

The Five Cs Model of Business Internationalization (CMBI) – a preliminary theoretical insight into today's business internationalization challenges

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Abstract. Nowadays, the forces of the global market reach every corner of the world, every industry and every organization. Staying or thinking locally in a globalized world stands for an imminent menace for the organizational development and even for the organizational survival. The exigency for being or becoming competitive is mandatory and management has to deal promptly and professionally with the new market conditions. Most of the times, opportunities come and go and a late managerial or entrepreneurial reaction may generate high losses for the organization. With a view to discuss these issues, the present work relies on personal theoretical contributions at several levels. Firstly, it proposes a synopsis of the extant studies on the business internationalization flows by underlining the main research directions. Secondly, it advances a new theoretical model for interpreting and analyzing the process of business internationalization, a multidimensional and interdisciplinary approach on the psychological, social, cultural, professional and business interaction and communication at an international scale. As a signally theoretical endeavor, the **Five Cs Model of Business Internationalization (CMBI)**, as we have named it, is yet to be developed, extended or improved.

Keywords: business internationalization; SMEs; Five Cs Model of Business Internationalization.

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Introduction

Many times, the topics addressed by the Romanian and foreign literature regard the dynamics of large corporations whose multinational or transnational dimensions have triggered the public attention more than the small and medium enterprises (SMEs). Nevertheless, the small and medium enterprises should not be ignored as they stand for important organizational actors, especially for the developing countries. In fact, they are liable to be seen as relevant indicators of the national economy strategy towards the necessity of taking part to the international and global market flows and rhythm.

By considering the market challenges and imperatives, the present work brings to the fore a conceptual framework for a new business internationalization model. Its scope covers multiple facets and is focused on the advancement of new ways of thinking and approaching businesses nowadays. The great challenge is to step forward to the global market, to move on in order to achieve and maintain the organizational competitiveness independent of the local or regional constraints.

Free trade, multiculturalism, open mentalities and cross-border business networks are several cues of the international environment. These are reliable incentives for the managerial decision to explore fruitful business opportunities and to try the internationalization options. Still, organizations should experience the closer marketplaces and establish reference frames for their progress on the international arena. This is the point where CMBI objectivizes its importance as a gradual approach towards business internationalization at all the process levels – socio-economic, professional, cultural and psychological. Moreover, this is the point where the competitiveness challenge is mediated by commonality, compatibility, credibility and connectivity of or between international business partners.

An insight into the main models of business internationalization

When discussing the businesses internationalization, one milestone to be considered focuses on three different patterns – the progressive, the contingency and the interactive internationalization models which are summarized in the table below.

Table 1. The main coordinates of the internationalization models (Sorensen, 1997, pp. 4-5)

Groups of models / Scientific dimensions	Progressive models	Contingency models	Interactive models
Objective vision vs. subjective vision	Objective	Objective	Subjective
Static perspective vs. dynamic perspective	Comparative static	Static	Dynamic
Planned orientation vs. action	Planned	Planned	Interaction

The first type of the presented models – the progressive models of the business internationalization – assumes internationalization as a progressive process which unfolds during several stages. In this category lies the Uppsala model which relies on learning and knowledge, stressing that the companies' lack of knowledge is a decisive barrier for the emergence and growth of international actions. The adherence to knowledge and to learning programs is a key factor for going international (Lakomaa, 2009, p. 14).

An insight on the Uppsala model requires the mentioning of its three main scopes. Firstly, it is indicative of how companies manage to learn and share knowledge during the internationalization actions. The knowledge involved is both objective and market specific knowledge which is earned through experience and generates business opportunities at a global scale. Secondly, the model shows that knowledge limits the risks of approaching new markets and strengthens the access to the new market opportunities. Thirdly, the model accounts for the relevant points of selecting target markets (Lin, 2010; Laghzaoui, 2009; Khayat, 2004). As practice reveals, the internationalization of businesses is gradual, starting with the investigation of similar psychological and geographical countries before testing unknown markets, a fact which is illustrated in the figure below.

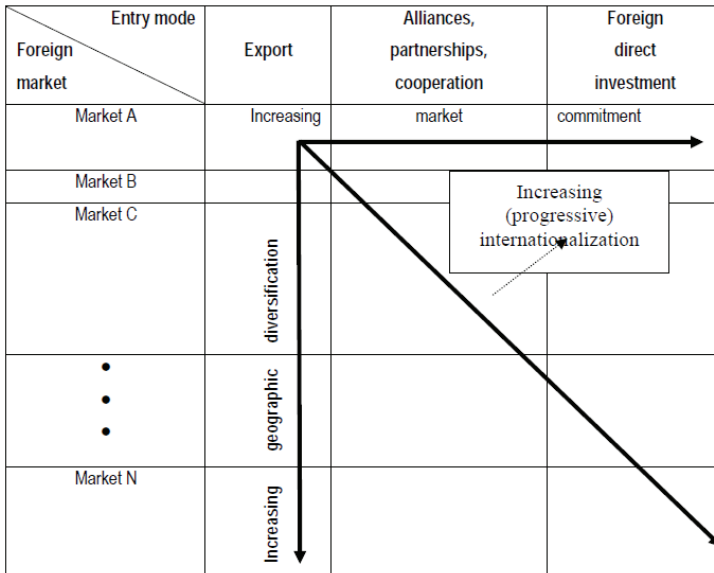


Figure 1. The progressive internationalization (adapted from Hollensen, 2008, p. 57)

The second model of the progressive internationalization is the model of the product lifecycle. The basis of this theoretic perspective is the association between the successive phases of internationalization and the product lifecycle. In Sorensen’s (1997) opinion, the lifecycle model has three different stages – the stage of the new product, the stage of the major product and the stage of the standardized product. Passing through a certain stage triggers knowledge and cost reduction. This is why by accomplishing the entire process, SMEs can gain valuable experience and major capabilities for extending on new markets.

The second category of the business internationalization models addresses the contingency models which comprise two main directions – the transaction cost model (Hollensen, 2008) and the eclectic model (Dunning cited in Buckley and Hashai, 2009). These models posit that the internationalization process of businesses relies on the environment forces of the foreign market. The dynamics of these factors makes it difficult for the company to embrace a static manner of going international (Sorensen, 1997). This is why the imperative implied by the contingency models is that

business people should treat their companies as open systems and should have multiple choices at their disposal. In other words, the management has the crucial role of venturing into new markets by potentiating the strength of their business. Being capable of analyzing thoroughly the environment configuration and the best way to internationalization becomes a managerial exigency and a prerequisite for making optimal decisions.

The third category refers to the interactive models of the internationalization of businesses or companies. The main hypothesis of this model is that anonymous actors who have a sustained interaction and long-term business relationships are the ones who form the real market. At this level, the model of business network attaches great importance to commercial and personal bonds between businessmen. Furthermore, the organizational network stands for a fundamental impulse towards internationalization while the resources produced by businesses are a result of partners' interaction. The place occupied by a certain organization inside a network has a major impact on the network model as it defines its actual control and access to the network resources (Rubaeva cited in Danciu, 2012).

The internationalization process according to the business network approach follows three main strategies: extension, penetration and coordination. The first one refers to the fact that the organization establishes bonds with enterprises and networks in new markets, the second one focuses on the relationships' development as an inherent component of an international network, while the third one refers to the improvement of relationships in the context of distinctive networks and in different markets (Rubaeva cited in Danciu, 2012). Practically, the internationalization of a specific business or organization is determined by its position inside the network and on the overall context – the degree of internationalization of the industry or market, as the figure below shows.

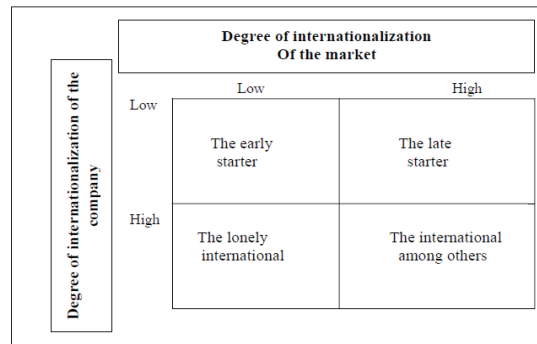


Figure 2. The company's position according to the internationalization degree (Hollensen, 2004, p. 62)

As an early starter, the organization has not established any business ties with foreign organizations. It is likely that the company may resort to a gradual exploratory action in the foreign markets using an agent or creating a subsidiary. The lonely international is the phase where the organization has already gathered a relationship experience in foreign countries, but its competition and clients have a lower level of internationalization. At this point, the company's mission would be to develop new bonds and strengthen the existing ones. The late starter defines the organizations or businesses which are still locally concentrated while other industry enterprises have already joined teams with foreign partners. The shortcoming for the late starter is the difficulty to identify the non-approached partners and to settle new positions in a thoroughly configured market.

The international among others describes the organizations and businesses which have the opportunity to take advantage of the position held in one network in order to venture into new networks and to establish new partnerships. As the international business networks are evolving with a rapid rhythm, businesses should be flexible enough in order to adapt to the market transformations. Therefore, the good coordination of members within target network should be seen as an added value for the company's revenues.

By embracing a critical approach, Hampton and Rowell contend that the classic models of the business internationalization process are liable to be

challenged by the contemporary international context (Hampton and Rowell, 2013). This aspect was discussed by the prior research of Malhotra et al. (2003) who proposed a collective approach on the explanatory factors of the process in discussion. The international business ties and partnerships should be treated within an overall updated and ongoing perspective which uses the traditional theories of internationalization as premises, but lays emphasis on strategic and networking character of internationalization.

Towards a new approach of business internationalization

A rapid increasing number of organizations with an international vocation surpass boundaries and follow their own logic and dynamics, bringing together people from all over the world. The prevalence and evolution of international businesses as an expanding organizational actor is liable to alter the interpretative perspectives on intercultural human interaction. By creating the organizational framework of communication between different nationalities, traditions and histories, rituals and values, norms and actions etc, international managers settle the parameters of a symbolic domain where different cultures interact and interfere on a daily basis. Although it has been proven in time that similarity has a positive impact on social interaction and cooperation (Morry, 2007), the future opens its gates to diversity at all levels.

As promoters of international businesses, managers are prone to face diversity in their current collaborations – their partners may be of a different nationality, culture, religion, way of thinking and of expressing feelings and so on. Subsequently, the transformative action of individuals (nationally and culturally speaking) brings about the emergence of a specific reaction toward “the others”, a cultural disposition of overprotecting our own identity – the fear of being afflicted by another business model acts as a restraining factor against the others. It is most likely that the cultural collision produces not only remote disruptions, but overall consequences, at the international level.

Malhotra et al. (2003) made attempts to elaborate on a multi-theoretical model for analyzing international businesses. Being aware of the fact that

a single perspective approach is a limited one, the authors underlined the necessity of developing new frameworks for understanding the processes and interactions taking place at international levels. They shed light on the fact that the use of one-sided factors in describing and explaining international businesses is counter-productive. The only way of having pertinent perspectives on the internationalization process is to consider the convergence of multiple factors which provides of holistic and viable framework for the internationalization of businesses. This is consistent with Danciu's (2012) view who believes that none of the existing internationalization business models manages to cover and clarify the specificity of the phenomenon.

More recently, Hampton and Rowell (2013) suggested that a holistic view of the challenges characterizing the international business relationships is yet to be approached. Moreover, they believe that the existing literature has clarified only a shallow range of factors which lack interdependencies. The elaboration of linear models does not fully uncover the dynamics and the broad context of the cross-border business arena.

This is why the success of international businesses firmly requires pertinent business models driven by proactive managers who do not wait for positive outcomes to come naturally, but instead totally assume the international business environment and focus their efforts and interests on the cross-cultural arena. These efforts must become a key point on every manager's agenda, starting from the moment when competitiveness becomes a condition for organizational survival and development. All these facts involve different people who must integrate as well as possible in the new global social system as a condition for achieving their goals. Moreover, the international manager prototype will set himself up as a milestone and driving force of mobilizing the inner organizational cleavages toward an effective framework for the well-being of the business.

The framework of a new business internationalization model

The premises of a new approach rely on a whole new repertoire of intercultural and international issues which spring off in the varied kinds of competitive organizations within today's global environment. Business

interactions between several national cultures have a major problem of developing reliable communication, although managers may speak the same basic language. It is likely that different meanings are attributed to words, different rationales, and different approaches on what is formally relevant or not. At this level, only by creating active intercultural negotiation is there a chance to overcome inevitable defensiveness and the illusion of similarity. Once the mutual interests are brought to light, culture becomes the main hidden component to deal with.

The adjustment and accommodation processes should be orchestrated by a new managerial prototype – the “5 Cs international businessman” - who assumes a crucial position in coping with the present-day and near future challenges. He stands for a proactive and farsighted frontman within an organization who deeply understands facts, foresees tendencies and acts effectively in managing the international climate and its inherent forces. The international businessman approaches intercultural negotiation as a decisive factor for the emerging of the international-open culture and as a key point for the organization’s well-being.

In fact, the concept of “5 Cs international businessman” reflects the future status of leaders who are liable to face stronger cross-cultural realms and pressures and the only viable solution would be managing diversity and harmonizing cultures within a global adjustment process. The 5 Cs international businessman cannot be traced and defined unilaterally through sociology, social psychology, economics, human resources management, social responsibility and so on. He is an intricate dynamic actor who possesses knowledge and competences in all these fields and he succeeds in applying them within the leadership process. He is a multivalent figure who makes the best of his abilities when dealing with the international organizational social system.

The “5 Cs international businessman” is defined within the framework of a personal conceptualization called *The 5 Cs Model of Business Internationalization* which is meant to readjust the manager’s position in the near future. From an international and cross-cultural standpoint, the crucial hypostasis of the businessman lies in his international vocation as he manages the background and unseen negotiations between values and

social systems and operates on five different levels. This perspective on leadership is consistent with the Global Leadership and Organizational Effectiveness Program (GLOBE) which focuses on leadership in an intercultural context (Festing & Maletzky, 2011).

The idea of the model and the definition of the “5 Cs international businessman” came from learning, seeing and observing the emergent realities and challenges met by managers, leaders, owners in an open economy where going international becomes mandatory regardless of the organization’s scope or size. Almost always, the functionality and efficiency of these for-profit entities lie in the human relations system, in personal and interpersonal factors and social networks. The core of their driving force comprises people, cultures and interactions. Facing “the others” (different from a national or organizational standpoint) involves a process of accommodation, of managing differences, which is difficult to apply at a personal level, through an isolated effort. This is why this kind of endeavors should be addressed and carried out by the “5 Cs international businessman” who has a pertinent intercultural perspective on the organizational mechanisms.

As different organizational cultures interact within global market, the most important imperative for businessmen is to assure the appropriate frameworks for interaction, communication and cooperation. These three processes require interpersonal and inter-organizational adjustments, which can be achieved through coherent strategic projects.

At this level, the five elements of the model were summarized as gradual levels, after going through a consistent body of literature, which approached varied factors and variables of the businesses internationalization processes, but embraced one-sided directions of investigation. The first element of the model describes a present condition for the survival and development of companies – becoming competitive in a highly competitive environment. This very moment engages all the following steps to be taken in order to acquire efficiency and sustainability on a specialized market.

Once finished, the first level is closely followed by natural interaction between organizations and businessmen within the interest framework.

At the second level, the international businessman observes the new international context, gathering information about its characteristics and possible outcomes by joining international thematic events, conferences, fairs, exhibitions, seminars, workshops and so on. It is now when managers assess the opportunity of designing new interaction patterns in order to establish profitable connections in their area of interest. Therefore, commonality stands for a decisive context for similar or subsidiary organizations to interact and approach common interests.

After the first contacts and agreements are settled, the main catalyzer of the international partnership is gaining credibility through win-win transactions and operations, through long-term cooperation and trust. The 5 Cs international businessman possesses the art and the science to develop consistent and complex strategies to catalyze the cross-cultural and cross-border accommodation of businesses. Although credibility plays an important role in maintaining international business relationships, only the success of long-term partnership relies on reaching compatibility between the business models.

Compatibility is a consequence of adjusting organizational systems created and developed within different cultural, social and economic backgrounds. In this light, the 5 Cs international businessman understands that international relationships may generate win-lose facts at the beginning, but in time, the real outcome will be a win-win achievement for the organization as a whole. Furthermore, he shares with his partners a fair perspective on concession and he embraces the role of a mediator between people and between cultures. Thus, he becomes the driving force of the organizational collaboration. Through coherent endeavors and strategies, the international manager prescribes the co-existence of specificity as a process of continuous adjustments and consistent harmonization. He plays the role of a creator, building his strategies in the human being nature of seeking order, understanding and partnership in dealing with common goals. Compatibility is the outcome of a gradual process and not the immediate result of an agreement settlement.

Finally, the 5 Cs international businessman is liable to generate strong business networks in time, through direct or mediated connections:

he sees his business as an inherent component of a larger network on which he depends and whose well-being has a substantial influence on his organization; he truly believes in the cardinal role of interconnected businesses, in strong ties and nodes; he provides solutions, strategies and plans to deal properly with the network contingencies and maintenance, even more when it comes to the challenges of a globalized world. In this world, the 5 Cs international businessman places himself in the core of both wired and wireless networks, ranging from business people and organizations to the permanent bonding through new media.

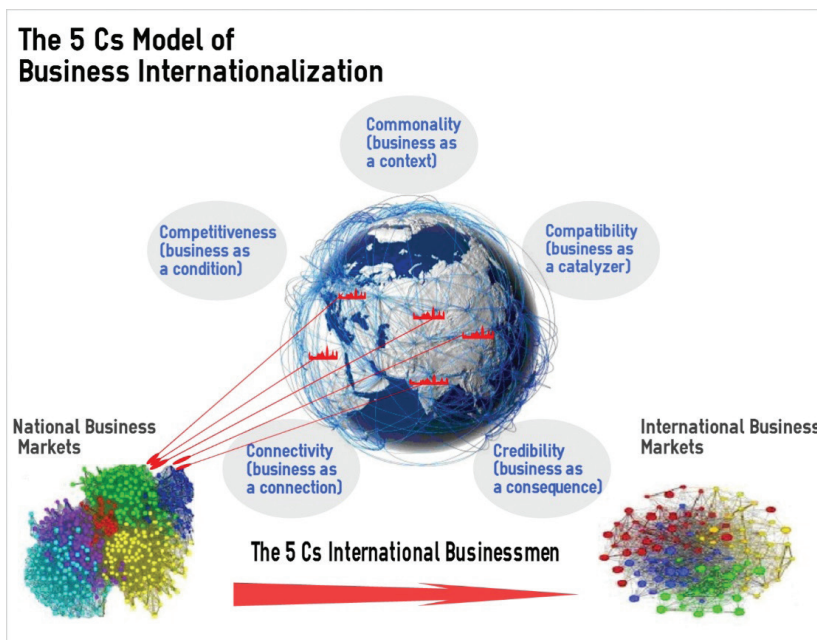


Figure 3. Graphical representation of the model

The *Five Cs Model of Business Internationalization* has a circular character as the emergence of and support for business networks reiterate the imperative of being competitive in order to preserve and develop the position in the international business network.

The Five Cs Model of Business Internationalization

Competitiveness (business as a condition)

The business internationalization is one of the main projects which define the growth and the development of the organization. The international business development has to be seen as a condition for the organization progress independent of its field of interest or size. In this respect, the global economy has consistently encouraged the internationalization of economic relations through cross-border cooperation – decrease of custom tariffs, the increase of operational and financial flows, the reduction of the cost of transport, the numerous and rapid communication channels, the international vocation of the global citizens etc.

Thus, going international is a condition of existence and adaptive exigency for businesses in a global settlement. In order to have better economic results, to become more competitive, to adapt wisely to the conditions of the market, to be proactive and dynamic in an active organizational environment, the imperative is to approach new markets, new targets and new business networks.

In V. Danciu's (2012) opinion, the internationalization of businesses has a strategic nature and has to conform to three main conditions with a view to have a promising beginning and a sustainable growth (as shown in the following figure).



Figure 4. The main conditions for business internationalization (adapted from Danciu, 2012, p. 20)

As the internationalization of business is an organizational project, management is attributed a crucial role in handling the drivers of the foreign markets of cross-cultural interactions, of cross-border challenges.

Commonality (business as a context)

The second element – Commonality (business as a context) – refers to the fact that international business relationships can only take place within a well-defined context, characterized by different sets of available alternatives. The international businessman observes the new international context, gathering information about its characteristics and possible outcomes by joining international thematic events, conferences, fairs, exhibitions, seminars, workshops and so on. It is now when managers assess the opportunity of designing new interaction patterns in order to establish profitable connections in their area of interest. Therefore, commonality stands for a decisive context for similar or subsidiary organizations to interact and approach common interests.

In other words, the international structuring of activities tends to bring different people into frequent contact with one another, and thereby a new relational and intercultural pressure determines the imperative of negotiation. The *foci of activity* as S. L. Feld defines the context, organize the constraints and choices of individuals and stands for “social, psychological, legal or physical objects around which joint activities are organized” (Feld, 1981, p. 1016). Additionally, in the opinion of Festing and Maletzky (2011, p. 191), “social structures enable and restrict interaction at the same time. Rules guide the agents’ behaviour within the social system and provide insights into what is right and what is wrong. They give meaning (signification) to the interaction and provide certain information on what is legitimate in a certain social system (legitimation)”. Therefore, in international realm, new interaction patterns must be designed with a view to overcome differences and guarantee the coordination of the organizational systems. In the cross - cultural settings, the context of common interests catalyzed by common places offers one reason to potentiate the degree of mutual understanding and support (Schein, 2009).

Another important aspect related to business as a context refers to businessmen’s choices when approaching a target market. Due to the

fact that every managerial action should reduce risk and uncertainty, commonality understood as both psychological and geographical proximity is taken into account. Before sounding out a far market, the 5 Cs international businessmen explore the nearer markets and business environments which have several things in common with the origin market. Although nowadays the “born global” organization is no longer tied by physical distances, a progressive geographical venture into close markets would be a wiser choice of doing international businesses. At this level, Etemat and Ala-Mukta (2009) believe that after gaining knowledge on similar markets, the organization may step to the next level and enter further different markets.

Compatibility (business as a catalyzer)

As previously described, the 5 Cs international businessman is a realistic figure who strives for winning the war, but at the same time accepts minor defeats. He is aware of the fact that concessions are necessary in order to benefit from successful common results. Whenever a potential partner has a different way of doing things, managers are likely to persuade others, sometimes challenging their rationales or visions (Schein, 2009).

In line with Schein, Festing and Maletzky (2011, p. 193) underline “the process of structuration and adjustment is imbedded in structures of meaning. It takes place on the basis of intercultural communication and is influenced by interpretative schemes. The decision to change depends on the signification and interpretation of the situation, the personalities of the leader or follower, the self-concepts of both as well as the interpretation of the other; they may also depend on interpretations of the situation of cultural overlap in general, drawing upon stereotypes etc.”. This is the point where the new businessman prototype is ready to get past the differences and to lay emphasis on similarities. The dialogic and negotiation approach is the key for creating a setting in which partners suspend their need to win arguments and to focus on the win-win achievements and rewards.

Approaching the issue of intercultural interaction, Rodriguez and Wilson (2002) insisted on the fact that the lack of similarity has a considerable impact on the objectives, strategies, management and operations. At this level, they believe that one of the best answers to international contact

is finding a way to potentiate compatibility. A similar study conducted by Hampton and Rowell (2010) underlined the same conclusions as the existence of compatibility is a key concept of going international. A long-term business relationship relies on the compatibility imperative although this variable is not always easy to measure. Leonidou (2004) had also embraced this vision as he believed that a source of competitive advantage lay on getting along with your international partners, on creating added value which is mutually beneficial.

In this respect, the manager performs a specific function because he has to become a negotiator in a multicultural environment. In pursuing the business goals and in order to fulfill the profit expectations, managers have to negotiate every aspect of the business life and this is why the emergence of compatibility derives from the negotiation skills. International businesses and managers meet whenever mutual interests occur. Given the increase in globalization and diversity over the past years, varied beliefs, attitudes and cultural backgrounds may face each other but the superior purpose of a successful business places diversity in a similar situation and therefore managers seek to build international relationships for their companies' sake (Testa, 2009).

In view to acquire compatibility, initial concessions may be necessary. As an example, Schein believes that each culture has opinions and biases about "the other", starting with the premises that our own way is always the "right" one (Schein, 2009). Also, House and Javidan (as cited in Festing & Maletzky, 2011, p. 194) posit that there is a practice in intercultural or international contexts to rely on interpretations and assumptions of the partners' background. When international businesses and partners meet the main obstacle is to find resources for compatibility, to align values, behaviors, opinions with the economic interests (Caliguri & Tarique, 2012). As Rodriguez and Wilson (2002) also posited, perceived structural interdependency is a premises to preserve and grow social dynamics and compatibility in a business relationship.

At this point, the international businessman has to perform a catalyzing action, to stimulate through both formal and informal interactions the meeting and acceptance of different cultures, the discovery of their

affinities and divergences, the establishment of a common strategy for achieving the same goal. Understanding the stereotypes and overcoming the cultural barriers describe the prototype of an actual international figure. Approaching this perspective, Barnes et al. (2012) lay emphasis on avoiding the opportunistic behavior. They insist on the fact that a merely self-centered approach, without taking into account the other party's interests is a menace for the well-being of a partnership and a disruptive factor for consistent cooperation.

A synopsis of the 5 Cs international businessman through the lens of compatibility would reveal his communication and negotiation skills, his predisposition to seeking effectiveness in his partnerships and in assuming cultural learning. This perspective is consistent with Pettigrew and Tropp's (2006) contact theory that experiences provide meaningful peer-level interactions and stimulate opportunities to work together towards a common goal, and an environment that supports the interactions.

Credibility (business as a consequence)

After establishing the incentives of compatibility, international businesses should pay attention to earning credibility. In this way, Rodriguez and Wilson (2002) deem that international managers are prone to develop partnerships where trust and professionalism are core values. They speak about the mixture of structural and social components in developing a strong relationship while structural ties relate to economic exchanges and to negotiation, the social ties refer to friendship resources. In other words, the researchers posit that the power of a relationship is linked to the settlement of a wide range of inputs from business factors to personal bonds. Analyzing the lifecycle of relationships, Hampton and Rowell (2013) stress on the graduation of accountability from uncertainty to ultimate confidence and commitment. After the "uncertain" business contact is made, the international partners have certain hold-backs concerning the viability and the professionalism of the new partnership. Still, after several successful operations and transactions, the level of credibility increases as a natural consequence and it becomes the driving force for long lasting commitments.

Rodriguez et al. consider that both the economic and the social dimensions are sources for the overall satisfaction which enhances the chances for maintaining and developing international businesses. At this level, a successful transaction stands for a credibility milestone and for a future promise of continuing the partnership (Rodriguez del Bosque Rodriguez et al., 2005). Other researchers take the analysis to the next level. They study the phases of partnerships and they establish that communication and compatibility are the prerequisites of cooperation in the initial phase. Getting along during the first business agreement is a sign for keeping the relationship alive and a proof of initial credibility. The unfolding of successive businesses settles new drivers for long-run relationships, a second phase of substantial credibility (Hampton and Rowell, 2013).

Connectivity (business as a connection)

The fifth element of the model – connectivity (business as a connection) – starts from D'Andrea, Ferri and Grifoni's (2010) perspective which addresses the concept of social networks. These are characterized by nodes (actors) and ties (connections) with different degrees of interdependency and influence. As Scott (2000) also deems, the positions and connections between nodes may provide the importance and the function of an actor in a social network (system). Focusing on international businesses, the role of the network seems to be crucial for the organization development. Danciu (2012) emphasizes the importance of personal and professional relationships between businessmen in their international endeavors.

Social exchange through international business networks stands for a prerequisite of the growth strategies of organizations. With a view to achieving competitive advantages, the 5 Cs international businessmen should be open both to its internal resources and to the network's resources and to act accordingly. Creating a capital of trust and support reinforces the position of the business within the network framework and generates incentives for the system development. According to Möhring's (2002) theory of business internationalization, organizations have different paths of going international starting with becoming a key component of a value-added chain, of providing raw material or even final products for foreign industries, of exploiting business opportunities through different

international collaborations or of generating innovation and information exchange in order to consolidate the position on the international markets.

At this point, the creation of the network is strongly related to the commonality element of the model as business contacts are made by attending specific thematic events defining the organization's area of interest. In addition, the connectivity perspective adds up D. Held et al.'s (2004) consideration on globalization – the escalate of the global interconnectivity – through multiple and varied channels and connections. These vary from the international institutionalized social relationships and from the cross-border flows of goods, information, individuals and social and cultural practices to the new technological opportunities provided by new media, and even social media. For example, the emergence and development of online professional social networks as LinkedIn or the growth of professional virtual communities focused on specific businesses or industries create viable parameters for stimulating business networks through mediated contacts and constant open channels.

Conclusions and future perspectives

On the path of becoming reliable international businessmen, managers will have to face cross-cultural and cross-border experiences, to build relationships, to create and extract value, to listen and observe, to manage others etc., in order to be able to survive and succeed within the competitive turbulent environments. Any type of activity they will have to lead should impose through creativity, innovation, quality, strong, but flexible strategies and projects that will assure the long-term success and survival of their organization.

The Five Cs Model of Business Internationalization (CMBI) was created as a theoretical framework liable to propose a multidimensional and multidisciplinary approach on the logic and dynamics of today's business internationalization. The elaboration of the model relied on the study of the existing literature which addressed different models for the internationalization of businesses and intended to mark a step forward to the present and future challenges of going international.

Still, in spite of its multidimensionality, the proposed model is first of all focused on the socio-economic, professional, cultural and psychological components of the international business interactions. The financial and technical components are marginal within the framework analysis. Although mentioned in several variables, the aforesaid components are left aside as the purpose of this research is to explore the latent drivers of the internationalization endeavor and not the obvious facts and figures related to gaining profit or seizing one-time opportunities which cannot be maintained in the long run.

Also, it is very important to mention that the current businessman prototype and business internationalization model do not exclude the relevance of other components as the informational, interpersonal and decisional functions of the leader, but these aspects are not related to the core of the present investigation. The model has its own logic and follows the main coordinates which encompass the facades of international business practices and relationships, assuming the importance and relevance of the business internationalization models presented in the first chapter. Obviously, a more elaborate version of the model and businessman prototype would be more than recommended for the future theoretical foundation.

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