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SME entry into an emerging market: a resource-based and institutional approach

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SME ENTRY INTO AN EMERGING MARKET: A RESOURCE-BASED AND INSTITUTIONAL APPROACH

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INTRODUCTION

Foreign market selection and entry mode research continues to attract scholarly attention in the marketing and international business literatures (Johnson and Tellis, 2008). While there has been a strong focus on identifying the antecedents of foreign market entry choice (Brouthers 2013), surprisingly, there has been far less attention given to the process of foreign market entry as exemplified by the Uppsala internationalization process model (Johanson and Vahlne, 1977), and post-entry development (Benito, Petersen and Welch, 2009) and behaviour (O’Farrell, Wood and Zheng, 1998).

The main theoretical bases explaining foreign market entry have been well established and extensively studied over time. They emphasise the antecedents to market entry choice and include transaction cost economics (TCE), the resource-based view of the firm (RBV), institutional theory, as well as Dunning’s eclectic framework of ownership, location and internalization (OLI) advantages (e.g. Brouthers and Hennart, 2007; Brouthers, 2013). Many of these studies focus primarily on higher investment modes of entry of multinational enterprises (MNEs) into developed markets, and largely draw on TCE and Dunning’s OLI framework. Institutional theoretical approaches (North, 1990), have mainly examined external (usually host country) factors, while the RBV of the firm (Wernerfelt, 1984) has been applied to address internal (firm-specific) resources.

Mindful of transaction costs and OLI, we focus our study on investigating the roles of, and interplay between, internal and external resources, and home and host country institutions on the form of entry mode employed by SMEs which have entered into emerging markets, and, more importantly how these influences interact in relation to the entry mode choice. In addressing a number of conceptual gaps in the literature, our paper has a number of points of departure from the majority of studies to date. From a theoretical standpoint, in considering institutional and RBV theoretical perspectives, we highlight the importance of process as distinct from existing market entry mode studies, with their focus on antecedents to market entry choice.

In our study, we aim to respond in part to calls for the integration of theory in explaining market entry mode choice (Lepine and Wilcox King, 2010; Okhuysen and Bonardi, 2011). While we cannot claim ‘theory integration’, we do examine how resources and institutions work separately and together in the process of market entry development by SMEs. By adopting a qualitative research design, we also propose to add to knowledge on how the application of RBV and institutional theoretical views better enable the examination of finer-grained aspects of resources and institutions (Brouthers and Hennart, 2007). Given that SMEs are at least, if not more, exposed to the influences of foreign institutions, compared with multinational enterprises (MNEs), a clearer understanding of the effects of the institutional...
environment on processes influencing SME entry choice and development is important. Similarly, with SMEs having fewer internal resources and experiencing the liabilities of smallness (Maekelburger, Schwens, and Kabst, 2012), as well as foreignness (Qian, Li and Rugman, 2013; Zhou and Guillén, 2014), and most likely ‘outsiderness’ (Johanson and Vahlne, 2009), a better understanding is needed of how these firms access and manage their critical resources as they adopt different entry modes. Specifically, we address the dynamic nature of the interplay between internal and external resources, and home and host country institutions, as SMEs assume greater foreign market commitment and investment, as they move from exporting to joint ventures.

We chose a developed country to emerging market context for our study, not in order to explore differences or focus on market entry into emerging markets per se, but, rather, to provide a context where institutions and firm resources could be more explicitly examined. Since there is a large institutional distance between New Zealand and India, the role that institutions play in market entry becomes highlighted. By extension, SMEs may pay greater attention to resources in contexts where large institutional distances are evident. We are thus able to utilise this context to examine the two key areas of interest (institutions and resources) in our study. Our organisational context is the SME, for reasons elaborated later in this paper.

**LITERATURE REVIEW**

Increasingly, in the quest to better understand the influences on market entry decisions, the key theoretical perspectives are becoming intertwined (Brouthers and Hennart, 2007; Meyer, Estrin, Bhaukim and Peng, 2009). For example, Wright, Hoskisson and Peng (2005) and Meyer et al (2009) have called for the integration of both institutional and resource-based effects on firms’ entry into emerging economies. Brouthers, Brouthers and Werner (2008) have argued that differences in home and host country institutional environments may influence the applicability of resource-based advantages and that the moderating influence of institutions on a resource-based theoretical perspective better explains entry mode choice. Estrin, Bagdasaryan and Meyer (2009) have complemented institutional with resource-based theories in looking at foreign market entry strategies, but in an MNE and developed country context. Where there has been attention to SME entry mode choice, drawing on integrated theoretical perspectives and highlighting the role that host country institutional context plays in entry mode choice, this has still been in a non-emerging market context (Schwens, Eiche and Kabst, 2011).

Scholars also highlight the need for more nuanced studies in which the interactions between antecedents and between internal and external influences on mode choice are elucidated. Further, even though these considerations are fundamental to the process theory of internationalisation (Johanson and Vahlne, 1977), how the antecedents and their relationships change as firms adjust their commitment to the foreign market is not well understood. This is especially important for SMEs, which, because of resource limitations, invariably use lower investment modes for foreign market entry, compared to MNEs. Specifically, the types of entry modes most examined in the existing literature are investment modes (joint venture or wholly-owned subsidiaries), which generally have limited relevance to SMEs. For reasons well documented, SMEs usually enter foreign markets using direct export means, or via contractual, rather than investment modes (Svetličič, Jaklič, and Burger, 2007). Recognising, for example, how firms optimise their use external vs internal resources, or the extent to which they are influenced by home vs host institutions are intriguing questions. To date, relatively little work has been published in regard to the influence of these variables on entry mode choice and development by SMEs.

What is lacking, therefore, is a better understanding of, not of what influences entry mode choice, but of the processes involved; in particular, those processes involving firm-level
resources and a country’s institutions. Further, it is necessary to elucidate the dynamic interplay between resources (internal and external) on the one hand, and between institutions (home and host), on the other, as commitment and investment intensity in foreign markets increases: namely from direct exporting, to contractual forms and ultimately to direct investment modes. This challenges the ability of existing theoretical frameworks to explain the processes underpinning SMEs’ choices of entry mode into foreign markets across the spectrum of investment modes (Svetličič, Jaklič, & Burger, 2007). Existing entry mode studies focus predominantly on MNE entry into developed markets, using higher investment modes of entry. While some studies have found no difference in the explanatory power of the theoretical constructs associated with market entry, when applied to MNEs and SMEs, others indicate that SMEs might be influenced differently (Coviello and Munro, 1997; Brouthers & Hennart, 2007). Similarly, there remain questions on whether existing theoretical perspectives can adequately explain market entry decisions into emerging markets, since most research has been conducted on developed host markets. Even though the weight of research suggests that the same primary influences are at work (transaction costs, resources and institutions), the key issue is what specific aspects are important and how they interact in the context of SMEs entering emerging markets (Brouthers, 2013), as compared to MNEs.

In comprehensively reviewing the literature, a number of significant research gaps can be identified. Brouthers & Hennart (2007) note that entry mode research could definitely benefit from research that explores how established resource-based, institutional, and transaction cost theoretical perspectives influence each other. Specifically, there is a need to look at the interactive manner in which institutional factors influence resources and transaction costs in entry mode decisions as well as the interaction of home and host country institutions, not only on the entry mode decision, but also on what happens after entry (Brouthers, 2013). Recent work indicates that of the three main theoretical lenses used to examine entry mode choice (RBV, TCE and institutional theory), transaction costs appear to provide the most consistent variable associated with entry mode choice. The role of resources and institutions is still less well explained, especially in the context of SMEs’ entry mode choices. With respect to emerging market studies of market entry, there has been little, if any, research on foreign SME entry and development into the large emerging economies.

We focus our study on investigating how the interaction between resources (internal to the firm vs external) and between institutions (home vs host) are reflected in the process of market entry and mode development of developed country SMEs which have entered an emerging market. Our aim is to deepen our understanding of how firms balance these influences as they progress through the internationalization process. We expect our findings to make theoretical contributions to the established literatures on entry mode strategy and internationalisation. The paper proceeds as follows. First, we draw on in-depth empirical data to formulate our analysis and understanding of the entry and subsequent development of New Zealand SMEs in a large emerging, institutionally distant market, India. We describe the use of interview-based data to gain insights into the role of resources and institutions in this entry process in the context of SMEs. Then, we discuss our interpretations of the findings, and finally propose some tentative contributions of the study.

**RESEARCH METHODOLOGY**

Research was conducted using an exploratory qualitative approach, which is considered appropriate for studying phenomena in depth (Eisenhardt, 1989). The unit of analysis was the firm, with relevant senior managers in the firms being interviewed. Thirty six New Zealand firms were purposively selected for the study, based on the following criteria. They were characterised as small to medium sized (< 10-250 employees) according to the OECD
categorisation of firm size (OECD 2005), and were involved in a range of both manufacturing and service industries; all had internationalised into India.

A semi-structured questionnaire was prepared, guided by key constructs identified from the literature. These included external and internal factors, capturing both institutional and firm-level resource-based influences. Open-ended questions were included in order to gain deeper insights into the phenomena being investigated (Crouch and McKenzie, 2006). Data were collected using face-to-face interviews with the CEO/ Managing Director, and/or International Marketing Manager of each firm. Two interviewers were present during each 1-2 hour interview; interviews were audiotaped and later transcribed. Analysis of the transcribed data was carried out using the computer assisted qualitative analysis software programme, NVivo 10. For the purposes of analysis, each interview was treated as a ‘case’ (Miles & Huberman, 1994). The use of NVivo 10 enabled a logical path of data coding and interpretation to be followed (Yin, 2004; Auld, Diker, Bock, & Boushey, 2007), using both within-case and cross-case analysis (Miles and Huberman, 1994). Interview data were initially coded using open coding, and then grouped into within-case and cross-case themes and patterns using an axial coding procedure, which helps to identify the key factors and their patterns of interaction within and between the cases (Strauss and Corbin, 1998). Further iteration and sub-coding took place using selective coding, where the case data revealed specific aspects relating to the core theme involved. Pattern-matching (Miles and Huberman, 1994) was used to compare patterns and themes across cases.

Finally, in a process of ‘system closure’ (Miles and Huberman, 1994), relationships between codes (referred to as ‘nodes’ in NVivo) were identified, as informed by the interview data. This provided the opportunity to propose some potential explanations of how and why particular effects and behaviours were evident. This level of analysis also allowed the findings to contribute further insights to the literature through the inclusion of rich contextual information (Auld et al., 2007). Data not directly associated with the factors and constructs noted in the literature were coded in the usual way, and were scrutinised for patterns or associations with other codes that were relevant. The analytical process continued until the data provided no further insights, arriving at a position of theoretical saturation (Yin, 2004). This allowed for the development of a number of themes and patterns between various dimensions relating to internationalisation and market entry into India by the sample of NZ firms. For the purposes of this study, only those data relating to resources and institutions were included in the interpretation of the results, since the dataset provided a much broader set of topics. The relevant interview data were interpreted through an iterative process between the data, the theory and the literature. The main findings from the analysis are discussed below.

RESULTS AND DISCUSSION
Four categories of entry mode were isolated, by assigning ‘Attributes’ to the cases in NVivo. Each category contained data from the respective constituent firms relating to resources and institutions. The categories and number of constituent firms are shown in Table 1.

INSERT TABLE 1

The NVivo node, Resources, was split into two sub-nodes, External and Internal Resources, with each reflecting data on the use of such resources by the firms concerned. Similarly, the node, Institutions, contained sub-nodes reflecting Home and Host Institutions, into which relevant data were coded. A further finer-grained level of coding was included for each of the four sub-nodes. Consistent with established qualitative data analytical procedures, data were interpreted by examining quotes relating to the nodes in the coding structure, and
considering these in the context of the entire case (within case analysis) as well as across the
cases – in this situation, in the same category - (cross-case analysis), while also bearing in
mind relevant concepts from the literature. Selected quotes from the cases are shown in the
content analytic matrix (Table 2), which allows each of the categories and the role of
resources (internal and external) and institutions (home and host) to be viewed together.

Since the main purpose of this paper is to ascertain the nature of interactions between
internal and external resources and between home and host institutions in each of the entry
mode types, we focus our discussion only on this aspect. Limitations in word length prohibit
a detailed discussion of the findings, although the data provide rich information for
subsequent interpretation and discussion.

In order to examine how the two types of resources and institutions relate to the four mode
categories, data collected from NVivo were ‘quantized’ (Miles and Huberman, 1994). The
quantized data represented the number of references coded to each sub-node from each firm
in the respective category. For example, as shown in Table 3, the number of references
relating to External Resources coded from the firms in that Agents and Distributors category
was 39, while references for the same firms for Internal Resources was 19. Table 3 shows the
‘quantized’ results for each of the mode types relating to Resources and Institutions. In order
to provide a basis for comparison between the mode type categories, which contained
different numbers of firms, percentage figures were calculated i.e. percentage of references
for external vs internal resources, and percentage of references for home vs host county
institutions for each mode category.

Resources
Figure 1 shows a graphical representation of the relative roles of external vs internal
resources for each of the mode categories. The results are presented in order of increasing
commitment and investment modes, from direct exporting (left) to investment mode in the
form of joint venture right). The figure shows clearly that there is an interplay between
external and internal resources as mode type changes, and that this is in line with expectations
from the process perspectives of internationalisation. These findings are discussed briefly as
follows.

(i) Direct exporting does not include any intermediary; without connections in the
marketplace, a firm would find it difficult to access external resources, and would, therefore,
rely strongly on its own resources to service its customers in the export market. The findings
provide strong support for this, with over 90% of the firms’ references to resource utilisation
referring to their own, internal, resources.

(ii) The use of an Agent/Distributor is associated with a relatively higher use of external
resources, compared with internal resources. This finding can be interpreted from the
viewpoint of resource-based views of market entry (Brouthers and Hennart, 2007),
internationalisation process (Johanson and Vahlne, 1977), and the SME literature. What is
especially relevant here is the SME context. Internationalising SMEs are known to be
resource-constrained (Coviello and Munro, 1997), and thus rely heavily on intermediaries
and/or network links in the host market to access resources. Particularly relevant in this study
is the finding that the resources acquired were advanced, rather than basic - for example,
market knowledge, technical and regulatory specifications and procedures, socio-cultural
understanding. It is likely that these kinds of resource deficiencies were more pronounced
because of the psychic and institutional distance of the Indian market relative to New
Zealand. Our findings show that firms relied on accessing these advanced resources from the
market in order to build credibility and legitimacy and to conduct business effectively. In most cases, these resources were obtained directly from their agent or distributor, or by the latter playing a brokerage role with other resource providers in the market (e.g. government agencies).

(iii) Firms generally established a representative office after some initial time working with an intermediary in the market, such as an agent or distributor. However, in some cases, the representative office was the first entry mode used. By virtue of the investment in an office and a small contingent of personnel (usually only one or two people), these firms were required to draw more fully on their own (internal) resources. Apart from the obvious financial resource requirement, they also internalised many of the external (advanced) resources that would otherwise be provided by, or via, an agent or distributor. These were considered necessary to operate a representative office effectively in the market, although some firms retained a local distributor to provide additional connections and market coverage. Overall, these firms were more embedded in the market and had a reasonably well-developed local knowledge and networks, compared with those firms using purely contractual modes. Given that a representative office reflects a mode potentially leading towards more intensive investment modes, it would be expected that, while the firms may have internalised many of the necessary resources, some would still require external resources, as indicated by our findings.

(iv) The last column in Figure 1 illustrates the resource balance for firms in the JV mode category. According to internationalisation and entry mode theories, firms with this level of commitment and investment would be expected to have internalised most of the necessary resources. Our findings support this, showing over eighty percent reliance on internal resources – mostly in collaboration with the partner firm. In all cases, resources provided by the JV partner firms were essential to JV’s success, as reflected in the continuing role of external resources shown from the analysis.

INSERT FIGURE 1

Institutions

Figure 2 shows the results relating to the interplay between home and host institutions for the different mode categories. As with Resources, the relative importance of home vs host Institutions changes as mode type changes. Specifically, as commitment and investment modes increase, host country institutions become more relevant, while home country institutions are more relevant in the modes generally associated with early internationalisation (non-investment modes).

INSERT FIGURE 2

(i) Having no intermediary in the foreign market, direct exporters will be considerably exposed to the host country institutions, while conducting business there. Our findings show this to be the case, with seventy percent of the firms’ references referring to host institutions. To the extent that these firms can draw on home country institutions to facilitate their exporting activity, they found some support. This was mainly in the form of market information, government agency advice, and trade fairs.

(ii) The reverse situation occurred for firms in the Agents/Distributors mode category. Drawing on the literature on institutions, it seems likely that firms entering a country that is institutionally distant (e.g. emerging market) will lack knowledge of, and skills in dealing with, institutions – both regulatory (formal) and socio-cultural (informal). However, firms in this situation utilised the local knowledge and connections of their agent or distributor to
provide or broker the necessary relationships with regulatory authorities, as well as guide the firms in aspects relating to culture, society and language. Thus, the focus on host country institutions is not as great as for their direct exporting counterparts. At the same time, since they are reliant on intermediaries and have higher exposure and risk in the market, these firms will be inclined to draw on as much support from home country institutions as possible – as the results show. In this study, the firms utilised home country institutional support both in the home country (e.g. market information and advice) and in the host country, where home country institutions in the host country included trade offices, trade fairs, market networks, diplomatic events in the host country, as well as higher-level country-country negotiations that favoured trade relations.

(iii) Firms that have established a representative office will be subject to local regulations and bureaucracy, and to the local socio-cultural norms. Their exposure to host country institutions will, therefore, be high, as evidenced from the findings. For firms in this mode category, home institutions still mattered, but these firms invested in managing adapting to the host country requirements and environment – often by employing local personnel. The extent to which these firms effectively managed the host county institutions appeared to be instrumental in their performance and longevity in the market.

(iv) For firms involved in the higher-investment, higher-commitment mode of joint venture, the host country institutions become the predominant environment in which they operate. Either through experience gained as they move through the lower-investment modes to JV, and/or with the knowledge and experience of their local partner, these firms were generally able to manage effectively, even within a larger institutional distance relative to their home country.

The interaction between Resources and Institutions was also examined in order to provide an integrated perspective on their role in SME entry modes in an emerging market. Since our findings indicated that external resources were largely utilised to help firms adapt or respond to local market conditions (institutions), it stands to reason that, without such resources, firms would be more exposed to host country institutions. The results show that modes where the use of external resources was low (relative to internal resources), these firms did, indeed, experience a higher influence of host country institutions relative to home institutions. For example, this is especially apparent for the direct exporting, and JV mode categories, which both drew heavily on internal resources and had high exposure to host country institutions. On the other hand, where external resource utilisation was high (as in the Agent / Distributor category), the exposure to host country institutions was lower, as these were managed by the firms’ local intermediaries. These firms were then able to focus their efforts on leveraging home country institutions to support their business development.

DISCUSSION AND CONCLUSIONS

The data contain rich information relating to the phenomena described in the previous sections. Limited space restricts the discussion to the key points and contribution emerging from the study. The contributions are summarised as follows.

First, the study addresses the recent calls for more nuanced and integrated studies relating to market entry (Laufs and Schwens, 2014), thus contributing at a broad level to the market entry literature. Specifically, we consider the role of resources and institutions, drawing on two of the key theoretical lenses used in market entry research. Second, we adopted a process perspective to examine entry mode and development, utilising internationalisation theory. This perspective has tended to be somewhat isolated from entry mode studies – but, is, nonetheless, integral to the theoretical understanding of entry mode choices (Johanson and Vahlne, 1977). Third, our study focused on SME entry mode and mode development; the SME context has been largely overlooked in entry mode studies, but has received much more
attention in the internationalisation process literature. Fourth, the use of a rich, qualitative
dataset and the analytical process applied suggests a novel methodological contribution to the
study of entry mode underpinned by resource- and institutional-based theoretical
perspectives.

With regard to resources, our findings indicate that SMEs do, in fact, balance their use of
external vs internal resources, according to the type of entry mode being used. This follows
the expectations of internationalisation theory, but, to date, there is little research that has
examined this in SMEs, or for non-investment (direct exporting and contractual) modes of
entry (Laufs and Schwens, 2014). With regard to institutions, only recently has the
importance of home country institutions been considered in the role of institutions in market
entry (Descotes, Walliser, Holzmüller, and Guo, 2011), although recent calls have been made
for such studies (Brouthers, 2013). We contribute to this research gap by showing how firms
experience different levels of exposure to host vs home institutions according to their entry
mode, and how they balance their interaction with host and home institutions to minimise
adverse outcomes. The implications of this finding are particularly relevant for SMEs which,
when compared with MNEs, are generally more vulnerable to foreign market institutions,
because of liabilities of smallness (Maekelburger, Schwens and Kabst, 2012), foreignness
(Qian, Li and Rugman, 2013; Zhou and Guillén, 2014), and outsideness (Johanson and
Vahlne, 2009). Further, they have fewer resources to manage institutional differences. Given
that little has been so far documented in this area, our study contributes to an important
emerging research theme, and one that clearly lends itself to further research.

Overall, this study reflects an initial exploration of some important questions relating to
SME market entry mode and the role of resources and institutions. The indicative findings
suggest a number of novel contributions, and also areas for future research. Further
examination of the phenomena using quantitative methods would enable the development and
testing of relevant hypotheses and provide further contributions to this field of study.
REFERENCES


Figure 1: Internal and External Resources in Different Entry Modes

<table>
<thead>
<tr>
<th>Institutions</th>
<th>Direct Exp #</th>
<th>Direct Exp %</th>
<th>Agent/Dist #</th>
<th>Agent/Dist %</th>
<th>Rep Office #</th>
<th>Rep Office %</th>
<th>JV/Alliance #</th>
<th>JV/Alliance %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Home Country</td>
<td>6</td>
<td>30.0</td>
<td>46.0</td>
<td>65.7</td>
<td>7.0</td>
<td>21.9</td>
<td>1.0</td>
<td>7.7</td>
</tr>
<tr>
<td>Host Country</td>
<td>14</td>
<td>70.0</td>
<td>24.0</td>
<td>34.3</td>
<td>25.0</td>
<td>78.1</td>
<td>12.0</td>
<td>92.3</td>
</tr>
</tbody>
</table>
Figure 2: Home and Host Country Institutions in Different Entry Modes

<table>
<thead>
<tr>
<th>Firm Resources</th>
<th>Direct #</th>
<th>Direct %</th>
<th>Agent/Dist #</th>
<th>Agent/Dist %</th>
<th>Rep Office #</th>
<th>Rep Office %</th>
<th>JV/Alliance #</th>
<th>JV/Alliance %</th>
</tr>
</thead>
<tbody>
<tr>
<td>External</td>
<td>1</td>
<td>6.3</td>
<td>39.0</td>
<td>67.2</td>
<td>7.0</td>
<td>30.4</td>
<td>6.0</td>
<td>17.1</td>
</tr>
<tr>
<td>Internal</td>
<td>15</td>
<td>93.8</td>
<td>19.0</td>
<td>32.8</td>
<td>16.0</td>
<td>69.6</td>
<td>29.0</td>
<td>82.9</td>
</tr>
</tbody>
</table>

Resources

- Firm Resources (External)
- Firm Resources (Internal)
Table 1: Description of Mode Categories and Numbers of Firms

<table>
<thead>
<tr>
<th>Category / Entry Mode</th>
<th>Description</th>
<th>Number of firms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Exporting</td>
<td>The firms sells directly to the end-customer, without the use of an agent or distributor (or any other intermediary)</td>
<td>6</td>
</tr>
<tr>
<td>Use of Intermediary: Agents or Distributors</td>
<td>Contractual mode</td>
<td>19</td>
</tr>
<tr>
<td>Representative Office</td>
<td>Investment mode: minimal investment, with some ongoing utilisation of distributors</td>
<td>8</td>
</tr>
<tr>
<td>Joint Venture</td>
<td>Investment mode</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Direct Entry</td>
<td>Agents / Distributors</td>
</tr>
<tr>
<td>------------------------</td>
<td>------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Internal Resources</strong></td>
<td>I took him there and I think he’s relished taking responsibility for India. And it’s taken a lot of load off me and I have another colleague which wants to take it over as well and he’s very hard working and will do whatever’s needed. <em>(Architecture)</em></td>
<td>We’ve provided training. We’ve trained up about 25 of their developers on how to use [our product] and we’ve signed an agreement that lets them resell [the product] because that’s a huge market in India. <em>(Software 1)</em></td>
</tr>
<tr>
<td><strong>External Resources</strong></td>
<td>There’s a New Zealand stand at Singapore show in February so to be able to invite all of the senior Indian people that we met to come onto the New Zealand stand in Singapore from my viewpoint it’s another touch point. <em>(Aviation Services 1)</em></td>
<td>“... so [we have] people who can sell our products in India, in a distributor network. And we’ve have been extremely selective, you know, in picking people to represent us. <em>(Software 3)</em></td>
</tr>
<tr>
<td><strong>Home Institutions</strong></td>
<td>We’re actually, we’re engaging with NZTE right now to help us with some of the payment issues in India which we struggle with. <em>(Aviation Services 2)</em></td>
<td>The weight of the NZ government representation is a particularly important part of the relationship building. So if you get anything organised through an official channel it helps you do business.</td>
</tr>
<tr>
<td>Host Institutions</td>
<td>do new business. (Tourism 2)</td>
<td>is get New Zealand customers into the right level of organisations in India. (Software 7)</td>
</tr>
<tr>
<td>-------------------</td>
<td>-----------------------------</td>
<td>----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>You can go up there they speak English, they have English law, and they are passionate about cricket so you’ve got a common base to talk about things. (Trade Consultant)</td>
<td>You’ve got the British common law system in India. It’s made a huge, big difference. (Software 5)</td>
<td>Their laws are, you know obviously common law so we’re all from the same stock which is great. But there are a lot of regional and state differences so you have to be reasonably careful (Legal Services)</td>
</tr>
</tbody>
</table>