The Internationalization Process of Family Firms: The Influence of Family Factors


Abstract
The issues related to family firms, and particularly to the tendency that many of these businesses have recently shown toward the adoption of internationalisation as an instrument for expansion and growth, are raising growing interest among scholars. Within this framework, the present paper has as its aim to offer a detailed description of the problem with a special focus on the family-related factors that affect the internationalisation strategy developed by these enterprises. After a thorough case study, it was found that there are, indeed, a number of factors described as family-related which seem to influence the internationalisation process positively and negatively. The relevance of the generation, the family’s international characteristics, the presence of non-family personnel, and the corporate culture as well as the financial structure, stand out as determining factors in the process of international expansion of this type of firms.

Keywords: Family Firm, Internationalisation, Case Studies, Family Factors.

JEL Codes: M10 (Business Administration General), F23 (Multinational Firms, International Business).

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Introduction
An increasing number of studies are currently devoted to the characterisation of family firms, which are very numerous and therefore play a significant role in the economic framework of many countries.

Special attention is being paid, though, to the tendency identified in many of these businesses toward the internationalisation of their operations, which is regarded as a useful instrument for expansion and growth within an ever-increasing market globalisation process.

Along these same lines, this paper is going to refer to family-type businesses and more specifically to the internationalisation strategy they are following. An effort will be made to identify the characteristics of these firms and also to discover how those characteristics can hinder or favour the decisions made in relation to international operations, aspects that have, so far, not been the object of in-depth analysis in the literature dedicated to family enterprises.

Our paper is organised as follows. We will start by reviewing the existing theory with a special focus on the impact that certain characteristics of family-owned firms—that we have grouped together within the category of “family factors”– have on their internationalisation process. Then, we will justify the choice of our methodology as well as the selection of study cases, after which the results along with their discussion will be offered. A final section will provide some conclusions drawn from our research work.

Literature Review
Considering the relevance of family-run enterprises in the economy of many countries, it is hardly surprising to discover that an increasing number of studies are currently being dedicated to identify certain characteristics specific to these companies. It must be remembered that, although most of the aspects relative to family-owned firms can also be found in any other business, whether family-run or not, it is also true that others are only associated with this type of firms.

If we analyse the literature on internationalisation, which is going to be the theoretical framework for this study, we can find different authors who
refer to the influence exerted by certain factors, both internal and external to the enterprise, as determining factors in many of the decisions linked to this process.

More precisely, we can see that the different characteristics that are present in these firms as a result of being family-owned businesses, like, for instance, the stages in their life-cycle, the generational changes, the fear of losing the control and power on the part of the owners, or the difficulties to boost growth and encourage evolution, are going to determine their business behaviour (Ariño, Cappuyns, Gallo and Mánez, 2000).

Regarding the company’s development phase, elements can be identified that will facilitate or hinder the internationalisation process depending on the lifecycle phase of the family firm in question, that is, it has to do with the generation. Concerning the first element, the generation advanced in years usually maintains its values and is reluctant to change (Carlsson and Karlsson, 1970), which can logically go to the detriment of the internationalisation process, that instead of being regarded as a revitalisation strategy is considered a solution that involves too much risk. This suggests, as has already been said above, that internationalisation is more likely with a change of generation that can bring the firm new ideas and values (Barnes and Hershon, 1976).

As for the loss of harmony or the lack of unity within the family, this factor can hamper the international process when many people are involved in the firm pursuing different interests. This tends to happen when we talk about firms which find themselves in an advanced generation and are usually characterised by showing an excessively high complexity.

If a family-owned business wants to be successful, it must develop new strategies in each generation, creating a new firm or division, becoming internationalised, and helping successors to acquire skills that other family members do not have. While business founders are usually authoritarian and unable to share their power (Levinson, 1971; Daily and Dollinger, 1991; De Arquer, 1992; Fernández and Nieto, 2001) and also more conservative, their descendants tend to be eager to introduce strategic
changes, to achieve personal independence and to have a chance to prove their skills. The opportunities for the creation of value and transformation often arise in the transition period between one generation and the following one, and contribute to a successful succession (Barnes and Hershon, 1976; Ward and Aronoff, 1994; Sharma, Chrisman and Chua, 1997).

In this way, family firms in second or successive generations are more likely to be present in international markets (Gallo and García Pont, 1996; Fernández and Nieto, 2005). In this case, the figure of the founder, very often associated with the entrepreneur (López, Vázquez and Muñoz, 2006), does not lead us to innovative processes which promote the orientation toward these markets due to the coincidence of the entrepreneur and the capitalist in the same figure.

**Proposition 1:** “Family firms in second and successive generations are more likely to take the initiative in the actions and decisions meant to consolidate their internationalisation process”.

On the other hand, the family firm must guarantee its survival through the professionalisation of its executives, including here both family managers and external, non-family ones (Alarcón and Saldaña, 1996). It may happen, though, that the knowledge and skills to manage this internationalisation process on the part of the firm leader, necessary to successfully implement the process, are not present in the family (Ward, 1997).

Because these firms were often created through the initiative and the effort of an entrepreneur, they normally lack the skills needed to face the challenge of internationalisation. Professionalisation plays a substantial role in this context and is of paramount importance for the business, above all, when the enterprise achieves a considerable size.

**Proposition 2:** “The family firms which delegate their management to non-family professionals are more likely to take the initiative in the actions and decisions meant to consolidate their internationalisation process”.

The family’s international characteristics, for example international knowledge or attitudes, affect this process too.
A more positive attitude toward international opening will become easier to achieve if family members opt for international aspects right from the start, something perfectly possible if members have a go at learning and speaking other languages or travel to foreign cities. Therefore, the existence of a successor with an international mentality and the appropriate training and knowledge can prove beneficial to the international process.

This knowledge and attitudes are especially promoted from inside the enterprise and by its founder, who plays a key role. The approach usually materialises in several initiatives: belonging to international business associations; developing and maintaining relationships with family-run firms in other countries; or sending descendants to work abroad (Reid, 1981; Gallo and Sveen, 1991).

**Proposition 3:** “The international characteristics of the family members who are in charge of the family firm have a positive effect on the internationalisation process”.

The market forces firms toward a series of high growth expectations and some expected high values, and also teaches them to resist the risks that belonging to the market entails, including the possibility of being expelled from the market.

The specific peculiarities of the family firm make it more difficult to be economically rational in comparison with the rest of firms. In fact, the ownership of family firms is usually concentrated in the hands of few people, and even exclusively within the family itself, which represents a disadvantage for this type of firms in terms of the resistance to risk that they have to bear. This high concentration of ownership can lead to the adoption of strategic behaviours derived from aversion to risk, or to prefer short-term projects and with a tendency to low investments.

When an enterprise is determined to start an internationalisation process, it must carry out a financial economic analysis of its present and future situation, deciding and planning which sources are going to finance the investment that has been regarded as necessary (Cañas, Fuentes, Sánchez and Vallejo, 2000).
On many occasions, financial decisions are guided by personal features and circumstances related to the owner-manager. In this respect, family firms should choose indebtedness as the main financing source, based on a special aversion to risk-taking together with the wish to keep the organisation in the hands of the family (Mishra and McConaughy, 1999; McConaughy, Matthews and Fialko, 2001).

Therefore, as stated by Camisón (2000), the difficult access to the capital market can also inhibit business growth, both in national markets (Harris, Martínez and Ward, 1994; Gallo and Vilaseca, 1996; Morck and Yeung, 2003) and in international ones (Nieto, 1999), which emphasises the fact that the financial policies traditionally applied by these firms, characterised by low indebtedness levels and almost exclusively focused on self-financing, have possibly reduced their expansion ability (Mishra and McConaughy, 1999; Santana and Cabrera, 2001).

Proposition 4: “Self-financing is negatively related with international expansion process”.

Many of the factors mentioned above are based on the corporate culture, to which is added in this case a family culture that will have a bearing on this international process as well.

If we relate this family culture to the internationalisation process, it is important to underline that the former plays a double role. On the one hand, the culture sometimes turns out to be a factor that hinders this process when it originates in the local environment and is deeply rooted at that local level, which makes its adaptation to other countries rather difficult.

On the other hand, when the firm shows a culture that supports internationalisation from the very beginning and prepares its family members for it, the probability of international success increases and the corporate culture becomes an element that can make the process more flexible (Gallo and Luostarinen, 1991).

Proposition 5a: “Culture can hinder the international expansion process”.


Proposition 5b: “Culture can favour and support the international expansion process”.

Once the family-related factors that seemingly influence the internationalisation process have been examined, we are now going to describe the methodology used for its verification in the case of a group of internationalised firms based in the Alicante province, one of the Spanish regions with the longest international tradition.

Empirical Research Methodology
Seeing the limited number of research works dedicated to identify the characteristics of the internationalisation process put into practice by family firms, both in the early stages and during its development, encouraged us to carry out a descriptive, exploratory case study that sought to develop hypotheses based on theoretical propositions (Yin, 1994). This multiple case study consist in comparing the results with the aim to drawn conclusions.

With this purpose, we used the enterprise as the unit of analysis. The requirements for this research being, on the one hand, categorising the firm as family-owned business—and thus identifying it with the firms in which ownership and management are largely in the hands of a family1—, and, on the other hand, the identification of exporting firms located in the Alicante province along with enterprises that had undertaken foreign direct investment initiatives. This would allow us to check the potential existence of differences related to the greater or lesser international commitment of the firm assessed according to the phase of the internationalisation process in which it finds itself.

Two listings—one of them for exporting firms and the other for firms which had made investments abroad— were obtained after using the Sabi (Sistemas de Análisis de Balances Ibéricos) –Iberian [Peninsula] Balance Analysis System– and DUNS 50.000 principales empresas españolas –DUNS 50,000 main Spanish firms– databases, along with the news obtained in articles published in magazines and newspapers, both specialised and non-specialised ones.

Then, we proceeded to select the family-run firms. Faced with the difficulty of this identification task, as there is no clear definition of what is understood as a family firm, we resorted to the Duns and Sabi databases. So, after checking the coincidence in the surnames of owners and managers, we could establish the sample.

In addition to this, we also highlighted the need to identify and select some specific firms which belonged to sectors traditionally considered international in the Alicante province, more precisely, textile, natural stone, toys, footwear, and footwear components (which accounted for almost 75% of the province's total export in 2003).

Taking into account that the choice of the final sample in case studies is not a random one and that a theoretical, formal sampling should be carried out (Zalan and Lewis, 2004), the most representative sample for this research is reflected in the following table.

![Table 1. Firms under study](image)

Data collection was based on in-depth interviews held in the period comprised between February and April, 2004. The interviewees were individuals who held positions at the firm’s top management, in the specific area of foreign trade, and also the founder, in those cases in which that was possible. We additionally used a recorder as an instrument that could facilitate the later analysis of the information obtained.
All the above, together with the use of other evidence sources like the information drawn from the Internet or the press, as well as files or documents supplied by the interviewed firm itself, made it possible to increase the construct validity, which provides a wider range of perspectives and information that in turn makes the data collecting task more objective.

Finally, we offer a schematic presentation of the main items contained in the research protocol used in this study, the aim of which is to achieve greater reliability, in order to ensure that the process is as rigorous as that followed in quantitative research (Numagami, 1998).

Table 2. Research design

<table>
<thead>
<tr>
<th>SELECTED CASES</th>
<th>6 family firms with different levels of international commitment</th>
</tr>
</thead>
</table>
| SELECTION CRITERIA | - Firms located in the Alicante province  
|                      | - Exporting firms or firms with foreign direct investments  
|                      | - Firms linked to sectors traditionally considered international in the province  
|                      | - Firms in which ownership and management mostly coincide |
| DATA SOURCES | - Interviews  
|                      | - Different secondary data: files, press, etc. |
| METHOD OF ANALYSIS | - Description of cases  
|                      | - Generation of explanations  
|                      | - Analytic induction  
|                      | - Descriptive and analytic matrices |

In this paper we start formulating propositions with the aim to help interviewer to collect the dates (Yin, 1994). An excess of information could be laborious for interviewer (Collis, 1991; Fahy, Hooley, Cox, Beracs, Fonfara y Snoj, 2000). The propositions direct attention to what was examined within the study.

Data are linked to the propositions through analysis. Through data analysis, similar patterns of design and/or instruction can be identified and linked back to the propositions, and theoretical categories and emerging themes can be built. Each individual case study consists of a "whole" study, in which facts are gathered from various sources and conclusions
drawn on those facts. Finally, all family factors can be expressed in a new model from multiple case analysis.

**Results and Discussion**

In first place, the following table summarises the most outstanding characteristics of the firms selected, showing aspects like the year of foundation, the current generation or the size of the enterprise (measured by number of employees).

Table 3. Characteristics of the cases studied

<table>
<thead>
<tr>
<th>CASES</th>
<th>NAME OF THE ENTERPRISE</th>
<th>YEAR OF FOUNDATION</th>
<th>NUMBER OF EMPLOYEES</th>
<th>CURRENT GENERATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>C1</td>
<td>HILATURAS FERRE, S.A.</td>
<td>1947</td>
<td>170</td>
<td>FOURTH</td>
</tr>
<tr>
<td>C2</td>
<td>JESÚS NAVARRO, S.A.</td>
<td>1920</td>
<td>148</td>
<td>THIRD</td>
</tr>
<tr>
<td>C3</td>
<td>MÁRMOLES VISEMAR, S.L.</td>
<td>1943</td>
<td>80</td>
<td>THIRD</td>
</tr>
<tr>
<td>C4</td>
<td>MOLTÓ Y COMPAÑÍA, S.A.</td>
<td>1955</td>
<td>150</td>
<td>FIRST</td>
</tr>
<tr>
<td>C5</td>
<td>PEMARSA, S.A.</td>
<td>1963</td>
<td>73</td>
<td>SECOND</td>
</tr>
<tr>
<td>C6</td>
<td>PIKOLINOS, S.L.</td>
<td>1984</td>
<td>97</td>
<td>FIRST</td>
</tr>
</tbody>
</table>

Similarly, but focusing already on the internationalisation process carried out by these firms, the following table is going to show us some of the most interesting characteristics. These issues are going to determine our conclusions about this process and will allow us to compare the data corresponding to each one of the enterprises under study.
Table 4. The internationalisation process of family firms

<table>
<thead>
<tr>
<th>CASES</th>
<th>GENERATION</th>
<th>YEAR</th>
<th>DELIBERATE OPENING</th>
<th>1st COUNTRY</th>
<th>PERCENTAGE OF SALES ABROAD (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>C1</td>
<td>Third</td>
<td>1970</td>
<td>YES</td>
<td>ALGERIA</td>
<td>60</td>
</tr>
<tr>
<td>C2</td>
<td>First</td>
<td>1977-1978</td>
<td>NO</td>
<td>VENEZUELA</td>
<td>8</td>
</tr>
<tr>
<td>C3</td>
<td>Second</td>
<td>1975-1980</td>
<td>NO</td>
<td>FRANCE</td>
<td>80</td>
</tr>
<tr>
<td>C4</td>
<td>First</td>
<td>1967-1970</td>
<td>YES</td>
<td>FRANCE</td>
<td>60</td>
</tr>
<tr>
<td>C5</td>
<td>First</td>
<td>1981</td>
<td>YES</td>
<td>FRANCE</td>
<td>72</td>
</tr>
<tr>
<td>C6</td>
<td>First</td>
<td>1989</td>
<td>NO</td>
<td>FRANCE</td>
<td>75</td>
</tr>
</tbody>
</table>

This table firstly shows the generation that was in charge when the first approach to the foreign market took place, highlighting the important role played by the early generations in that approach. It also specifies the year in which that opening was made and whether it was deliberate or not. It is convenient, in this case, to check how long it took the different firms to open to foreign markets and whether this opening was previously planned by the top management. It is also important to highlight the country with which the first contact was established, because, as can be seen, similarities exist between the different cases. Finally, another outstanding piece of information is the percentage of sales abroad with respect to the total sales of the firm. Practically all the enterprises show percentages above 50%, which proves the strong dependence on these external markets.

Firstly, and despite the fact that we are working with four firms that started their international process in the first generation, a very striking finding was the absence of previous planning for the international expansion, an aspect that had also been highlighted by authors like Barry (1975), Fiegener et al. (1996), Ward (1997) and Buchholz et al. (2000).

Many companies told us that their international expansion did not take place until some years had gone by, after which they carried out a thorough planning. To this the exception of case C3, which still has not formally planned that process can be added. They work exclusively with orders
from abroad, although, as the technical and family manager of C3 pointed out, “there is an intention to prepare plans and programmes in the next few years so as to consolidate those markets”.

Some examples of the random, informal way in which this opening takes place are offered below:

“We established our first contact with foreign markets thanks to a problem we had with a forger who was trying to imitate our products” (founder of case C6).

“It was the actual emigrants of the Canary Islands who placed orders of our products from Venezuela” (son of the founder of case C2).

“Orders from abroad were so numerous that they represented nearly 100% of our sales, which made us decide to abandon the Spanish market” (technical manager of case C3).

As can be seen in Table 4 and is summarised below, half of the cases analysed started their internationalisation process in an occasional or random way, that is by chance. Besides, the relationship between that intention, deliberate or not, and the current stage of the internationalisation process reveals certain characteristics too (table 5).

In this sense, although we cannot reach any conclusions about the firms which started their process by chance, we can indeed say that those which did not do it in that way, characterised by a greater long-term commitment, are currently in a more advanced phase of their internationalisation process (C1 and C4). The exception would be case C5, which, despite having deliberately pursued its international opening, emphasises that, were it not for the scant resources the organisation has available, it would have made more progress toward a stronger international commitment.
Taking as a reference the theoretical framework described in previous sections, we will now begin to examine the internal family-related factors that seem to affect the internationalisation process of these firms.

Focusing on Table 6, if we look for the generation who effectively carried out the international opening in a planned, formalised way, it turns out that this opening took place when the second or successive generations were in charge (C1, C2 and C5). The first generation was in charge in cases C4 and C6. Regarding case C4, we must highlight the desire for growth shown by the firm’s founders, which justifies its opening at such an early generational stage. As for case C6, it must be underlined that this firm delegated all management functions to an external non-family employee; in other words, the planning was not made by the first generation but by non-family professionals. Finally, in case C3, as was said above, that planning has not been carried out yet.

Therefore, as other authors (Gallo and García Pont, 1996; Fernández and Nieto, 2005) previously pointed out, the generation in charge of the family firm influences this type of decisions in the international area. So, we can confirm our first proposition with the next hypothesis:

Hypothesis 1: “Family firms in second and successive generations are more likely to take the initiative in the actions and decisions meant to consolidate their internationalisation process”.

Table 5. Relationship between the stage of the internationalisation process and the initial intention of opening into foreign markets

<table>
<thead>
<tr>
<th>CASES</th>
<th>DELIBERATE DECISION</th>
<th>STAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>C1</td>
<td>YES</td>
<td>Joint-venture</td>
</tr>
<tr>
<td>C2</td>
<td>NO</td>
<td>Joint-venture</td>
</tr>
<tr>
<td>C3</td>
<td>NO</td>
<td>Exportation</td>
</tr>
<tr>
<td>C4</td>
<td>YES</td>
<td>Own subsidiary</td>
</tr>
<tr>
<td>C5</td>
<td>YES</td>
<td>Exportation</td>
</tr>
<tr>
<td>C6</td>
<td>NO</td>
<td>Exportation</td>
</tr>
</tbody>
</table>
Likewise, the presence of non-family personnel, which provides objectivity, along with the availability of knowledge and skills in the firm, will help to meet the potential needs resulting from its growth. These external professionals can thus make a useful contribution in the decisions to enter the international market.

This is what happened in case C6, which, despite its short business age and above all its short experience in the international market, appears as an enterprise with a high percentage of sales abroad (75%). It is also worth mentioning the large number of countries with which it has commercial relationships and the gradual progress it is making, since there is a plan to enter a different country each year. This allows us to formulate the following hypothesis:

\textit{Hypothesis 2: “The family firms which delegate their management to non-family professionals are more likely to take the initiative in the actions and decisions meant to consolidate their internationalisation process”}.

On the other hand, we can point out that, both in case C1 and in case C5, the presence of certain characteristics has positively affected the perception of the international field. The mastery of many languages along

\begin{table}[h]
\centering
\begin{tabular}{|c|c|c|}
\hline
\textbf{CASES} & \textbf{START OF INTERNATIONAL ACTIVITIES} & \textbf{START OF INTERNATIONAL PLANNING} \\
\hline
C1 & Third & Fourth \\
C2 & First & Second \\
C3 & Second & Planning doesn’t exist \\
C4 & First & First \\
C5 & First & Second \\
C6 & First & First \\
\hline
\end{tabular}
\caption{Generations who started the internationalisation process and those who planned it formally}
\end{table}
with trips abroad on specific occasions have favoured the opening to foreign markets (Gallo and Sveen, 1991).

C5 would be the most characteristic case, since both the second and the first generation show a high level of knowledge as far as languages are concerned. Stays abroad and relationships with foreigners are similarly outstanding features of the generation that started the internationalisation process. These ideas have been later transmitted to their descendants, as is shown by the fact that the firm’s current general manager is of French descent and also by the existence of a continuous emotional relationship with other European countries. All this promotes a positive perception of the international side of business.

Case C1 has also similar characteristics, although in this case limited to the knowledge of languages and the constant trips abroad. The perception of the international field is again positively affected by these circumstances. These considerations lead us to the following hypothesis:

Hypothesis 3: “The international characteristics of the family members who are in charge of the family firm have a positive effect on the internationalisation process”.

Another interesting issue is the financing sources used in family firms. All the enterprises interviewed admitted their concern about this problem and most of them recognised that they always resorted to self-financing (C1, C2, C4, C5 and C6).

Nevertheless, we can identify a tendency to accept the potential entry of external capital into the firm that is growing with the passing of generations. In this context, we find case C5, in which this possibility was set out; case C2, which decided to accept the entry of capital from another firm some years ago; or case C3, in which shareholders are no longer exclusively family members.

These examples guide us into the next hypothesis we are going to state in relation to the financial structure of these firms:

Hypothesis 4: “Self-financing is negatively related with international expansion process”.
Subhypothesis 4: “The number of generations is negatively related to the firm’s preference for self-financing”.

The last item of interest we are going to deal with is firm’s corporate culture, and more precisely, whether that culture helps or hinders the internationalisation process. Well, when asked about this, most firms declared that the corporate culture was in tune with the growth strategies that these organisations were adopting. However, after verifying that the internationalisation did not start in the first generation in many cases, and that it was not initiated by family members in others, it would make sense to assume that this culture has progressively adapted to the new times with the aim of meeting the new strategic needs. Therefore, as case C3 perfectly illustrates, the culture has changed over time and evolved across generations.

This shows the validity of the following hypothesis for the firms interviewed:

Hypothesis 5: “Culture can favour and support the international expansion process”.

Subhypothesis 5: “A positive tendency exists toward the adaptation of the family firm culture as the commitment to the internationalisation process increases”.

Conclusions

This paper had as its aim to identify which factors specific to family-owned businesses affect the internationalisation process carried out by a group of firms located in the Alicante province and belonging to the sectors with a longer international experience in this geographical area.

With this purpose, and taking into account the limited number of research works that have so far tried to combine the internationalisation process with the characteristics of family firms, we thought it appropriate to use the case study methodology hoping that it would generate and enlarge the existing theory in this field.

The results obtained after the empirical study are summarised below. The first relevant finding is the absence of an exhaustive planning prior to
international expansion. Thus, we can see that half of the cases studied started their internationalisation process in a random way, that is by chance. Likewise, if we try to relate the more or less deliberate entry into foreign markets to the stage of the internationalisation process in which the firm finds itself, we discover that the companies which made a deliberate opening into foreign markets are currently in a more advanced phase of their process. Secondly, we focused on the generation issue, and realised that the international opening was made in a planned, formalised way in the second and successive generations. Thirdly, the mastery of many languages, the trips or stays abroad as well as the relationships with foreigners have favoured a more positive attitude toward external markets. Finally, we paid attention to the presence of non-family personnel who help the needs that the company may have as a result of its growth, the need for cultural adaptation so as to meet the new strategic needs and the traditional preference for self-financing that characterises these family firms, whose willingness to accept the entry of external capital is gradually increasing with the passing of generations.

We find different hypotheses in this first step that can help to continue in the future. It would thus be interesting to extrapolate these results and apply statistical regressions, for instance, with the aim of finding the impact that these factors have on family and non-family firms, which in turn will allow us to draw comparisons between these two groups of enterprises.

It only remains to mention some of the limitations found in our study. In first place, the need to carry out a more in-depth study of the remaining factors, both external and internal, that can also have an impact on the internationalisation process, as well as the integration of all these factors into a much bigger model that can show the results obtained both after the opening and as the level of commitment increases. In second place, due to the methodology we used, it was not possible to carry out a quantitative-type study that we could apply to all the propositions formulated in order to check if they are confirmed with a much larger population.
References


