

**Dimensions of Entrepreneurial Orientation and Entrepreneur's Characteristics That Affect The Internationalization Process of Turkish Born Global Firms**

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**Abstract**

Born global firms, a common subject of both international trade and international entrepreneurship, internationalize quickly and with acceleration. The researches about the BG firms emphasize that; industries, globalization, networks and entrepreneurs affect the BG firms. Entrepreneurs are more important than the other factors, because of being decision maker and the starter of internationalization. BG firms internationalize faster through entrepreneurial orientation (EO) that owned by the entrepreneur. The BG entrepreneur having three factors ofn EO, carries the BG firm one step ahead in the competition. Thus, in this study, the entrepreneurial orientaion (EO) dimensions and entrepreneur characteristics that affect the internationalization of BGs are investigated.

Qualitative research is applied on 6 BG firms. The data gathered from the participants while face to face interviews and are analyzed by coding. The research method is created by replacing these properties into tree diagram through taxonomy. Study results discovered BG entrepreneur's common and different characteristics related to the EO dimensions, pro-activeness, risk taking, and innovativeness. Entrepreneur's general characteristics are gathered into two groups for each of the EO dimensions. The first group affects the EO of BGs positively, and the second group affects negatively.

**Keywords:** *Born Global Firms, Dimensions of Entrepreneurial Orientation, General Characteristics of Entrepreneurs, Qualitative Research, Coding*

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## Küresel Doğan İşletmelerin Uluslararasılaşma Sürecine Etki Eden Girişimcilik Yönelimi Boyutları ve Girişimci Özellikleri

### Öz

Uluslararası ticaret ve uluslararası girişimciliğin ortak konusu olan küresel doğan işletmeler (KDİ), geleneksel uluslararasılaşma modellerinin aksine hızlı ve ivmeli uluslararasılaşmaktadır. Bu makalede, Türk KDİ'lerin uluslararasılaşma sürecine etki eden faktörler incelenmektedir.

KDİ'ler ilgili araştırmalar; KDİ'lerin kuruluşuna endüstrinin, küreselleşmenin, şebekelerin ve girişimcinin etki ettiğini belirtmektedir. Karar verici ve uluslararasılaşmanın başlatıcı unsuru olması nedeniyle, girişimci uluslararasılaşma sürecine etki eden en önemli faktördür. Özellikle, KDİ'lerin girişimcilerinin sahip olduğu girişimcilik yönelimi (GY) sayesinde, KDİ'ler çok daha hızlı uluslararasılaşmaktadır. Dolayısıyla, KDİ girişimcisinin GY'nin üç unsurunu taşıması, bir diğer ifade ile risk alması, proaktif ve yenilikçi olması, KDİ'yi rekabette üst konuma taşımakta ve uluslararası arenada var olmasını sağlamaktadır. Bu nedenle, çalışmada KDİ'lerin uluslararasılaşmasına etki eden GY boyutları ve girişimci özellikleri araştırılmaktadır.

6 KDİ'de kalitatif araştırma yapılmıştır. Yüzyüze görüşmelerde katılımcılardan elde edilen veriler kodlanarak analiz edilmiş ve girişimcilerin sahip oldukları özelliklere ulaşılmıştır. Bu özellikler taksonomi ile ağaç diyagramına yerleştirilerek araştırma modeli oluşturulmuştur.

Çalışma sonuçları, küresel doğan girişimcinin proaktiflik, risk alma ve yenilikçilik kavramlarından oluşan GY boyutları ile ilişkilendirilen ortak ve farklı özelliklerini ortaya çıkarmıştır. Girişimcinin genel özellikleri her bir GY boyutu altında iki grupta toplanmıştır. Birinci grup KDİ'lerin GY'ne pozitif etki etmektedir. İkinci grup, KDİ'lerin GY'ne negatif etki etmektedir.

**Anahtar Kelimeler:** *Küresel Doğan İşletmeler, Girişimcilik Yönelimi Boyutları, Girişimcilerin Genel Özellikleri, Kalitatif Araştırma, Kodlama*

## **Introduction**

Internationalization can be expressed in two models. These models are ‘Traditional Internationalization Models’ and the ‘Born Global Firm Model’. Opposite of traditional internationalization models, BGs internationalize from inception or near inception. The factors that affect rapid internationalization of BGs compose this difference.

Rapid internationalization, the most important property of BGs, depends on seeing the opportunities in foreign markets and deciding to enter these markets. Entrepreneurs seeing and evaluating the opportunities in foreign markets depends on EO. So rapid internationalization of BGs can be explained with international EO. Thus, this paper aims to study entrepreneurial orientation dimensions, and entrepreneur characteristics that affect born globals’ internationalization process. In addition, this paper seeks:

- To define the born global firms
- To determine the importance of entrepreneurial orientation through the internationalization process of born globals.

## **1. Review of Relevant Literature**

### **1.1. The Evolution of Born Global Firms**

International trade literature developed different models clarifying enterprises slow and gradual internationalization processes. These models predict that firms will first develop a strong domestic base. Because firms lack knowledge about foreign markets, they perceive this situation as uncertainty and risky. Thus, they gradually expand internationally in discrete stages.

In the late 80’s and with changing conditions globally, large numbers of the firms that hadn’t internationalized in a slow and gradual way appeared on the world stage. The term ‘Born Global’ was first used by Rennie in McKinsey’s study of these new kind of firms. BGs began exporting on average only two years after their foundation, and achieve 76 percent of their total sales through exports (Rennie, 1993, p.45). This means that, BGs, are a contradiction for the gradual models explaining exporting firms that are based on strong domestic markets. (Chetty and Campbell-Hunt, 2004: 60). This makes BGs particularly interesting, and they are frequently studied.

After Rennie, Oviatt and McDougall (1994) made their treatment of this new form of exporting firms, they adopted the term ‘international new ventures’ for these firms. Oviatt and McDougall defined an international new venture as 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 (p: 49).

Rennie and Oviatt and McDougall identified that BG firms were founded after changing conditions. Knight (1997) emphasized these conditions in his study. Knight documented the conditions that give rise to the emergence of BG firms (pp. 6-9).

Madsen and Servais (1997) introduced the term 'Born Global,' and adopting the same definition as Oviatt and McDougall (1994, p. 49). Madsen and Servais (1997) further emphasized that the antecedent of a BG is one or several strong entrepreneurs (p.574) .

## **1.2. Concept of Entrepreneurial Orientation**

Firms have to grow and in this way they can survive. Thus, environmental turbulence can have a significant impact on the viability of a firm, such that it is critical for managers to understand and effectively manage these events (Kraus, Rigtering, Hughes, and Hosman, 2012, p. 162). In such a case, processes, practises, and decision making activities, the necessity subjects for new entry, become more important. Processes, practises, and decision making activities, are defined as EO. Thus, EO shapes the viability of BGs survival in the global economy.

The original framework of EO was first introduced by Miller in 1983. Miller defined entrepreneurial firms, as the firms that make market innovations, take risks, and implement proactively before their competitors. Being the fundamental study of EO, Miller's study is developed by several academicians firstly, by Covin and Slevin (1988) and by Lumpkin and Dess (1996). Covin and Slevin (1988) explained that EO of a firm is demonstrated by the extent to which the top managers are inclined to take business-related risks (the risk-taking dimension), to favour change and innovation in order to obtain a competitive advantage for their firm (the innovation dimension), and to compete aggressively with other firms (the pro-activeness dimension) (p. 218).

Lumpkin and Dess (1996) identified EO as the processes, practices, and decision-making activities that lead to new entry (p. 136).

Lee and Peterson (2000) implied that EO was the entrepreneurial process. This process is stated as method, activity, and decision making processes during new entry. The firms that move independently (autonomy), are willing to do experiments, take risks, take initiatives (pro-activeness), and compete aggressively in the market have strong EO (Lee and Peterson, 2000, p. 405).

## **1.3. Dimensions of an Entrepreneurial Orientation**

Miller, the first author interested in EO framework, determined EO dimensions as, innovativeness, pro-activeness, and risk taking. Covin and Slevin admitted the same EO

dimensions with Miller. In their article EO is accepted to be composed of dimensions of pro-activeness, innovativeness, and risk taking, too.

Innovativeness reflects a firm's tendency to engage in and support new ideas, novelty, experimentation, and creative processes that may result in new products, services, or technological processes (Lumpkin and Dess, 1996, p. 142). Pro-activeness is about the tendency of estimating the changes and needs of an environment previously, and leading to new methods and techniques (Lee, Lee, and Pennings, 2001, p. 618). Risk taking is the tendency of investing on unaccustomed income or loss or indefinite revenue (Lumpkin and Dess, 1996, p. 144).

## **2. Research**

Since the concept of BG is developed in the internationalization literature, it becomes the center of academic research. Several academicians are interested not only in BGs theoretically, but also empirically. However, there is still lack of empirical research about BG entrepreneurs.

Explaining the reasons for rapid internationalization of BGs' internationalization process with new entry, in other words with just entrepreneurship, isn't sufficient. Thus, in this study, the entrepreneurial orientation dimensions that affect the internationalization of BGs are investigated. EO is one of the key factors that explains the rapid internationalization of BGs. As mentioned previously, while entrepreneurship answers the question of which jobs are occupied, EO contains the processes, practises, and decision making activities that entrepreneurs use to actualize these jobs. In other words, EO is based on understanding the internationalization process of BGs, explaining how the new entry actualize and focuses on process. Studying on the difference of BGs' internationalization process will present a deeper insight, looking at entrepreneur's decision factors that cause rapid internationalization. Consequently, in this article, EO dimensions and entrepreneur's characteristics that affect the BGs' internationalization process are studied.

### **2.1. The Purpose of the Research**

Having the characteristic of small and medium sized firms, BGs actualize the important part of their total sales by exporting. Thus, their role in foreign trade cannot be regarded as too little to undervalue. It's important to identify the small and medium sized BGs that take an important role in foreign trade as operating in foreign markets from their foundation or within three years after their foundation. And it's also important to identify the factors that affect these firms entry into foreign markets differently from the SMEs that enter foreign markets traditionally (Kalyoncuoglu, 2010, p.91).

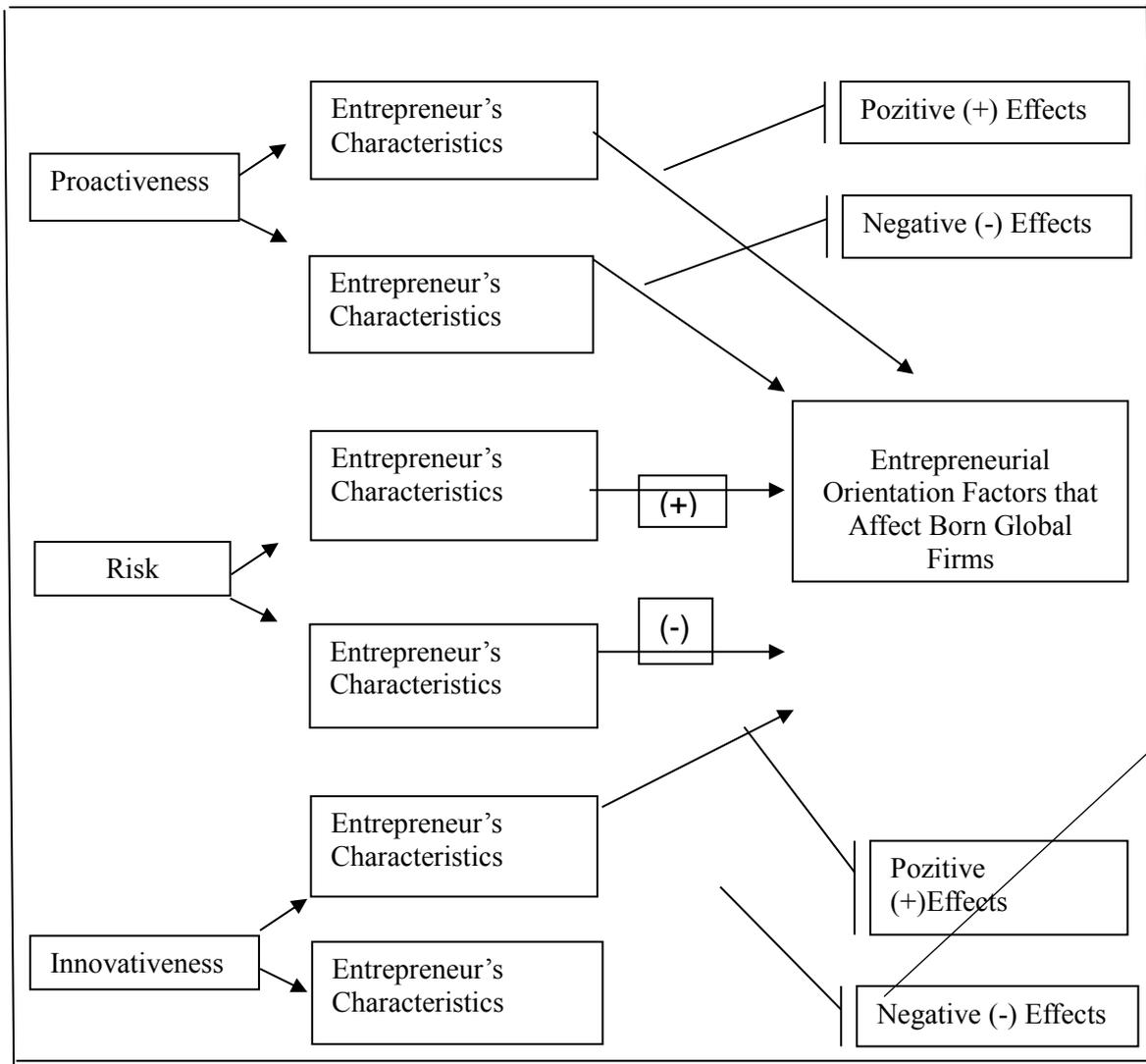
## **2.2. Research Model and Scope**

The research method is shaped according to the model on figure 1. This model is formed through the studies in BG literature and in EO.

The hypothesis composed of the factors above are listed:

- 1) Entrepreneur, adopting a proactive posture is effective in the internationalization process of born global firms.
- 2) Entrepreneur, adopting a risk taking posture is effective in the internationalization process of born global firms.
- 3) Entrepreneur, adopting an innovative posture, is effective in the internationalization process of born global firms.

In the scope of this study, KOSGEB data base about BGs is reached. Only the firms located in Ankara are preferred because of time and resource limitations. Thus, there are 12 firms in the research universe. Firms located in Ankara are called to learn if they can be properly said to be BGs. According to the phone calls, it is reached that one of the firms doesn't have the qualification requirements. Five firms didn't accept the interview. Another 6 firms accepted to make face-to-face interviews. The sample quantity is appropriate according to the 3-12 range in Yin and Eisenhardt' study.



**Figure 1.** Basic Research Method

(Figure 1 is adopted from studies Cavusgil, Knight, and Uner, 2011, Lumpkin and Dess, 1996)

### 2.3.Limits of Research

In the BG definitions, it is emphasized that BG firms are seen in high tech industries (Knight, 1997, p. 2; Saarenketo, Puumalainen, Kuivalainen, and Kylaheiko, 2004, p. 363). However, researchers observe BGs in different industries (Chetty and Campbell-Hunt, 2004, p. 72; Aspelund, Madsen, and Moen, 2007, p. 1431; Cavusgil, Knight, and Uner, 2011, p. 13). Thus, in this research, choice of informants doesn't depend on the industry that firms operated in.

The definition of Knight and Cavusgil (2004) is used to determine the firms that will be subject to further study:

- Number of workers: For this criteria, the firms are questioned if they are small and medium sized firms or not (Gabrielsson, 2005, p. 200; Knight and Cavusgil 2004, p. 125; Rennie, 1993, p. 45). In Turkey, SMEs are defined (18/11/2005) by cabinet as follows: ‘Firms that employ less than 250 annual staff and that don’t exceed annual net sales revenue or balance sheet above 25 million Turkish Liras (TL)’.
- The ratio of export sales out of total sales: This number is fixed at %25. The firms are questioned if their exporting activities reached %25 of their total sales (Knight and Cavusgil, 2004, p. 133; Madsen and Knudsen, 2003, p. 18, Rennie 1993, p. 45; Zhang, 2009, p. 38).
- The establishment date and the date of first exporting activity: First exporting activity is investigated to see if it occurred in the first three years after establishment (Knight and Cavusgil, 2004, p. 125; Madsen and Knudsen, 2003, p. 18; Moen and Servais (2002), Rennie, 1993, p. 45; Zhang, 2009, p. 38).

#### **2.4. Research Method**

Qualitative research methods are applied, to develop a deep insight about the posture and events that represent the research problem, to solve the problem and to ensure understanding of the research problem better. In this article, a multiple case study approach is actualized by face-to-face interview.

Face-to-face interviews are done with 6 BG entrepreneurs. Selected firms are typical examples of existing theory and BGs. Firms aren’t selected randomly. The interviews ranged in time from 40 to 60 minutes. The interviews were recorded and then transcription was finalized. The research was supported by secondary data, by gathering information from sources like financial data, firms’ presentations, product definitions, web sites, and news of BG firms. By the help of secondary data, the construct validity of the study was increased.

The most difficult part of qualitative research is data analysis. Every research carries different properties and the same analysis methods cannot be used (Yıldırım and Simsek, 1999: 156). Thus, coding, one analysis used in qualitative research, is preferred in this study. The purpose of coding is finding the matter lying under the complexity and untidiness of data and conceptualizing it (Bas and Akturan, 2008: 73).

#### **2.5. Reports of Research Findings**

Firms that begin exporting in 3 years after foundation, firms whose proportion of exporting to sales is at least 25%, and firms which are SMEs according to the number of workers, can be used for this research. In the table below, firms were evaluated about the properties they need to have, to be considered BGs.

**Table 1. Evaluating the Firms in the Research According to the Factors Ensuring Being Born Global**

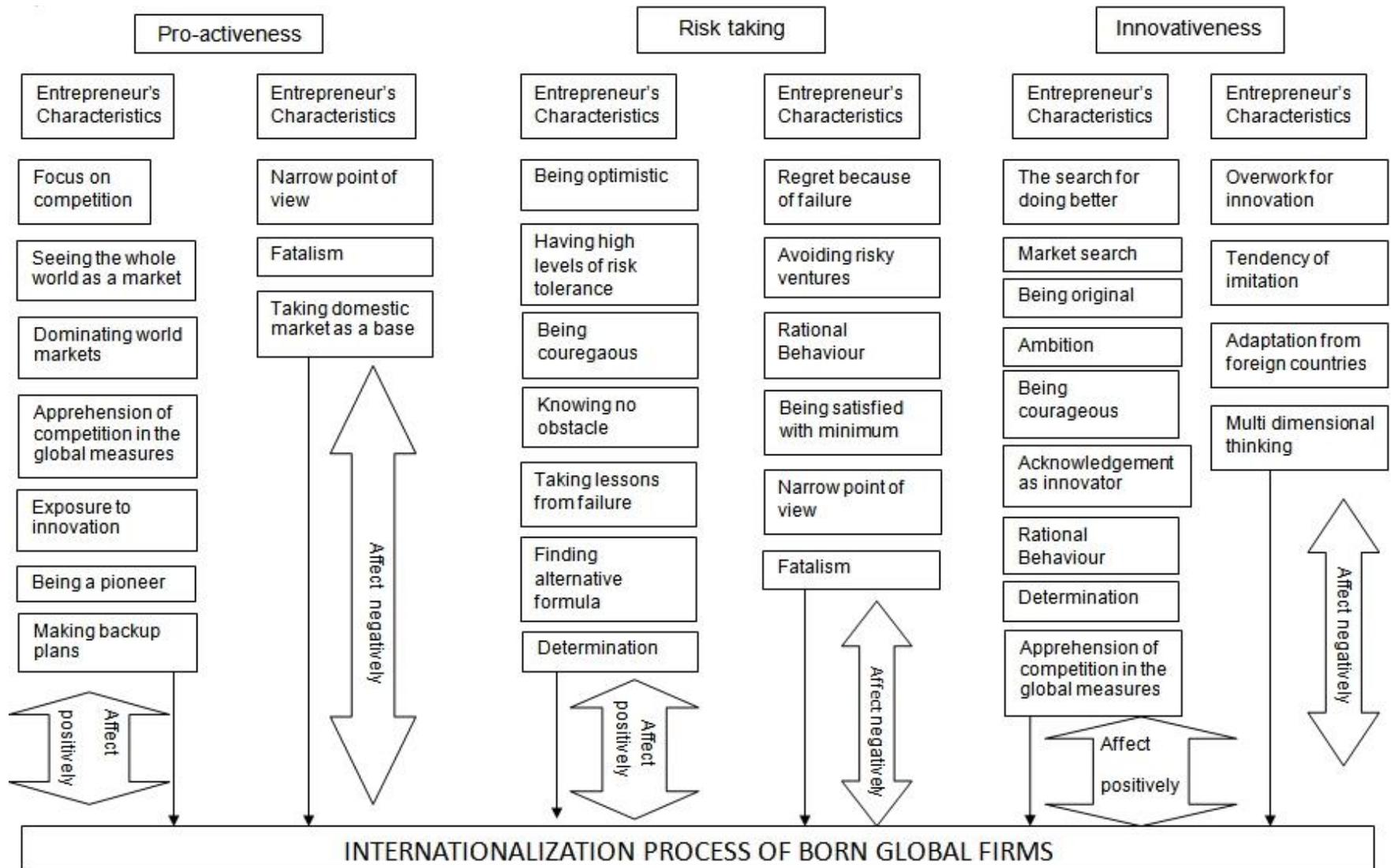
<b>Firm</b>	<b>Estab- lishment Date</b>	<b>Date of Starting Exporting</b>	<b>Export/ Sales Proportion</b>	<b>Number of Workers</b>	<b>Number of exported countries</b>
1	2004	2005	%25	10	4
2	2006	2007	%25 - %100	10	1
3	2007	2008	%80	20	3
4	2005	2006	%45	70	4
5	2007	2008	%30	12	5
6	2007	2007	%40	12	9

## **2.6.Results**

Study results discover the BG entrepreneur's common and different characteristics relate to pro-activeness, risk taking, and innovativeness. Entrepreneur's general characteristics are gathered into two groups for each EO dimension. The first group affects the EO of BGs positively, and the second group affects EO negatively. The result of the study is summarized in Figure 2 below.

The first subject that is discussed about EO of BGs is pro-activeness. Entrepreneurs that emphasize entrepreneurial initiative by pursuing and anticipating opportunities and participating in new or emerging markets are classified as proactive. Pro-activeness is crucial to an EO because it is concerned with the implementation stage of entrepreneurship (Lee and Peterson, 2000, p.406). With such a forward-looking perspective, proactive firms have the desire to be pioneers, thereby capitalizing on emerging opportunities (Wiklund and Shepherd, 2005, p. 75).

As mentioned before, characteristics related with pro-activeness are grouped like the other EO dimensions. The codes that arise according to the coding of data gained from participants are gathered under the headline of entrepreneur's characteristics. The first group of entrepreneur's characteristics under the headline of pro-activeness, affects the internationalization process of BGs positively.



**Figure 2.** Entrepreneur's Characteristics That Affect Internationalization Process of Born Globals

Among the entrepreneur's characteristics about pro-activeness, the first characteristic that affects BGs positively is a "focus on competition". The entrepreneur who makes competition his/her focus, works to do the firm's operations better and more correctly than competitors. Leading their competitors is a position gained by focusing on core competence. As a result, 'focus on competition' affects the internationalization process of BGs positively.

Among the entrepreneur's characteristics about pro-activeness, the second characteristic that affects the internationalization process of BGs positively is "seeing the whole world as a market". The BG definition in the common literature emphasizes that BGs see the whole world as a market; (McDougall, Oviatt, and Shrader, 2003, p.59; Zhang, 2009, p. 38). BGs perceive international markets as an opportunity. Therefore, the main purpose of BGs is growing with international sales (Madsen and Servais, 1997, p.7). Correspondingly, 'seeing the whole world as a market place', affects the internationalization of BGs positively.

"Dominating the world market" affects the internationalization process of BGs positively. As mentioned above, BG entrepreneurs see the whole world as a market. Entrepreneurs have to reach buyers in international markets, competing with international competitors. Thus, it is better to shape their marketing plans by knowing countries' purchasing behaviour, the environmental conditions of international markets, and economic, political, and cultural constructions (Can, Tuncer, and Ayhan, 2004, p. 323). It is specified that "dominating the world market" affects the internationalization process of BGs positively.

Another characteristic affecting BGs' internationalization is "apprehension of competition in the global measures". Global competition doesn't appear only in operating international marketing. As the third entrepreneur participating in the survey noted, his customer from Turkey benchmarked the price with products produced in China. Thus, "apprehension of competition in the global measures", contributes positively to the internationalization process of BGs.

"Exposure to innovation" affects the internationalization process of BGs positively. Leading competitors takes place in the concept of pro-activeness. Firms pioneer and beat out their competitors by the implementation of new ideas and new products. Thus, it is necessary for entrepreneurs to have the tendency to produce new ideas and products. Innovation is the specialty of strong entrepreneurs.

One of the entrepreneurial characteristics that is found in the stage of data analysis is "being a pioneer." The best strategy to benefit from market opportunities is being the first

mover. Benefiting from asymmetries in the market, the first mover gains high profits and is one step ahead to be a global brand (Liebermann and Montgomery, 1988, p. 41).

“Making backup plans” affects the BGs’ process positively. BGs operate in unsteady international markets. “Making backup plans” ensures reduced danger from these threats. In the survey, the 2nd entrepreneur noted that in the 2008 crisis, when foreign sales came to a stop, his firm turned rapidly to domestic markets to make up the gap according to the ability to adapt through backup plan.

Among the characteristics of entrepreneurs about pro-activeness, there is a second group that affects the internationalization process of BGs negatively. Among the second group, “narrow points of view” and “fatalism” take place. As emphasized in the literature, and in accordance with the far sighted perspective, BG entrepreneurs have to act predicting economic and social changes. However, most of the entrepreneurs interviewed in the scope of this research don’t see the economic and social environment and changes in these environments, as part of their job. This shows that the entrepreneurs who attended the research have a narrow point of view. Correspondingly, not to make a provision before a negative event, is coded as fatalism. Entrepreneurs cannot be successful before analyzing comprehensively the economic and political environment they are in, and before reflecting the changes of this environment to their operations (Uner, 2008, p. 177). Thus, both of the characteristics affect the internationalization process of BGs in a negative way.

“Taking domestic markets as a base” alone affects internationalization process of BGs negatively. The fifth entrepreneur, that participated in the interview, explained that their operations are shaped through the domestic market. International operations are only actualized according to a demand from the buyer. This situation is the opposite of seeing the whole world as a market (Zhang, 2009, p. 38; McDougall, et. al., 2003, p. 59), and affects the internationalization process of BGs negatively.

The second dimension of EO is risk taking. Risk is related with uncertainty. Focusing on international markets, BG firms have to face more uncertainty and in proportion to uncertainty they have to bear bigger risks.

According to the results of the data analysis of interviews, the characteristics of entrepreneurs about risks are divided into two groups as affecting the internationalization process of BGs positively and negatively.

Related to risk taking, the first characteristic of entrepreneurs is “being optimistic”. Risk is related with uncertainty and borrowing large amounts of money (Baird and Thomas, 1985, p. 231). Thus, to decide this, entrepreneurs have to believe that results will be good and

they have to be optimistic. “Being optimistic”, affects the internationalization process of BGs positively.

Operating in the international markets contains risks. As our 3rd entrepreneur implied, most of the customers prefer to make a linkage without a contract that gives guarantee to the seller. Customers don't pay on time. In spite of all of these problems, entrepreneurs go on to international activities. And this shows that entrepreneurs have ‘high levels of risk tolerance’. Otherwise they cannot expand into international markets and cannot become BGs. Thus, entrepreneurs having ‘high levels of risk tolerance’ dare to expand into international markets and this affect BGs positively.

“A coueregous” entrepreneur has no fear. According to the research results, that BG entrepreneur who works with uncertainty, and in large amounts of debt, is fearless. Correspondingly, being courageous affects the internationalization process of BGs positively.

Another characteristic “knowing no obstacle” affects the internationalization process of BGs positively. For entrepreneurs, obstacle is a situation that hinders the firm's operations. Entrepreneurs “knowing no obstacle,” abrogates the hindrance of firm's operations. This subject can be expressed giving an example from the participants' answers. The 6th entrepreneur implied that they didn't patent their own brand. Their competitor patented the 6th entrepreneur's brand, and took all of their products. The 6th entrepreneur cited that when they were at the point of closing down the firm, they called their suppliers to extend the payment period. And when this request was admitted by their suppliers, the firm took a chance to go on their operations. The 6th entrepreneur eliminated the obstacle and saved the life of his firm.

Among entrepreneur's characteristics, the characteristic of “taking lessons from failure” is attained according to risk taking. Risk taking contains planning and implementing the projects which have a reasonable chance of costly failures (Lumpkin and Dess, 1996, p. 145). “Taking lessons from failure”, and not repeating the same failure, affects the internationalization process of BGs in a positive way.

Among entrepreneur's characteristics, “finding alternative formula” and “determination” are reached according to risk taking. The 6th entrepreneur noted that his firm had plans to reach the Iranian market, but didn't have a capability to go Iran by airplane because of the cost. Physical impossibility didn't shepherd a retreat from their target. Instead of this, they found an alternative transportaion method and made a 36 hour bus trip. They still managed to sell to their customers. This confirms that “finding alternative formula” and “determination” affect the internationalization process of BGs in a positive way.

Another group of entrepreneur's characteristics about risk taking affects the internationalization process of BGs in a negative way. The first factor that affect negatively is "regret because of failure." Regret is sorrow for what one has done or omitted to do. Regret causes entrepreneurs not to step bravely. This affects the internationalization process of BGs in a negative way.

"Avoiding risky ventures" is about entrepreneur's feelings of safety. Thus, an entrepreneur, avoiding risky ventures, acts prudently and cautiously and doesn't like taking risks. This affects the internationalization process of BGs in a negative way.

Another entrepreneur's characteristic about risk taking is "rational behaviour." Rational behaviour is defined as relating to reason. As noted, risk is going into an unknown and dangerous business (Baird and Thomas, 1985, p. 231). In the presence of an unknown and dangerous business, entrepreneurs have the tendency of acting cautiously, of avoiding risks and retreating. This affects the internationalization process of BGs negatively.

Another characteristic "being satisfied with minimum" is defined as satisfying expectations. Entrepreneurs content with his/her position, prefer to avoid steps that sweep himself/herself and his/her business into uncertainty. The 6th entrepreneur explained this by showing that entrepreneurs contending to pay the salaries of workers and rent, will keep away from profitable, but risky businesses. This avoids rapid expansion and affects the internationalization process of BGs in a negative way.

Another characteristic of entrepreneurs about risk taking is "narrow point of view". Because of uncertainty, entrepreneurs have to evaluate all of the decisions about firm operations in a widerange. As mentioned before, competitive advantage is gained not only through production. Focusing only on production, causes entrepreneurs not to see other opportunities. For example, the 6th entrepreneur preferred producing more products to making patents. In this space, their competitor, registering their trademark, arrested the goods, and the 6th entrepreneur almost gave up trade. Consequently, a "narrow point of view" affects the internationalization process of BGs in a negative way.

As a result of data analysis, "fatalism" is reached. Entrepreneurs, exhibiting the characteristic of "fatalism," make do. Correspondingly, entrepreneurs won't produce alternative solutions, believing that failure is in his/her company's destiny. In conclusion, "fatalism" affects the internationalization process of BGs negatively.

Innovativeness has a great role in the presence or origin of entrepreneurship. Supporting new ideas and experiments, permanent solutions to problems, and creative processes of entrepreneurs, determines the power of innovativeness dimension determined by EO (Lee and

Peterson, 2000, p. 406). Innovative firms take positive results in new technologies, products or processes.

Among the entrepreneur's characteristics about innovativeness, "search for doing better" is reached. As a result of data analysis, it is reached that entrepreneurs want to do better operations than present operations by changing product kinds, searching for raw materials, searching continually for new jobs and markets, using rare methods in advertising, and attending prestigious expositions. This affects innovativeness and internationalization process positively.

Another characteristic "market search" affects BGs' internationalization process positively. Among different classifications of innovativeness the most important one is defined as product – market innovation (Lumpkin and Dess, 1996, p. 143). Nonetheless, it is noted that internationalization requires entry into new markets. Thus, internationalization is defined as an innovation process (Andersen, 1993, p. 210). "Market search" is found according to survey results, and is confirmed by the statements about innovativeness in the literature.

Among entrepreneur's characteristics about innovativeness, "being original" is reached. After research and development operations, products are changed and put on the market in a new form. Differentiating products is about being original. The 3rd entrepreneur said that: 'From the beginning of my job, I didn't think to do products the same as another firm. I always thought to do different things'. This insight actualizes the characteristic of "being original" which affects the internationalization of BGs in a positive way.

The characteristic of "ambition" is reached according to the results of data analysis. Firms face some difficulties while being innovative. The 6th entrepreneur's chemical firm reaches innovation by experiments, but sometimes 3000-5000 experiments are done to come to a conclusion. The excess of experiments extends the time of attaining innovation. This is one of the barriers for entrepreneurs. Ambition and patience is needed. Thus, "ambition" affects internationalization process of BGs positively.

According to the data analysis, the characteristic of "being courageous" is attained. "Being courageous" affects the internationalization process of BGs in a positive way. Internationalization is not possible with a sense of fear.

The firms "acknowledgement as innovators," are asked to produce a product that isn't produced before. This firms acknowledgement as innovators go on to do great things, and they are preferred by clients to eventuate untested ideas. Taking the new idea from its client, the firms known as innovators will produce new products. Thus, the characteristic "acknowledgement as innovators" affects the internationalization process of BGs positively.

According to data analysis, the characteristic of “rational behaviour” which affects the BGs’ internationalization process positively. As emphasized before, rational behaviour is defined based on rules and thoughtfully behaviour. Along with the idea of using current technology for innovation, the 4th entrepreneur decided not to renovate the existing machines, until the performance of existing machines decreased to a level that forced the firm to renovate. This proves that “rational behaviour” is also in command of the subjects who demonstrate innovation.

The characteristic of “determination” is vital. According to the 6th entrepreneur, after some 3000 experiments a conclusion can be attained. And the 3rd entrepreneur expressed that there is a probability that the machines they produce will be defective. These expressions show that entrepreneurs have to put aside not only time, but also physical resources. Thus, determination requires so as not to quit the job after problems occur. Correspondingly, “determination” affects the internationalization process of BGs positively.

After data analysis, the characteristic of “apprehension of competition in the global measures” is attained. As Knight and Cavusgil (1996) implied, innovative firms can operate in different markets with the products unique to them. Therefore, their competitors aren’t only the local firms that operate in domestic markets. Foreign firms operating in domestic markets, local, and foreign firms in any foreign markets that the firm operates in, are also competitors. Thus, admitting all the competitors, “apprehension of competition in the global measures”, affects the internationalization process of BGs in a positive way.

The second group of entrepreneur’s characteristics about innovation affects the internationalization process of BGs in a negative way. For example, “overwork for innovation” takes place. Innovative works should not take long periods. Longer periods cause entrepreneurs to move away from their targets. Entrepreneurs prefer to use their time effectively and avoid studies that aren’t certain to have positive results. Consequently, “overwork for innovation” affects the internationalization process of BGs negatively.

Among entrepreneur’s characteristics about innovativeness, the “tendency of imitation” and “adaptation from foreign countries” take place. Both of the characteristics causes entrepreneurs to introduce the existing products without adding or changing them. This will avoid entrepreneurs being creative and will affect innovation and consequently the internationalization process of BGs negatively.

After data analysis, the characteristic of “multi-dimensional thinking” is attained. Innovation requires tangible resources. Consequently, if the entrepreneur thinks about costs for innovation, he/she will quit the operation. As a result, “multi-dimensional thinking” restricts

innovative entrepreneurs. A restrictive factor for entrepreneurs while working on innovation is admitted as a problem. This shows that multi-dimensional thinking affects the internationalization process of BGs in a negative way.

EO scholars have empirically explored the independent effects of EO on performance (Wiklund and Shepherd, 2003, p. 1308). Effects of EO dimensions weren't analyzed in previous research. Thus, it is thought that the findings of this research will lead to future work.

## **DISCUSSION AND CONCLUSION**

In this research, pro-activeness, risk taking, and the innovativeness dimensions of EO in BGs are studied. According to the questionnaire, entrepreneur's characteristics about pro-activeness, risk taking, and innovativeness are stated. The conclusion is reached that entrepreneur's characteristics have positive and negative effects on EO in BGs. Results support closely the literature.

Initially, this research contributed to the BG literature as it investigates a subject that isn't investigated in the literature before. However, when the research was completed and results are found after data analysis, important contributions are made to EO and BG literature.

Differentiating from traditionally internationalizing firms according to the decisions of BG entrepreneurs through the internationalization process, will show the important role of entrepreneurs. A research about the relationship between BGs' different internationalization processes and entrepreneurship dimension will be inadequate for explaining born global firm. In this study, after searching EO, which is wide ranging and contains also entrepreneurship, the findings will shed light on and show the way to future researchers. Entrepreneur characteristics, that related to EO dimensions and also affect the internationalization process in a positive and negative way, are attained. Entrepreneur characteristics contain not only characteristics of entrepreneurs but also the mentality of entrepreneurs. As mentioned previously, EO affects especially the BGs' internationalization process. Thus, it is very important for literature to study BGs and EO dimensions together.

This study's results are important not only for the literature, but also entrepreneurs. The results make a meaningful contribution to entrepreneurs. In the light of the research results, BG entrepreneurs have opportunity to see their own characteristics, and how they affect the BGs' internationalization speed. In the light of the research results, entrepreneurs can see the characteristics that affect the EO dimensions positively and have a chance to improve them. In addition, entrepreneurs can increase the internationalization level of BGs by converting to characteristics that have a positive affect on the EO dimensions.

The entrepreneur characteristics that affect EO of BGs negatively, and positively can be diversified by future research. In this study, pro-activeness, risk taking, and innovativeness are brought to literature by Miller (1983) and are accepted by academicians interested in EO in order to determine the entrepreneur's characteristics that affect the new dimensions of EO, and which will shape future research.

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