Fabio Antoldi Daniele Cerrato Donatella Depperu

Export Consortia in Developing Countries

Successful Management of Cooperation Among SMEs



Fabio Antoldi Università Cattolica del Sacro Cuore Department of Economic and Social Sciences Via Emilia Parmense 84 29122 Piacenza Italy fabio.antoldi@unicatt.it

Daniele Cerrato Università Cattolica del Sacro Cuore Department of Economic and Social Sciences Via Emilia Parmense 84 29122 Piacenza Italy daniele.cerrato@unicatt.it Prof. Donatella Depperu
Università Cattolica del Sacro Cuore
Department of Economic and Social Sciences
Via Emilia Parmense 84
29122 Piacenza
Italy
donatella.depperu@unicatt.it

ISBN 978-3-642-24878-8 e-ISBN 978-3-642-24879-5 DOI 10.1007/978-3-642-24879-5 Springer Heidelberg Dordrecht London New York

Library of Congress Control Number: 2011945092

© Springer-Verlag Berlin Heidelberg 2011

This work is subject to copyright. All rights are reserved, whether the whole or part of the material is concerned, specifically the rights of translation, reprinting, reuse of illustrations, recitation, broadcasting, reproduction on microfilm or in any other way, and storage in data banks. Duplication of this publication or parts thereof is permitted only under the provisions of the German Copyright Law of September 9, 1965, in its current version, and permission for use must always be obtained from Springer. Violations are liable to prosecution under the German Copyright Law.

The use of general descriptive names, registered names, trademarks, etc. in this publication does not imply, even in the absence of a specific statement, that such names are exempt from the relevant protective laws and regulations and therefore free for general use.

Printed on acid-free paper

Springer is part of Springer Science+Business Media (www.springer.com)

Contents

1	Inte	rnationalization of Small and Medium-Sized Enterprises		
	1.1	SMEs and International Markets		
	1.2	SME Internationalization: Contributions from Different		
		Theoretical Perspectives		
		1.2.1 The Incremental Approach to Internationalization		
		1.2.2 The 'Born Global' Phenomenon		
		1.2.3 A Resource-Based View of Internationalization		
		1.2.4 Internationalization from a Network-Based Perspective.		
	1.3	Barriers to SME Export: A Classification		
		1.3.1 Internal Barriers		
		1.3.2 External Barriers		
	1.4	Firm Resources, Management Characteristics and SME		
		Exporting Activity		
	1.5	The Characteristics of Developing Countries		
	1.6	Patterns of SME International Expansion		
	Refe	rences		
2	Strategic Networks, Trust and the Competitive Advantage			
		MEs		
	2.1	SME Attitude Towards Cooperation		
	2.2	Defining Strategic Networks of SMEs		
	2.3	SMEs and Competitiveness: The Relational Perspective		
	2.4	The Relevance of Social Capital Within the Network		
	2.5	Networks as Sources of Competitive Advantage		
	2.6	Trust as a Requirement for Building Successful		
		SME Networks		
	2.7	The Role of 'Network Facilitators': An Interpretative		
		Framework		
	Refe	rences		
3	Export Consortia: Types and Characteristics			
	3.1	Export Consortia: An Overview		
	3.2	Features, Strengths and Weaknesses of Export Consortia		
	3.3	Export Consortia from a Dynamic Perspective: The Lifecycle		
		of the Firm-Consortium Relationship		

xii Contents

	3.4 3.5 3.6 Refe	The Diffusion of Export Consortia in Developed Countries Export Consortia in Developing Countries	52 54 55 57		
4	Empirical Analysis of Nine Export Consortia of SMEs in Morocco, Tunisia, Peru and Uruguay				
	,				
	4.1	The Field Research: Data Collection and Analysis	59		
	4.2	Mosaic (Morocco)	62		
	4.3	Vitargan (Morocco)	64		
	4.4	Travel Partners (Morocco)	66		
	4.5	Get'IT (Tunisia)	67		
	4.6	Muyu (Peru)	69		
	4.7	Peruvian Bio Consortia (Peru)	71		
	4.8	ACMC (Peru)	72		
	4.9	Ande Natura (Peru)	74		
	4.10	Phyto Uruguay (Uruguay)	76		
	Refe	rences	77		
5	The	The Management of Export Consortia: A Pragmatic Approach			
	5.1	A Framework for the Analysis of Export			
		Consortium Management	79		
	5.2	Managing the Strategic Alignment of Member Firms	82		
	5.3	Formulating Consortium Strategy	88		
	5.4	Designing the Organizational Structure	94		
	5.5	Leveraging on Strategic Resources and Competences	98		
	5.6	Enforcing Corporate Governance and Leadership	106		
	5.7	Measuring Consortium Performance	111		
		rences	117		
6	Con	clusions	119		

List of Authors

Fabio Antoldi is Associate Professor of Business Strategy at the Università Cattolica del Sacro Cuore, Piacenza, Italy

Daniele Cerrato is Assistant Professor of International Business at the Università Cattolica del Sacro Cuore, Piacenza, Italy

Donatella Depperu is Professor of Business Administration and Srategic Management at the Università Cattolica del Sacro Cuore, Piacenza, Italy