8. 0 Appendices

*8.1 Appendix 1: Thesis Questionnaire*

Introduction

This questionnaire has been designed so as to gain insights into the effect that entrepreneurs’ resources have on their (1) recognition, (2) evaluation and (3) exploitation of international opportunities. Such wide-ranging resources can be tangible or intangible and include anything from experiences, education, training, expertise and finances to equipment, buildings, machinery, networks and patents. This interview is confidential and any views that you express can be anonymized if you wish. If, at any point, you wish to withdraw from the interview please feel free to do so. Likewise, if you have questions during the interview, please do not hesitate to ask. I will begin by asking you to state some brief demographic information before moving onto questions which address my research.

Demographic Questions

Please state:

1. Your name.
2. Your age.
3. Your gender.
4. Your ethnicity.
5. Where you were born and raised.
6. Highest level of education completed.
7. Main employment status.
8. Any foreign residence you have had.
9. National affiliation.

Introductory Questions

1. How long have you been an entrepreneur, domestically and/or internationally? How old is your business(es)?
2. What is your company: What are its main activities and operations? What do you provide? Who are your major customers? Where is it based?
3. What proportion of your customers normally live outside your domestic market?
4. What operations do you have abroad?
5. How many people, including yourself, both own and manage this business? How many years of work experience do you (and your co-founder(s) – if applicable) have in this industry, both internationally and domestically?
6. Have you, alone or with others, started a business that you owned and managed before this one? If so, is/was it in the same industry?
7. What resources are the most valuable in your industry?
8. Does your business have a competitive advantage? If so, what resources provide this?
9. Right now how many people are working for this business? How many employees did you start with?
10. What is your business’s percentage increase in growth from your first year of operation to this year?

Research Question One: How do theresources that entrepreneurs possess affect their recognition of international opportunities?

1. How did you discover this international opportunity(s)?
2. Did you find a new market/customer base(s)? Or were there already businesses doing this? Or did you identify misused resources?
3. What factors and/or resources helped you find this international opportunity(s)?
4. If you created a new market, why do you think others did not identify this international opportunity or think of such an idea(s)?
5. To what extent did you envisage this as an international opportunity(s)? Was the original plan to operate domestically or internationally?
6. Did luck affect this recognition process? Or did you seek this international opportunity(s)? Which resources and/or assets helped this?
7. What types of organizational capital, social capital and personal capital governed this international opportunity(s) discovery?
8. Did you recognize any complementary resources in international markets? If so, what were they?
9. What do you feel are the most important resources affecting the international opportunity discovery process and why?

Research Question Two: How do the resources that entrepreneurs possess affect their evaluation of international opportunities?

1. What motivated you to set up this venture? Did/do you have you other employment opportunities?
2. Why did you find this international opportunity(s) attractive? How did you decide that you wanted to pursue this? What resources governed this?
3. Were there other international opportunities you discovered but decided not to pursue? If so, why?
4. How long did it take to assess this opportunity(s) from recognizing it to exploiting it? What resources quickened and slowed this process?
5. Did you feel that you had much control of this international opportunity(s) through your own resources?
6. Did you feel there was much risk present? What resources reduced and increased this risk?
7. Did an international market daunt you? If so, why?
8. Were there any particular factors which made you feel incapable of successfully exploiting this international opportunity(s)? Do you feel more capable now than before and why?
9. What do you feel are the most important resources affecting the international opportunity evaluation process and why?

Research Question Three: How do the resources that entrepreneurs possess affect their exploitation of international opportunities?

1. How did you pursue this international opportunity(s) (what were the main steps)? What were your main sources of capital?
2. What resources enabled and helped you pursue this international opportunity(s)? What were/are the main difficulties presented to you when pursuing this international opportunity(s)?
3. How do you conduct your international trade? Has this changed over time? If so, what resources influenced this decision(s)?
4. Did you initially have a lack of resources? If so, have you overcame resource constraints through internationalizing?
5. What resources have you gained through internationalizing? Did you pool them with your current ones?
6. Would having more time enable you to exploit this international opportunity(s) more effectively and why?
7. Did you have a first-mover or early-mover advantage? Or did you wait until the market was established before entering?
8. How novel did you find this international opportunity(s)? How did this affect your speed of entry? What resources governed this?
9. What do you feel are the most important resources affecting the international opportunity exploitation process and why?

Concluding Questions

1. What main pieces of advice would you give to aspiring entrepreneurs to perform such recognition, evaluation and exploitation processes successfully?
2. How would you recommend researchers, like myself, explore this topic area more effectively?
3. Do you have any last thoughts that you wish to share?

*8.2 Appendix 2: First Cycle Coding*

|  |  |
| --- | --- |
| Code Number | Code Meaning |
| 1 | Recognition of international opportunity |
| 2 | University of Leeds |
| 3 | Top Screen Media |
| 4 | Alton Towers |
| 5 | LEGOLAND |
| 6 | Greggs |
| 7 | Sweden |
| 8 | France |
| 9 | India |
| 10 | Leeds |
| 11 | Trade mission |
| 12 | Goldman Sachs |
| 13 | Santander |
| 14 | United States |
| 15 | New York |
| 16 | Business communication |
| 17 | World Trade Centre |
| 18 | Europe |
| 19 | Networks |
| 20 | United Kingdom |
| 21 | London |
| 22 | International customers |
| 23 | International experience |
| 24 | Domestic experience |
| 25 | Evaluation of international opportunity |
| 26 | Competitor analysis |
| 27 | Salespeople |
| 28 | Focused niche market |
| 29 | Domestic market |
| 30 | International market |
| 31 | Pakistan |
| 32 | Spreading oneself thin |
| 33 | Product market research |
| 34 | Different cultures |
| 35 | Educational background |
| 36 | Understanding of international market |
| 37 | Ghana |
| 38 | Identification of market gap |
| 39 | Creation of solution to problem |
| 40 | Business models |
| 41 | International customer service |
| 42 | Local country-specific resources |
| 43 | Local partners and input |
| 44 | Strategy implementation |
| 45 | Due diligence |
| 46 | High risk international market |
| 47 | Low risk international market |
| 48 | Co-funding |
| 49 | Physical hardware |
| 50 | Automated software systems |
| 51 | Exporting |
| 52 | Duties and freight costs |
| 53 | Internationalization |
| 54 | Resource base |
| 55 | Sustainable competitive advantage |
| 56 | Early-mover advantage |
| 57 | First-mover advantage |
| 58 | Jugular Social |
| 59 | Bangalore |
| 60 | Helsinki |
| 61 | Pilot or prototype trialing and experimentation |
| 62 | Boston |
| 63 | Time-frame |
| 64 | Personalization |
| 65 | Target market |
| 66 | Manchester |
| 67 | Marketing and advertising |
| 68 | Training |
| 69 | Wales |
| 70 | Market adaptation |
| 71 | Existing opportunity |
| 72 | New market creation |
| 73 | Social networks |
| 74 | LinkedIn |
| 75 | Facebook |
| 76 | Twitter |
| 77 | Google |
| 78 | Databases |
| 79 | Online marketplace or platform |
| 80 | Motivation |
| 81 | Scalable industry |
| 82 | High growth / fast growing |
| 83 | Vision |
| 84 | Confidence |
| 85 | Outsourcing critical functions |
| 86 | Learning curve |
| 87 | High fixed costs |
| 88 | Venture capitalists |
| 89 | Business presentations and pitches |
| 90 | Business plan |
| 91 | Franchise |
| 92 | Building a good reputation |
| 93 | Manufacturing |
| 94 | Self-funding |
| 95 | Minimum viable company |
| 96 | Bootstrapped |
| 97 | Travelling abroad |
| 98 | Complimentary international resources |
| 99 | Business cycles |
| 100 | Mature markets |
| 101 | International expansion plans |
| 102 | Stakeholders and shareholders |
| 103 | Shield Therapeutics |
| 104 | Newcastle upon Tyne |
| 105 | Investment community |
| 106 | Core business activities |
| 107 | Pfizer |
| 108 | Development and commercialization |
| 109 | Value added |
| 110 | Talent pool |
| 111 | Germany |
| 112 | Storytelling |
| 113 | Access to capital |
| 114 | Gut instinct |
| 115 | Identification of misused resources |
| 116 | Growing market |
| 117 | European Union Member states |
| 118 | Business meetings |
| 119 | Hard work |
| 120 | Deal |
| 121 | Value creation and crystallization |
| 122 | Financial capital |
| 123 | Determination, persistence and perseverance |
| 124 | Desire to create something |
| 125 | Financial security |
| 126 | Common sense |
| 127 | Private equity |
| 128 | Debt |
| 129 | Management team |
| 130 | Experience in large company beforehand |
| 131 | Cultural intelligence and perspective |
| 132 | Calculated risk |
| 133 | Instinctive thinking and intuition |
| 134 | Stress testing |
| 135 | Acquisition |
| 136 | Availability of finance |
| 137 | Opportunity cost |
| 138 | Language barriers |
| 139 | Accumulation of resources |
| 140 | Ability to raise capital |
| 141 | Building relationships and trust |
| 142 | Patent lives |
| 143 | Intellectual property based business |
| 144 | Commercial life of asset |
| 145 | Canada |
| 146 | Ottawa |
| 147 | Ireland |
| 148 | Eat and Play Card Inc. |
| 149 | Speed of entry |
| 150 | Sales agency and operations |
| 151 | Fortitude |
| 152 | Belief |
| 153 | Unique selling point |
| 154 | Superior product positioning |
| 155 | Florida |
| 156 | Contract work |
| 157 | Las Vegas |
| 158 | Broad distribution |
| 159 | Happenstance |
| 160 | Orlando |
| 161 | Platform leveraging |
| 162 | Trade shows |
| 163 | Employee feet on the ground |
| 164 | Capabilities |
| 165 | Product launch |
| 166 | Channel partners |
| 167 | North America |
| 168 | Toronto |
| 169 | English-speaking countries |
| 170 | Beachhead |
| 171 | Industry nature |
| 172 | China |
| 173 | Spain |
| 174 | Portugal |
| 175 | South America |
| 176 | Brazil |
| 177 | Argentina |
| 178 | Berlin |
| 179 | Oxford |
| 180 | Berlin School of Creative Leadership |
| 181 | Business transformation |
| 182 | Upside-down thinking |
| 183 | Creativity and innovation |
| 184 | Educational resources |
| 185 | Content and knowledge |
| 186 | TEDx |
| 187 | Finland |
| 188 | Entrepreneurial spirit |
| 189 | Intellectual capital |
| 190 | Netherlands |
| 191 | Rio de Janeiro |
| 192 | Social capital |
| 193 | Connections |
| 194 | Upside-down and sideways thinking |
| 195 | Deep expertise |
| 196 | Alertness to international opportunities |
| 197 | Restless pursuit of international opportunities |
| 198 | Offers and proposals |
| 199 | Authenticity |
| 200 | Liverpool |
| 201 | Kidde Thorn Fire Protection |
| 202 | Ardent DAB Engineering Co Ltd |
| 203 | Stability and uncertainty |
| 204 | Foreign and Commonwealth Office |
| 205 | Africa |
| 206 | Tanzania |
| 207 | Mali |
| 208 | Algeria |
| 209 | Synergies |
| 210 | Learning-by-doing |
| 211 | Volkswagen |
| 212 | Toyota |
| 213 | Market overlaps |
| 214 | Break-even point |
| 215 | Australia |
| 216 | Perth |
| 217 | Systemic and holistic view or approach |
| 218 | Department of Trade and Industry |
| 219 | Specialist machinery, equipment and tools |
| 220 | Commodity market and prices |
| 221 | Turkey |
| 222 | Political risk |
| 223 | Economic risk |
| 224 | Queen’s Award for export |
| 225 | Recruitment |
| 226 | Face-to-face with partner or customer |
| 227 | Scandinavia |
| 228 | Tenacity |
| 229 | Cardiff |
| 230 | Monster Group U.K. |
| 231 | York |
| 232 | North Lincolnshire |
| 233 | Amazon |
| 234 | United Kingdom Trade and Investment |
| 235 | Cdiscount |
| 236 | Allegro |
| 237 | Poland |
| 238 | Italy |
| 239 | Translators |
| 240 | Risk mitigation |
| 241 | Return on investment |
| 242 | Attractiveness of international opportunity |
| 243 | International service hubs |
| 244 | Fivver.com |
| 245 | Quality control |
| 246 | Lingo |
| 247 | eBay |
| 248 | Tamebay |
| 249 | Exchange rates |
| 250 | British Mediterranean |
| 251 | Lebanon |
| 252 | Service industry |
| 253 | Main office |
| 254 | Syria |
| 255 | Jordan |
| 256 | Egypt |
| 257 | Sudan |
| 258 | Iran |
| 259 | International representative |
| 260 | Damascus |
| 261 | British Airways |
| 262 | Queen’s Award for Enterprise |
| 263 | Aleppo |
| 264 | Baku |
| 265 | Azerbaijan |
| 266 | Uzbekistan |
| 267 | Paris |
| 268 | Frankfurt |
| 269 | Amsterdam |
| 270 | Commitment |
| 271 | Personal interest and passion |
| 272 | EasyJet |
| 273 | Virgin Media |
| 274 | Virgin Galactic |
| 275 | Meaningful information and data |
| 276 | Local resources |
| 277 | Uncontrollable risk |
| 278 | Kuwait |
| 279 | Long-term planning |
| 280 | Short-term planning |
| 281 | Middle East |
| 282 | Central Asia |
| 283 | Soviet Union |
| 284 | Natural country-specific resources |
| 285 | Barriers to entry |
| 286 | Business angels |
| 287 | Hurried international opportunity exploitation |
| 288 | Higher capable than before |
| 289 | Delayed international opportunity exploitation |
| 290 | Access to governmental resources |

*8.3 Appendix 3: Second Cycle Coding*

Countries, Cities and Regions

|  |
| --- |
| Sweden |
| France |
| Europe |
| United Kingdom |
| North America |
| United States |
| India |
| Leeds |
| New York |
| London |
| Pakistan |
| Ghana |
| Boston |
| Helsinki |
| Bangalore |
| Wales |
| Manchester |
| Newcastle upon Tyne |
| Germany |
| Canada |
| Florida |
| Ottawa |
| Ireland |
| Orlando |
| Las Vegas |
| Toronto |
| China |
| Spain |
| Portugal |
| South America |
| Brazil |
| Argentina |
| Berlin |
| Oxford |
| Finland |
| Netherlands |
| Rio de Janeiro |
| Liverpool |
| Africa |
| Tanzania |
| Australia |
| Scandinavia |
| Mali |
| Perth |
| Algeria |
| Cardiff |
| York |
| North Lincolnshire |
| Poland |
| Italy |
| Lebanon |
| Syria |
| Jordan |
| Egypt |
| Sudan |
| Iran |
| Damascus |
| Aleppo |
| Azerbaijan |
| Baku |
| Uzbekistan |
| Turkey |
| Paris |
| Frankfurt |
| Amsterdam |
| Americas |
| Kuwait |
| Middle East |
| Central Asia |
| Soviet Union |

Organizations

|  |
| --- |
| University of Leeds |
| World Trade Centre |
| Alton Towers |
| LEGOLAND |
| Greggs |
| Goldman Sachs |
| Santander |
| Top Screen Media |
| Jugular Social |
| LinkedIn |
| Facebook |
| Twitter |
| Google |
| Shield Therapeutics |
| Pfizer |
| Berlin School of Creative Leadership |
| TEDx |
| Department of Trade and Industry |
| Kidde Thorn Fire Protection |
| Ardent DAB Engineering Co Ltd |
| Eat and Play Card Inc |
| Foreign and Commonwealth Office |
| Volkswagen |
| Toyota |
| Monster Group U.K. |
| Amazon |
| United Kingdom Trade and Investment |
| Cdiscount |
| Allegro |
| Lingo |
| Fivver.com |
| eBay |
| Tamebay |
| British Mediterranean Airways |
| British Airways |
| EasyJet |
| Virgin Media |
| Virgin Galactic |

International Opportunity Recognition

|  |
| --- |
| Recognition of international opportunity |
| Trade mission |
| Business communication |
| International customers |
| International market |
| Identification of market gap |
| Personalization |
| Target market |
| Existing opportunity |
| New market creation |
| Social networks |
| Databases |
| Online marketplace or platform |
| Vision |
| Travelling abroad |
| Complimentary international resources |
| International expansion plans |
| Identification of misused resources |
| Business meetings |
| Deal |
| Desire to create something |
| Experience in large company beforehand |
| Instinctive thinking and intuition |
| Acquisition |
| Gut instinct |
| Happenstance |
| Alertness to international opportunities |
| Offers and proposals |
| Personal interest and passion |
| Educational background |
| Restless pursuit of international opportunities |

International Opportunity Evaluation

|  |
| --- |
| Evaluation of international opportunity |
| Competitor analysis |
| Product market research |
| Understanding of international market |
| Due diligence |
| Scalable industry |
| High growth / fast growing |
| Confidence |
| Bootstrapped |
| Duties and freight costs |
| Time-frame |
| Mature markets |
| Growing market |
| Financial security |
| Calculated risk |
| Stress testing |
| Opportunity cost |
| Belief |
| Deep expertise |
| Motivation |
| European Union Member states |
| English-speaking countries |
| Break-even point |
| Political risk |
| Economic risk |
| Risk mitigation |
| Uncontrollable risk |
| Barriers to entry |
| Hurried international opportunity exploitation |
| Higher capable than before |
| Delayed international opportunity exploitation |
| Stability and uncertainty |
| Attractiveness of international opportunity |
| Meaningful information and data |
| High risk international market |
| Low risk international market |

International Opportunity Exploitation

|  |
| --- |
| Focused niche market |
| Domestic market |
| Spreading oneself thin |
| Creation of solution to problem |
| Business models |
| International customer service |
| Strategy implementation |
| Exporting |
| Internationalization |
| Resource base |
| Early-mover advantage |
| First-mover advantage |
| Pilot or prototype trialing and experimentation |
| Training |
| Market adaptation |
| Sustainable competitive advantage |
| Marketing and advertising |
| Outsourcing critical functions |
| Learning curve |
| Business presentations and pitches |
| Business plan |
| Franchise |
| Building a good reputation |
| Minimum viable company |
| Business cycles |
| Core business activities |
| Development and commercialization |
| Value added |
| Value creation and crystallization |
| Building relationships and trust |
| Patent lives |
| Intellectual property based business |
| Commercial life of asset |
| Accumulation of resources |
| Capabilities |
| Industry nature |
| Market overlaps |
| Synergies |
| Queen’s Award for Export |
| Quality control |
| International service hubs |
| Return on investment |
| Long-term planning |
| Short-term planning |
| Manufacturing industry |
| Service industry |
| Queen’s Award for Enterprise |
| Product launch |
| Beachhead |
| Speed of entry |
| Unique selling point |
| Business transformation |
| Creativity and innovation |
| Recruitment |

Personal Capital Resources

|  |
| --- |
| International experience |
| Domestic experience |
| Co-funding |
| Self-funding |
| Hard work |
| Determination, persistence and perseverance |
| Common sense |
| Cultural intelligence and perspective |
| Ability to raise capital |
| Fortitude |
| Storytelling |
| Access to capital |
| Financial capital |
| Private equity |
| Debt |
| Entrepreneurial spirit |
| Intellectual capital |
| Upside-down and sideways thinking |
| Authenticity |
| Learning-by-doing |
| Systemic and holistic view or approach |
| Face-to-face with partner or customer |
| Tenacity |
| Commitment |

Organizational Capital Resources

|  |
| --- |
| Salespeople |
| Physical hardware |
| Automated software systems |
| Management team |
| Availability of finance |
| Sales agency and operations |
| Superior product positioning |
| Broad distribution |
| Platform leveraging |
| Employee feet on the ground |
| Specialist machinery, equipment and tools |
| Main office |

Third Party and Social Capital Resources

|  |
| --- |
| Networks |
| Local country-specific resources |
| Local partners and input |
| Venture capitalists |
| Stakeholders and shareholders |
| Investment community |
| Talent pool |
| Contract work |
| Trade shows |
| Channel partners |
| Social capital |
| Connections |
| International representative |
| Local resources |
| Natural country-specific resources |
| Business angels |
| Educational resources |
| Translators |
| Access to governmental resources |

Other Factors

|  |
| --- |
| Different cultures |
| High fixed costs |
| Language barriers |
| Content and knowledge |
| Commodity market and prices |
| Exchange rates |