994	J
			Oviatt and McDougall 1999	K
22	Loane & Bell	2006	Shrader et al. (2000)	
23	Loane, Bell & McNaughton	2007	Oviatt and McDougall 1994	J
24	Luostarinen and Gabrielsson	2006	Knight & Cavusgil 1996	C
			Luostarinen & Gabrielsson 2004	
			Oviatt and McDougall 1994	J
25	Madsen and Servais	1997	Jolly, Alahuhta, and Jeannet 1992	B
			Knight & Cavusgil 1996	C
			Oviatt and McDougall 1994	J
			Oviatt and McDougall 1999	K
26	Mazzarol	2007	Knight & Cavusgil 1996	C
27	McDougall and Oviatt	1996	McDougall, Shane, and Oviatt 1994	H
			Oviatt and McDougall 1994	J
28	McDougall and Oviatt	2000	Oviatt and McDougall 1999	K
29	McDougall, Shane, and Oviatt	1994	Jolly, Alahuhta, and Jeannet 1992	B
			Oviatt and McDougall 1994	J
30	Moen	2002	Knight 1997	E
31	Moen and Servais	2002	Knight & Cavusgil 1996	C
			Knight 1997	E
			McDougall, Shane, and Oviatt 1994	H
			Oviatt and McDougall 1994	J
			Oviatt and McDougall 1999	K
32	Oviatt & McDougall	1994	Gupta 1989	A
			Jolly, Alahuhta, and Jeannet 1992	B
			Mamis 1989	G
			McDougall, Shane, and Oviatt 1994	H
33	Rennie	1993	McKinsey/Rennie 1993	I
34	Rialp, Rialp and Knight	2005	Knight & Cavusgil 1996	C
			McDougall, Shane, and Oviatt 1994	H
			Oviatt and McDougall 1994	J
35	Shrader, Oviatt and McDougall	2000	Gupta 1989	A
			Mamis 1989	G
			McKinsey/Rennie 1993	I
36	Spence & Crick	2006	Bell et al. 2001	
37	Weerawardena, Sullivan-Mort,	2007	Autio, Sapienza & Imeida 2000	
38	Wolff & Pett	2000	Oviatt and McDougall 1994	J
39	Wright, Westhead & Ucbasaran	2007	Oviatt and McDougall 1994	J
40	Zahra, Ireland & Hitt	2000	Brush 1995	
			Oviatt and McDougall 1994	J

References Quoted		Studies in Which the References were Quoted (Refer Table 1)
Gupta 1989	32 35	
Jolly, Alahuhta, and Jeannet 1992	4 25 29 32	
Knight & Cavusgil 1996	1 2 4 13 16 19 20 21 24 25 26 31 34	
Knight & Cavusgil 2004	7 9	
Knight 1997	6 30 31	
Madsen & Servais 1997	1 2 4 20	
Mamis 1989	32 35	
McDougall, Shane, and Oviatt 1994	4 5 9 27 31 32 34	
McKinsey/Rennie 1993	2 3 4 8 9 10 14 21 33 35	
Oviatt and McDougall 1994	1 2 4 5 6 12 14 15 16 17 18 21 23 24 25 27 29 31 34 38 39 40	
Oviatt and McDougall 1999	4 15 16 19 21 25 28 31	
Zahra, Ireland, and Hitt 2000	4 7	

**Table 3**  
**Summary of References Cited**

Referenced Author	Year	Date Range of Studies in Which Quoted	No of Times Quoted
Gupta	1989	1994 - 2000	2
Jolly, Alahuhta, and Jeannet	1992	1994 - 2004	3
Knight & Cavusgil	1996	1997 - 2007	12
Knight & Cavusgil	2004	2007	2
Knight	1997	2002 - 2007	3
Madsen & Servais	1997	2003 - 2006	3
Mamis	1989	1994 - 200	3
McDougall, Shane, and Oviatt	1994	1994 - 2007	7
McKinsey and Co.	1993	1993 - 2007	10
Oviatt and McDougall	1994	1996 - 2007	20
Rennie	1993	1997 - 2005	8
Zahra, Ireland, and Hitt	2000	2004 - 2007	2

**Table 4**  
**Commentary on Current Referenced Definitions**

Reference Author	Year	Comments
Gupta	1989	Quoted only by Oviatt & McDougall, and then by Shrader, Oviatt & McDougall Article is reported in Wall Street Journal, and involves interviews with 5 companies Does not state that companies are going global from inception - merely that they are going global 'earlier' Oviatt & McDougall state that the Born Global phenomenon only became prevalent in the early 1990's however the article is from 1989. Only shows an <b>acceleration</b> in going global !
Jolly, Alahuhta, and Jeannet	1992	Thorough Searches of Multiple databases failed to locate this paper.
Knight & Cavusgil	1996	This is an analysis of prior research and does not conduct any new research. Relies Heavily on the Definitions of McKinsey (1993)
Knight & Cavusgil	2004	This is an analysis of prior research and does not conduct any new research.
Knight	1997	Quotes Definition of Oviatt & McDougall Refers directly to the McKinsey & Co Report and Rennie <b>Does not offer an addition to the original definition</b> Defines Born Globals as: Firms Established after 1976 Foreign Sales of 25% Begin Exporting within 3 Years of Inception
Madsen & Servais	1997	This is an analysis of prior research and does not conduct any new research
Mamis	1989	Quoted only by Oviatt & McDougall, Shrader, Oviatt & McDougall and McDougall, Shane Oviatt The article is a report on a single French company that spent a significant amount of time arranging finance and structure before beginning production. <b>Limited Research - More of a Commentary</b> Oviatt & McDougall state that the Born Global phenomenon only became prevalent in the early 1990's however the article is from 1989. Shows an acceleration in going global only... Does not categorise, define or theorise
McDougall, Shane, and Oviatt	1994	This article relies solely on the definition of Born Global firms formulated by Oviatt & McDougall (1994). <b>It is an analysis of prior research and does not conduct any new research</b>
McKinsey and Co.	1993	Original research published in the business arena in 1993 The research paper on which the modern Born Global phenomenon relies Arrives at definition generally applied of: <b>Average age to export = 2 years</b> <b>Export ratio 76 percentage</b> <b>Average age = 14 years</b>
Rennie	1993	Seminal article in the area of Born Global study This is a summary presentation of the McKinsey research and does not conduct any new research
Oviatt and McDougall	1994	Seminal article in the area of Born Global study Offers the most quoted definition of a Born Global firm in the literature <b>International from Inception</b> <b>Derives Significant Competitive Advantage from the use of resources and the sale of outputs in multiple countries</b> This is an analysis of prior research and does not conduct any new research, instead offering a 'theoretical foundation' for the phenomenon.
Zahra, Ireland, and Hitt	2000	This is an analysis of prior research and does not conduct any new research

<b>Table 5 Requirements of Common Definitions</b>			
<b>Required Characteristic</b>	<b>Definition By:</b>		
	<b>Rennie 1993</b>	<b>Oviatt &amp; McDougall 1994</b>	<b>Knight &amp; Cavusgil 1996</b>
There is a firm?	Yes	Yes	Yes
Is the Firm a Small Firm?	No	No	Yes
International Sales?	Yes	Yes	Yes
Number of Products?	Not Defined	Not Defined	'One or Several'
Minimum Sales Ratio?	75%	No	25%
Required time to Export?	Two Years	From 'Inception'	From 'Earliest Days'
Minimum Foreign Market Requirement?	At Least One Country	Multiple Countries'	Multiple Countries'
Minimum Financial Value?	\$AUD12m	No	No
Business is Technology-Oriented?	No	No	Yes
Technology is 'Cutting Edge'?	No	No	Yes
Management by Entrepreneurs?	No	No	Yes
Firm Should Control Assets?	Not Applicable	Yes	Yes
Assets are Knowledge Based?	Not Applicable	Yes	Yes
Domestic Operations Unprofitable?	Not Applicable	Yes	Yes
Initial Resources are Scarce?	Not Applicable	Yes	Yes