Internationalization enabled by internetization: E-marketing approach

A new integrative internationalization model is proposed in the article which is built on market, product, time, resources and competences pillars. E-marketing component is included in the resources pillar and consists of e-marketing strategy, tactics, country and website factors. Each of them is explored in detail in the article. The main contribution of the paper is that it expands the traditional approach of internationalization by adding the e-marketing component to it.

**Keywords:** internationalization, e-marketing, Internet.

**Introduction**

Development and diffusion of the Internet, information and communication technology (ICT) have made a significant impact on many areas. For companies it has created new channels of communication (Baer, Brown, 2007; Khan, Rizvi, 2011; Salehi, Mirzaei, Aghaei, Abyari, 2012; Shabazz, 2004), a new market where a customer is in the centre (Evans, 2001; Ion, Sorin, Ion, 2009; Kitchen, Eagle, 2002; Sheth, Sisodia, Sharma, 2000), and yet unseen market space opportunities to meet with customers (Watson, Pitt, Berthon, Zinkhan, 2002). These developments have also shaken the traditional, prevailing marketing theories and provided a basis for the birth of e-marketing. Furthermore, widely used internationalization theories (e.g. Uppsala model) became unable to explain the phenomenon of accelerated and rapid internationalization, and “born global” companies (Axinn, Matthysen, 2001; Bhardwaj, Axinn, Matthysen, 2001; Bhardwaj,
Eickman, Runyan, 2011; Grochal-Bredjak, Szymura-Tyc, 2013; Korsakiene, Tvaronaviciene, 2011; Rask, Strandskov, Hakonsson, 2008; Ruzzier, Hisrich, Antoncic, 2006; Vila, Kuster, 2008). The evident link between e-marketing and internationalization has challenged traditional approaches to internationalization. For this reason it is important to take a look at the theories of internationalization and its main components and determine where e-marketing fits in this changed environment. Undoubtedly e-marketing is an important part of internationalization so it is essential to answer the research question of what is the role of e-marketing in internationalization. Thus the article aims to revisit the internationalization topic and provide extended integrative internationalization model with specific attention paid to e-marketing. This goal is achieved through a thematic synthesis of academic literature.

**Literature review**

**Definition of internationalization**

When defining internationalization, researchers use words “process” (Bhardwaj et al., 2011; Javalagi, Griffith, White, 2003; Rask et al., 2008), “extent” (Chelliah et al., 2010), “(geographical) expansion” (Ruzzier et al., 2006; Korsakiene, Tvaronaviciene, 2011), “choice” (Vila, Kuster, 2008). The scope of action is defined as “international operations / business” (Bhardwarj et al., 2011; Chelliah et al., 2010), “foreign markets” (Korsakiene, Tvaronaviciene, 2011; Javalagi et al., 2003, Vila, Kuster, 2008), “over national borders of countries” (Ruzzier et al., 2006). The unifying component in all definitions is that internationalization of the company refers to the company’s involvement in international markets. The authors of this article hold this definition as the basis for the internationalization process.

**Theory of internationalization**

A solid classification of internationalization perspectives is provided by M. Rask et al. (2008). The researchers classify perspectives into four categories: institutional-economic, learning, strategic competition and inter-organization. Institutional-economic perspective states that the company is looking for opportunities of internationalization in order to maximize economic efficiency. Learning perspective assumes that accumulating experience decreases risk averse of the company and pushes to choose more risky markets and entry modes. Strategic competition perspective proposes that the company is looking to internationalization as to the opportunity to survive and maximize revenues. Finally, inter-organizational perspective claims that internationalization of the company happens with the help of inter-organizational networks to maximize the position of power of the company.

From the literature reviewed it is obvious that the prevailing internationalization theory is a learning perspective, especially Uppsala model. However, the researchers agree that more frequently this internationalization perspective is not able to explain the patterns of nowadays internationalization (Arenius, Sasi, Gabrielson, 2006). More specifically, they do not explain a phenomena of “born global” companies, which leapfrog the stages of internationalization and internationalize early and rapidly (Axinn,
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Matthysen, 2001; Bhardwaj et al., 2011; Grochal-Bredjak, Szymura-Tyc, 2013; Korsakiene, Tvaronaviciene, 2011; Rask et al., 2008; Ruzzier et al, 2006; Vila, Kuster, 2008). Hence, new or extended internationalization theories must be developed to explain the phenomena.

The powerful global reach of the Internet is altering the international trade landscape (Melewar, Stead, 2002). Because of the Internet’s influence, the theory of internationalization needs re-examination (Petersen, et. al., 2002). It has been proposed that the Internet has the capability to generate foreign market expansion (Petersen, et. al., 2002; Kotable, Helsen, 2004). The Internet has become a recognized means of internationalization (Mellewar, Stead, 2002). Consequently, the nature of internationalization has enhanced the international networks (Overby, Min, 2001; Peterson et al., 2002) and subsequently the components of internationalization theory have altered (Petersen et al., 2002; Buttriss, Wilkinson, 2003) due to the Internet. In the following section, the integrated approach to international market involvement (referred to as internationalization) is proposed.

Integrative internationalization model

The proposed internationalization model at the end of this section is of an integrative nature. It combines process, resource, strategic, innovation approaches to internationalization. The main purpose of the expanded model is to provide a more comprehensive list of components that companies need to pay attention to when going international. Also the academic relevance is that special attention is given to the e-marketing component of international involvement as this part of international involvement was mostly affected by the influence of the Internet.

There are five main groups of constructs that are important for international market involvement. They are market, product, time, resources and competencies. Each of them is examined in details below.

Market

This group includes market knowledge, market commitment and target country determination. Market knowledge and market commitment constructs have been included in the first models of internationalization. According to Uppsala model, the lack of external market knowledge is a major obstacle for internationalization. These two constructs have been claimed to increase gradually (Johanson, Wiedersheim-Paul, 1975; Johanson, Vahlne, 2003) which allows companies to develop new international ventures thus reducing the uncertainty levels associated with commitment and international involvement. Thus as knowledge is progressively increased, the international involvement grows following a linear and gradual progression (Amal, Filho, 2009). Some authors, like P. W. Lamb and P. W. Liesch argue that the process is not as linear as proposed by the earlier scholars. Instead these three constructs, market knowledge, market commitment and international market involvement, interact with each other and do not have a causal relationship. Still, undoubtedly, market knowledge and market commitment, are two important components of international market involvement.

We take the market phenomena further and state that target market determination is another important part of
international market involvement. It is greatly related to market knowledge; however it is not the same. Target markets differ from each other and from the market of the home country. These differences essentially effect the determination of the company’s target market strategy. Traditionally, physical or geographical distance has been included in the target country choice for international expansion (Luostarinen, 1979). J. Johanson and F. Wiedersheim-Paul (1975) expanded the concept of psychic distance with other dimensions such as cultural, political and environmental. Still it is believed that the geographical distance involved has an impact on the level of market knowledge. In general, the concept supports the idea that the greater the distance between the home and the target country, the greater the differences between two countries and the lower the company’s level of knowledge about the target country, as some of the most critical resources needed for international involvement. All three constructs – market knowledge, market commitment and target country determination – of international involvement are interrelated.

**Product**

This group includes product type, product life-cycle state, product uniqueness and brand identity constructs. The product type construct consists of three components like physical goods, services and know-how (Luostarinen, 1979). A system is a combination of these three product type categories. In today’s knowledge based economy, the share of services, know-how and systems is growing faster than the share of physical goods (Ruzzier, Konecnik, 2006).

To continue, the product dimension of internationalization comes from progressive internationalization theories. This type of theories assumes that internationalization is a progressive process having several successive stages. One of them is related to the model of the product life cycle introduced by Vernon in 1966. It implies that producers in developed countries are “closer” to markets than producers from less developed markets. As a result, first production facilities will be in more developed countries. As the demand increases a growing degree of standardization happens, allowing economies of scale through mass production. The costs here become more important than product adaptation. Consequently product standardization allows that less developed countries offer competitive advantages as production location. The product life cycle hypothesis suggests that the internationalization of the company could be divided in three stages (Sorensen, 1997) – the stage of the new product, the stage of the mature product and the stage of the standardized product.

Related to the product life-cycle stage construct is product uniqueness and brand identity constructs. These two constructs explore how much is required to adapt a product and/or a brand in a new market. The product-market standardization-adaptation continuum was developed to address this issue in the context of internationalization (Cavusgil et al., 1993). This implies that products in today’s economy are usually not standardized as global products or fully customized to one specific market. The same issue of standardization and adaptation applies to the brand.
**Time**

This group includes foreign-sourcing experience, foreign networking and dimensions of international activities like scope, speed and duration. The time dimension of internationalization is related to the field of network models for the internationalization of the company (Hollensen, 2008; Rubaeva, 2010; Caescu, Dumitru, 2011) and addresses the ‘when’ aspect of the internationalization process. The interactive models have been formed from various anonymous actors which interact on a continuous base and have long term business relationships. The goal of this type of approach is a long-term business network. The internationalization of the company depends on its own position inside the network and the general framework of industry or market (Sorensen, 1997; Danciu, 2001). Depending on the internationalization degree of the company and of the market, the company can be wither an early starter in the internationalization process, a later starter, a lonely international or an international among others (Sorensen, 1997; Danciu, 2001; Hollensen, 2004).

**Resources**

This group includes firm age, firm size, technological, productive and financial resources, and e-marketing degree of development. Most of attention is paid to the e-marketing construct in this section because other constructs are widely discussed in other academic literature and e-marketing is the focus of this article. It is important to start with clarifying why the e-marketing construct is included in the resources group.

Based on current models, a resource-based perspective on internationalization is getting more attention and acceptance nowadays. The goal of this perspective is to develop a dynamic capabilities / resources-based theory of the firm. This approach focuses on sustainable and unique attributes of the company. A firm’s ability to attain and maintain profitable market positions depends on its ability to gain and defend advantageous positions with regard to relevant resources important to the firm (Conner, 1991). A resource-based approach recognizes the importance of intangible knowledge-based resources in providing a competitive advantage. E-marketing, as we will see later in the article, possesses many aspects of relevant resources of the firm that help it to gain competitive advantage in the international market.

**Definition of e-marketing**

E-marketing, as many other terms, does not have a commonly used definition. The definition varies based on a point of view, background and specialization of a researcher, as noticed by R. Eid and H. El-Gohary (2013), and H. El-Gohary (2010).

In the definition of e-marketing different authors propose different tools (or combination of tools) used by e-marketing. Among the mentioned tools are the Internet (Brodie, Winklhofer, Coviello, Johnston, 2007; Chailom, 2012; Eid, El-Gohary, 2013; El-Gohary, 2010; Gilmore et al., 2007; Salehi et al., 2012), information technologies (IT) (Chailom, 2012; Strauss, El-Ansary, Frost, 2006), interactive technologies (Brodie et al., 2007), electronic means (Eid, El-Gohary, 2013; El-Gohary, 2010) and electronic communication tools / techniques (Chaffey, 2009; Salehi et al., 2012).

To continue with, different authors explain the purpose of those tools...
differently. Proposed goals are creation of a dialog between customers and a company (Brodie et al., 2007), achievement of marketing objectives (Chaffey, 2009; Gilmore et al., 2007), operation of marketing activities (Chailom, 2012), marketing to achieve business goals (Salehi et al., 2012), marketing of goods, services and information (El-Gohary, 2010), buying and selling goods, services and information (Eid, El-Gohary, 2013) and “the process of creating, communicating, and delivering value to customers, and for managing customer relationships in ways that benefit the organization and its stakeholders” (Strauss et al., 2006, p. 3).

When talking about e-marketing in this article it will be referred to the definition, provided by P. Chailom (2012): “The implementation of the Internet and related information technologies to operate marketing activities is the definition of the word ‘e-marketing.’” (p. 76). However, instead of information technologies, information and communication technology will be used.

### Table 1

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<th>E-marketing factor</th>
<th>Description</th>
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| **E-marketing strategy** | A set of clear objectives to achieve desired outcomes  
Awareness of target audience  
Integration of customer motivations and emotional connections into marketing strategies  
Sophistication and personalization of e-marketing strategy  
Recognition of effective marketing strategies  
Integration of various marketing strategies into one marketing strategy  
Attitudes of top management towards e-marketing  
Experience of top management with e-marketing |
| **E-marketing tactics** | Proper segmentation  
Comprehension of effects of Internet and ICT  
Use of Internet and ICT to develop tactics for e-marketing strategy  
Improvement of marketing mix with respect to Internet and ICT  
Use of database marketing and network marketing to increase e-marketing penetration  
Exploitation of Internet as channel  
Use of e-marketing tools  
Development and maintenance of web sites by professionals |
| **Country factor** | Development of infrastructure in the country  
Development of marketing institutions in the country  
Governmental attitudes towards Internet and its content  
Cultural differences  
Lingual differences |
| **Web site factor** | Convenient 24/7 accessibility  
Customization  
Privacy, security and reliability  
Professional design  
Informativeness  
Up to date information  
Interactivity and attractiveness  
Multilingualism and language sensitivity  
Sensitivity to culture  
Simplicity |
E-marketing factors as part of internationalization’s resources pillar

From the literature on e-marketing and related concepts, e-marketing factors have been crystallized. Based on various discussions of e-marketing and related concepts four main e-marketing factors have been identified. Those factors are e-marketing strategy factor, e-marketing tactics factor, country factor and web site factor. Table 1 reflects the list of developed factors and their description.

E-marketing Strategy Factor. Strategy, being a plan to achieve goals, is the most important e-marketing factor. T. X. Bui, T. Le and D. W. Jones (2006) discuss the importance of clear objectives foremost. They argue that when objectives are precisely set, companies can allocate resources effectively. As a consequence, this leads to the achievement of outcomes desired. To continue with, tactics and various actions of a company must be cascaded down from strategy and aligned with it. Hence, if clear goals will not be set before the creation of tactics and company’s activities, no plan will be effective, nor give the satisfactory result.

The right goals for the company must take into account who the client is. T. X. Bui et al. (2006) in their research further continue with the importance to be aware about the target audience. It becomes very important when a web site is designed and upper management should not lose the focus of target customers. If a web site or tactic would be developed without the clear cognition of the target audience, they would not attract potential customers.

To continue with the idea of the target audience awareness, A. Persaud and I. Azhar (2012) highlight the need to understand a customer. Researchers argue that the success of marketing depends on the ability of marketers to integrate customers’ motivations and emotional connections into strategies. Thus, after target customers are identified, companies must get to know them.

M. Sigala (2001) points out other criteria important to e-marketing strategy’s effectiveness and competitiveness. It is argued that higher sophistication and personalization of e-marketing strategies is related to the firm’s success in the international market. This observation is in line with the ideas of T. X. Bui et al. (2006) and A. Persaud and I. Azhar (2012). After all, when a firm is aware of its target audience and comprehends it, it can easier personalize and sophisticate its e-marketing strategy. As a consequence, these actions allow the company to enhance e-marketing strategy’s success by effectively addressing the needs of the target customer.

To sum up, the e-marketing strategy factor can be described as a set of clear objectives to achieve desired outcomes, awareness of the target audience, integration of customer motivations and emotional connections into marketing strategies, sophistication and personalization of e-marketing strategy, recognition of effective marketing strategies, and integration of various marketing strategies into one marketing strategy.

E-marketing Tactics Factor. If strategy is about a plan to achieve goals, tactics is about allocating resources to implement the plan and reach those goals. To create an effective e-marketing tactics, the target audience, determined by strategy, must be divided into proper segments (Persaud, Azhar, 2012). Even though target
customers have important commonalities, they are still different to some degree. Through segmentation companies divide the target audience into several groups by taking into account the important differences of certain characteristics of target customers. As a result, a company can use modified tactics to achieve individual segment more effectively than it would achieved by using one tactic to the whole target audience. D. Shabazz (2004) suggests to use customer relationship management (CRM) techniques to increase web data usage and to build intelligent digital customer profiles.

Since prerequisites of e-marketing are the Internet and ICT, it is important for marketers to comprehend their effects. E. Qirci, O. Theodhori and L. Elmazi (2011) emphasize that ICT could assist with and influence traditional marketing functions of a company. Hence, new marketing ways are created and companies become more flexible, interactive, efficient and competitive. The necessity to understand “ecosystem” of new marketing is also stressed out by A. Persaud and I. Azhar (2012). Furthermore, business cycles have been accelerated by the Internet and ICT. In turn, companies must adapt to the change by adjusting their supply chains to accommodate the speed and stability of growth (Shabazz, 2004). Successful adaptation to changes is crucial to employ all available resources efficiently.

Continuing, if the Internet and ICT have an influence on marketing functions and provide a company with new resources, it is important to use them when developing tactics for e-marketing strategy. The idea is supported by M. Sigala (2001). The importance of this is natural, allowing companies to use all the resources that a company already has or that can be acquired at a beneficial cost.

With respect to e-marketing tactics, many researches point out the need to improve the marketing mix with respect to the Internet and ICT. S. Harridge-March (2004) suggests the usage of 7P instead of 4P (promotion, price, product, place, and additionally process, physical evidence and people). T. X. Bui et al. (2006) recommends supplementing the marketing mix with “pull” strategies, encouraging customers to seek for a company’s product or service actively. H. Irtaimeh (2012) emphasizes that the e-marketing mix is important as it makes an influence on customer satisfaction. Moreover, M. Sigala (2001) suggests replacing the marketing mix with the extended marketing mix, which is to add customer relations to 4P. Ultimately, the most important thing is to improve the marketing mix with all possible opportunities of the Internet and ICT and transform it to the e-marketing mix.

Further, the advice, related to the possibilities of the Internet and ICT, is to increase the use of database marketing and network marketing to increase e-marketing penetration (Brodie et al., 2007). Then, it is advised to exploit the Internet as a channel. G. J. Dehkordi et al. (2012) argue that the firm’s communication, transactions and distribution might be done through it. The idea is continued by J. Rowley (2004), giving a description of characteristics of this channel – 24 hours online, multimedia, ubiquity, global availability, interactivity, micro-marketing and integration. Furthermore, D. Shabazz (2004) reasons that the creation of a perspective online channel is influenced by e-marketing.
The usage of e-marketing tools is also important. R. Eid and H. El-Gohary (2013) give a recipe for the increase of e-marketing success. The higher e-marketing usage, defined as e-marketing budget and e-marketing tools (Internet marketing, e-mail marketing, intranet marketing, extranet marketing and mobile marketing) has a positive effect on marketing success. G. J. Dehkordi et al. (2012) also encourage the usage of e-marketing distribution tools (mobile marketing, e-mail marketing, web marketing and social network sites). C. Evans (2001) describes e-marketing tools as three elements: e-channelling, e-customer behaviour and e-customer communication management system. P. Hanafizadeh et al. (2012) explain the advantages of Internet advertising, which are the compression of the hierarchy of effects, interactivity, intrusiveness and personalized communication. Meanwhile characteristics, ascribed to Internet marketing by S. Sehhat (2012), there are site awareness, site attractiveness, promotional sales, repurchase and shopping programs and repurchase, and customer loyalty. Ultimately, the use of “advergames” is recommended, which is the intermix of advertising and entertainment (Shabazz, 2004).

To sum up, the e-marketing tactics factor can be described as: proper segmentation; comprehension of effects of the Internet and ICT; use of the Internet and ICT to develop tactics for e-marketing strategy; improvement of the marketing mix with respect to the Internet and ICT; use of database marketing and network marketing to increase e-marketing penetration; exploitation of the Internet as a channel; use of e-marketing tools; development and maintenance of a web site by professionals.

Country Factor. The country factor has an impact on the performance of e-marketing. First of all, it is the infrastructural development of a country, where infrastructure is expressed through roads, telecommunication and the justice system with its legislative bodies. Development of infrastructure is associated with development of economics and the importance of it is supported by I. Elbeltagi (2007).

J. N. Sheth and A. Sharma (2005) explain that for different sets of infrastructure and marketing institutions development, different e-marketing must be employed. To extend their observation, infrastructure and marketing institutions are resources the company can use for its business activities. It is natural, that availability of different resources implies the usage of different strategies to maximize the efficiency and effectiveness of resources utilization.

P. Hanafizadeh et al. (2012) also made a contribution to the country factor. They argue that government will play a role in adoption of Internet advertising. Government can make the influence by establishing legislations, policies of companies’ financing and education programs related to Internet advertising or any other type of advertising. The laws and regulations can support or discourage companies from doing certain activities. If in addition government would establish clear goals and would commit to them, the result would be significant. Hence, when a firm chooses a country to operate, governmental attitudes about the Internet, e-marketing, e-commerce and e-business must be carefully examined. This is especially important in the countries like China and the Arab world, where the content of the Internet is censored (Elbeltagi, 2007).
Finally, cultural and lingual differences are also important (Elbeltagi, 2007, Krishnamurthy, Singh, 2005). Different cultures have different attitudes towards the same things. What is acceptable in one country might be taboo in the other (e.g., the acceptable outfit for woman in Arab countries and Western countries are totally different). Therefore, companies must take it into account to be accepted by the foreign country and succeed. As for the language, the dominant language on the Internet is English. However, that does not mean that potential customers in different countries possess sufficient (if any) English language skills to understand communication of a company in English. Thus, to reach the bigger target audience it is important to speak with it in the language it understands sufficiently, usually its native language.

To sum up, the country factor consists of: development of infrastructure in the country; development of marketing institutions in the country; governmental attitudes towards the Internet and its content; cultural differences and lingual differences.

Web Site Factor. The web site, enabled by the Internet, is an important “home” market space where company and its customers meet. Hence, it should reflect needs and expectations of customers to be effective and efficient.

The first web site sub factor is convenient 24/7 (24 hours a day, 7 days a week) accessibility (Bui et al., 2006; Rowley, 2004). Differently than in a case of bricks and mortar, the online company is accessible at any time and from any place where the Internet is present. Hence, a customer can choose a convenient timing and location to “visit” the company and to receive help on pre-sales, sales and after-sales activities.

Furthermore, literature emphasizes the need to customize a web site (Becker, 2012; Evans, 2001; Shabazz, 2004). S. Becker (2012) and C. Evans (2001) call it “personalisation”. However, if a web site would be indeed personalised, the resources needed for it would be huge and expensive. For “personalisation” of the web site content, already mass customization should be used. In this way large groups of similar customers could be addressed to reflect their needs in a resource saving and efficient way.

Privacy, security and reliability is the need of web site users which must be assured (Becker, 2012; Evans, 2001; Irtaimeh, 2012). Furthermore, a site must be designed professionally, which is consistent with the recommendation of T. X. Bui et al. (2006) and A. Gilmore et al. (2007) to pass the web site creation and maintenance to professionals. It is advised to keep the design consistent, pay attention to the design standards and layout and the ease of navigation (Becker, 2012; Bui et al., 2006; Irtaimeh, 2012).

Another characteristic a web site is its informativeness. Hence, the information content should be thoroughly thought through, information on customer service (Becker, 2012) and e-mail contacts added, as well as useful links (Bui et al., 2006), and access to the full information offered (Shabazz, 2004). The layout and consistency of a web site as well as information content must be in harmony. Moreover, the information on a web site must be up to date (Gilmore et al., 2007). Finally, a web site must be interactive and attractive for a customer (Gilmore et al., 2007; Shabazz, 2004).

For the companies, doing business in foreign markets or expecting to attract
foreign customers, it is important to take into account the differences of language and culture. The need to build a multilingual web site is described by S. Becker (2012), I. Elbeltagi (2007) and Gilmore et al. (2007). The Internet is dominated by the English language, however, there are a lot of Internet users, who are not familiar (or not familiar enough) with this language. As a consequence, a non-localized web site in terms of language poses a barrier for increasing the number of customers. Special attention is paid to countries, using a non-Latin alphabet with bidirectional languages: in the process of the web site localization, regional differences in computing environments and the peculiarities of a language must be addressed (e.g., in case of a bidirectional language the layout of a web site and its content must be arranged from the right to the left). Furthermore, the culture of a country must be approached with sensitivity; the web site design and content must be adapted to it. S. Becker (2012) advises to take into consideration religious beliefs, images and colours acceptable in a particular country. As an example he gives female and male images, since boundaries for acceptability of the human body’s images varies greatly among regions and countries.

Ultimately, the created web site must demonstrate simplicity (Bui et al., 2006). This task is not easy for companies and web site designers, taken into consideration all other web site related sub factors they must keep to. However, if a web site will be too complicated, it will discourage potential customers from using it and choosing a company.

To sum up, the web site factor consist of: convenient 24/7 accessibility; customization; privacy; security and reliability; professional design; informativeness; up to date information; interactivity and attractiveness; multilingualism and language sensitivity; sensitivity to culture; and simplicity.

**Competences**

This group consists of the management team’s competencies and the firm’s organizational culture. The central role of the management team in the firm’s internationalization has been proven by many researchers in the field of internationalization (Philippe, 1995; Leonidou, Katsikeas, 1996; Chetty, Campbell-Hunt, 2003; Etrillard, 2004; Hutchinson et al., 2006; Pantin, 2005; Pla-Barber, Escriba-Esteve, 2006). B. Ageron and I. Huault (2002) portrayed the complexity of the internationalization process of the firm and indicated that internationalization is a process combining both marketing and industrial dimensions in which the management team appears to be a decision-maker developing and choosing the resources and competences for the international development of a firm. The competences of the management team are important for the coherence of a number of internationalization factors. The management team’s international experience (Leonidou, Katsikeas, 1996), value system (Chetty, Campbell-Hunt, 2003), attitude and perceptions of the international market (Suarez-Ortega, Alamo-Vera, 2005) are the indispensable elements in the organization’s internationalization process.

The authors of this article also include organizational culture of the firm as one of the main constructs. Organizational culture influences every aspect of the firm, including internationalization (Safold, 1988). Organizational culture affects the firm’s productivity, performance, commitment, self-confidence, and ethical

**Proposed integrative internationalization model**

The historical development of theoretical models of internationalization covers many different aspects, but the e-marketing approach brings the Internet and ICT tools as a linking factor. All other components are important, however, globalization and hyper-competition have led to a new phenomenon of international start-ups which represent a challenge to the old approaches of internationalization. New approaches and new theories need to be developed and e-marketing approach offers a fresh perspective on internationalization. This study contributes to internationalization development theory with the conceptual integration of various internationalization theories into a new area of e-marketing. This study contributes to the theory by proposing a redeveloped theoretical integrative conceptual model centring on the five internationalization properties (market, product, time, resources and competences) and providing a fresh view on each of them. Special attention is paid to e-marketing as a key factor of internationalization covering e-marketing strategy, tactics, country and website antecedents.

To summarize, five main groups of internationalization constructs – market, product, time, resources, and competences – have been analysed above. Special attention was given to the e-marketing

![Internationalization model](image-url)
development aspect as many internationalization models still exclude this component. The model below provides a visual representation of the expanded integrative internationalization model.

In the text above, the e-marketing construct was divided into marketing strategy, e-marketing tactics, country and website components. Each of these elements was analysed in details in the text above.

Conclusions and implications

This study advances the internationalization research by clarifying the new emerging e-marketing and its theoretical basis within the internationalization research.

Moreover e-marketing and internationalization are linked together by the Internet and ICT. The existence of the Internet and ICT are vital for the existence of e-marketing. Meanwhile, traditional internationalization theories cannot explain the patterns of internationalization nowadays, emerged from changes brought by the Internet and ICT. It is argued that overall the theories of management, marketing and internationalization must be reviewed with respect to these changes (Axinn, Matthysen, 2001).

Researchers notice that accelerated and early internationalization is driven by the Internet (Bell, Loane, 2010), IT development (Kitchen, Eagle, 2002), and ICT development later on (Zucchella, Palmarra, Denicolai, 2007). It is also important to notice that the Internet, which is a base for e-marketing, is international in nature (Moini, Tesar, 2005).

Talking about links between e-marketing and internationalization, researchers frequently refer to the Internet provided resources and capabilities, which companies need in order to overcome internationalization barriers (Gurau, Merdji, 2008). For this reason e-marketing is included in the resources component of internationalization. This is especially important to middle and small size companies as their resources and capabilities are scarcer than resources of large companies and multinational corporations (Bell, Loane, 2010; Lu, Beamish, 2001). For example, the Internet can be used as a worldwide accessed sales channel to overcome scarce resources and foreignness liability, and speed up internationalization (Arenius et al., 2006). Moreover, the Internet helps to gather information about foreign market and improve communication and networking with all stakeholders abroad, which are important for successful internationalization (Nguyen, 2007). Then, e-commerce can provide companies with new competitive opportunities to increase internationalization (Evans, 2001; Tiessen et al., 2001).

On the other hand, companies might not be free anymore to choose by themselves the time of internationalization and to decide to use e-marketing for overcoming the internationalization barrier. Because of the Internet’s global nature and the increasing number of internationalized companies, all markets become saturated quicker than ever before (Axinn, Matthysens, 2001). Furthermore, e-marketing capabilities that have been born from the application of the Internet to marketing speed up internationalization (Luo, Zhao, Du, 2005). Hence, companies must constantly be on watch for international opportunities to survive (Liuhto, Jumpponen, 2003). Thus practical implications of the new approach to internationalization are also significant.
References


INTERNATIONALIZATION ENABLED BY INTERNETIZATION:
E-MARKETING APPROACH


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INTERNETIZACIJOS ĮGALINTA INTERNACIONALIZACIJA: E-RINKODAROS POŽIŪRIS

S ant r a u k a


Tyrinėdami sąsajas tarp e-rinkodaros ir internacionalizacijos, tyrėjai dažnai mini interneto atvertus išteklius ir pajėgumus, kurių įmonėms reikia, kad šios galėtų įveikti kliūtis, trukdančias internacionalizacijai. Pavyzdžiui, internetą galima naudoti kaip visame pasaulyje prieinamą pardavimų kanalą, tokiu būdu peržengiant išteklių trūkumą ir kitos šalies neapibrėžtumus bei paspartinant internaciją. Be to, internetas padeda surinkti informaciją apie užsienio rinkas ir sukuria sąlygas kokybiškai bendravimui ir naujų ryšių užmezgimui su suinteresuotomis šalimis užsienyje, o tai yra itin svarbu sėkmingai siekti internacionalizacijai. Tokiu būdu e-rinkodara atveria įmonėms naujas konkurencines galimybes, kurios įgalina internacionalizacijos istoriją.

Kita vertus, įmonės nebegali pačios laisvai pasirinkti, kada žengti internacionalizacijos kelius ir naudotis e-rinkodara, kad peržengtų kliūtis, trukdančias internacionalizacijai. Dėl interneto globalumo ir nuolat augančio tarptautinių įmonių skaičiaus, visos rinkos užpildomos greičiau nei kada nors anksčiau. Be to, e-rinkodaros suteikiamą pajėgumą, atsiradę priežastis internetinę rinkodaros tikslams, pagreitina internacionalizacijos tempus, tad įmonėms reikia nuolat stebėti atsiveriančias galimybes įtarptautines rinkas, kad galėtų išlikti.


Šiame straipsnyje autorės žvelgia į internacionalizacijos temą naujai ir pateikia išplėstinį, integruotą internacionalizacijos modelį, kuris apima e-rinkodaros komponentą. Pasiūlytas išplėstinis internacionalizacijos modelis remiasi rinkodara, laiko, šalies ir tinklapio atributais, padeda aiškinti internacionalizacijos procesą, o tai yra itin svarbu siekti sėkmingai įtarptautinės rinkodaros. Tokiu būdu e-rinkodara atveria įmonėms naujas konkurencines galimybes, kurios įgalina internacionalizacijos istoriją.