

**Developing a lean internationalisation strategy through open
innovation, entrepreneurship and cross-cultural intelligence**

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A thesis submitted in fulfilment of the requirements for the degree of
Doctor of Philosophy in Management

Newcastle Business School
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May 2019

This research was supported by an Australian Government Research
Training Program (RTP) Scholarship

Declaration of Originality

I, hereby, certify that the work embodied in this thesis is my own work, conducted under normal supervision. The thesis contains no material which has been accepted, or is being examined, for the award of any other degree or diploma in any University or tertiary institution, and to the best of my knowledge and belief, contains no material previously published or written by another person, except where due reference has been made. I give consent to the final version of my thesis being made available worldwide when deposited in the University's Digital Repository, subject to the provisions of the Copyright Act 1968 and any approved embargo.

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Acknowledgement of Authorship

I hereby certify that the work embodied in this thesis contains published paper/s/scholarly work of which I am a joint author. I have included a written declaration below endorsed in writing by my supervisor, attesting to my contribution to the joint publication/s/scholarly work.

By signing below, I confirm that Richard Collins is the primary contributor to the following publications:

Collins, R. & Kriz, A. (2013). Cultural Intelligence (CQ) and its role in advancing Open Innovation Alliances (OIA) between China and the West. *Journal of Chinese Entrepreneurship*. Vol 5 issue 3.

Collins, R. & Kriz, A. (2013) *Exploring cultural differences as barriers to knowledge exchange in open innovation alliances*. Paper presented at the ISPIM Conference, Melbourne VIC.

Kriz, A. & Collins, R. (2014) *Innovation Management: Why deep knowledge of regional cultures and institutions matter*. Paper presented at the R. & D. Management Conference, Stuttgart, Germany.

Kriz, A. & Collins, R. (2015). *International Action Research: Lessons from Linking an Australian Business and Cluster with potential partners in China*. Paper presented at the R. & D. Management Conference, Pisa, Italy.

Supervisors's name: Dr. Philip J. Rosenberger III

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List of Abbreviations

AAR	Activity links, actor bonds and resource ties
ACBE	Asian Century Business Engagement
AET	Affective Events Theory
AIM	Affect Infusion Model
AR	Action research
CCPIT	China Council for the Promotion of International Trade
CCT	Cross-cultural training
CNCA	China National Coal Association
CQ	Cultural intelligence
EQ	Emotional intelligence
CR	Critical Realism
GRP	Gross regional product
HR	Human resource
ICN	Industry Capability Network
IMA	Indonesian Mining Association
IP	Intellectual property
IQ	Intelligence quota
METS	Mining Equipment Technology and Services
MNE	Multinational enterprise
MOIT	Ministry of Industry and Trade
MOU	Memorandum of understanding
MVP	Minimum viable product
NIH	Not invented here
NPD	New product development
NSH	Not shared here
NSW	New South Wales
OI	Open innovation
OIA	Open innovation alliances
R&D	Research and Development
SECI	Socialisation, externalisation, combination and internalisation
UON	University of Newcastle

Abstract:

Although cross border trade is not new, investigating how a business cooperative helps internationalise its members to markets in China and Asia is novel, and increasingly important. Cultural differences and their influence on the internationalisation process are under researched, particularly with regard to successful knowledge exchange. This thesis addresses this shortfall. Firstly the concept of external stickiness is introduced to demonstrate how cultural differences can cause barriers to knowledge creation and exchange between international actors. Secondly, the notion of cross-cultural interaction is explored, particularly focusing on relevant emic factors which relate to building cross cultural relationships. Thirdly, cultural intelligence is discussed and presented as a tool to reconcile cultural differences that may be hindering successful internationalisation. And fourthly, an empirical study on the internationalisation of an Australian regional business cooperative is conducted so as to analyse their journey to China and other markets in Asia.

Process theory is used to chart the progress with action research the primary methodology as the author is involved in the project as an insider participant and researcher. Consistent with critical realism, the study is exploratory in nature, seeking to explain the underlying causal mechanisms involved in the events as they unfold. The findings do indeed infer that both external stickiness and cultural differences are salient in explaining the project's current outcomes. Bricolage and effectuation influences are also identified as determining factors in guiding the direction of the undertaken activities and establishing key resource ties and actor bonds. Overall this research contributes by providing a deeper understanding of the internationalisation process and presents practical insights on future cross-cultural ventures.