

# The role of the pontonier in the trigger phase in the internationalization into emerging markets

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## **Abstract**

By advancing the concept of pontonier this paper analyses the trigger of the internationalization into emerging markets. Departing from the idea that institutional distance functions as a barrier between different country markets and that the network's structure contains gaps, the paper argues that a specific actor, who holds a position and possesses knowledge, can be instrumental in the entering firm's internationalization. In light of this the paper introduces the concept of pontonier. Based on 30 cases from bachelor, master and doctoral theses written in Sweden we analyze the position, the knowledge, the action and the motives of the pontonier in order to develop the concept and to give it function in a tentative model of a the trigger phase of the entry into emerging markets.

Keywords: Pontonier; Emerging market; Internationalization; Trigger phase; Institutional bridge; Network; Institutional distance

## **1. Introduction**

Why and how firms begin to internationalize, how the first step is taken in the process, are classical questions in the international business literature, and, in light of this, it is surprising that so few studies focus on these questions. Two of the most dominant theories to explain firms' internationalization are the network theory (Johanson & Mattsson, 1988 and Johanson & Vahlne, 2009) and the incremental school, sometimes referred to as the Uppsala school (Johanson & Wiedersheim-Paul, 1975 and Johanson & Vahlne, 1977). These two theories

argue that there are specific factors, which make up barriers for the firm's internationalization. In the network theory, these factors are a consequence of the network's structure. There are structural holes, which hamper the flow of information and the firm, which does not have a position in the foreign market's network, cannot see the opportunities in the network (Burt, 2000). It suffers from a liability of outsidership (Johanson & Vahlne 2009). When a firm enters a foreign market it gains a position in the network as it develops relationships with other firms. According to the incremental school psychic distance is a barrier between various country markets (Johanson & Vahlne, 1977). The psychic distance leads to uncertainty, which makes the firm more or less reluctant to make resource investment in the foreign market. According to both these theories the tacit or experiential knowledge gained, in the network theory in relationships with customers and suppliers, and in the incremental school, when performing business activities in the foreign market, is the key as it help the firm to reduce the perceived uncertainty and to develop business opportunities in the network. However, psychic distance is a concept relying on stabile and homogenous country-wise environments. In 1999 Kostova present an alternative approach labelled institutional distance, a concept very similar to psychic distance but the framework is a tool also for handling instability and heterogeneity within institutional environments and a higher emphasis of the importance of the roll of institutions and regulatory factors, a feature of major importance when exploring the internationalization to emerging markets because the foreign environments conditions are often instable and political factors often plays a greater role (Johanson & Johanson, 2006).

The traditional theories keep a silent position on how and why the internationalisation starts (Hohenthal, 2001, is an exception), and though the network theory recognises the importance of customers and suppliers for the internationalisation, they do not consider that other types of actors can have an instrumental effect on how and why the internationalisation begins. Based on these two theories this paper tries to remedy these

weaknesses. It goes beyond already existing studies as it attempts to increase our understanding about other important actors for the entering firm's internationalization. We focus on an actor, whom we call pontonier, and by analyzing and conceptualizing this specific actor we hope to shed light on the earlier phases of the internationalization of the firm.

<< Figure 1 >>

The focus of the trigger phase is on firms from developed markets, which are entering emerging markets. This implies that there usually is a big institutional distance between the markets, which leads to a relatively high uncertainty and a lack of mutual knowledge about each other. Emerging markets in America, Africa, Asia and Europe tend to be characterized by institutional turbulence, political and social instability and since, several of these markets are big countries, a big cultural variation prevails where people speak different languages, belong to different religions and are even member of different nationalities. Moreover, there are also markets where relationships between both firms and people are considered to especially important for business as they make up a substitute for weak institutions and islands of predictability and trust.

The paper is organized as following: Firstly, we define the concept pontonier: Secondly, the paper discusses characteristics of network in emerging markets. Thirdly: we report on the methodology of the paper. Fourthly: A discussion of the role of pontonier in the trigger phase of the internationalization is provided there empirical cases are presented demonstrating the role of the pontonier. Fifthly: a tentative model is suggested based on the features of the pontonier. Finally: suggestions for future research are provided. Barriers hampering relationships are discussed.

## 2. The concept of pontonier

In IB research several similar roles exist, but still no resembling roles is used, so to determine and define what a pontonier is, an explanation will be provided about what the pontonier is not and its relation to other terms.

The term *pontonier* origins from the military field, where a pontonier is a military engineer in the army forces charge of building pontoon bridges, where a pontoon bridges is a floating bridges used for temporary structures crossing a water into a new territory often used when it is not considered economically efficient of building permanent bridge by concrete. The function of these pontoon bridges is to be easily raised or removed when ships passing by the bridge, but solid enough to get vehicles and person crossing the a river or lake (Collins English Dictionary, 2003). The rather same function does a pontonier have in a business relationship, by functioning as an “ice breaker” for the expanding company and reduce the institutional distance for a relationship and establishing a channel of communication, a institutional bridge. By acting in the network, the pontonier changes the way information flows through network, but it also influences the volume and the character of the volume that flows. An actor who uses its position in the network, that is, a pontonier is defined by both its motives, position, knowledge and its action.

In IB research a similar role is the role of an *agent*. What different them apart is that an agents role as a person or firm uses a person for get access to market where the agent and firm not sharing mutual interest about the internationalization (Eisenhardt, 1989). By relying on the agent the company reduces risk-taking advantage of the agent superior knowledge about a certain market. A role that is a part of the principal-agent problem, is when a principal in this case a firm hire an agent, there exist asymmetric information and the two has competing interest. Meanwhile, the pontonier’s role differs in that it does not need to have interest, or has a shared interest with the internationalizing firm. However, a pontonier could

also be a type of agent having an own interest in the internationalization of the firm, which is not necessary the same as the firm's interest. Overall it means that the pontonier is more than an agent, but could also be a type of agent.

Another role often used in IB research is the *gate keeper*, where according to Tushman & Katz (1980) a gate keeper is individual capable of understanding and translating “contrasting coding schemes” and further transport the information into the firm. The similarities and shared role with the pontonier is the information transfer, and one of Pontonier's role can also be to function as a gate keeper. However, the pontonier is more than just a gate keeper because he needs to have an active role in creating relationship, in other words create the information source by active establishes a relationship.

According to Schumpeter's (1934) classic definition of *entrepreneur*, the entrepreneur in an internationalization setting is a person who open new markets, create new organization or creates new supply of raw materials. However an entrepreneur is performing the entrepreneurial action for own gains, in relation to a pontonier the role could be an entrepreneur but it can also not be. Like with the relationship with the agent the pontonier is more than an entrepreneur, because the pontonier could make actions without personal gain like a friend sharing his contact or a governmental officer providing assistant, but the pontonier can also be a type of entrepreneur if a manager or regular employee in the company uses his or her relationships for helping the firm to develop business relationships in a foreign network. In terms of Burt's (2000) *network entrepreneur*, this role is a person very similar to the agent who benefits from being between two connections and makes gains from having his special position in a network structure. Likewise the Pontonier can fulfil the same function, however not creating personal gains. Another similar concept is the *social entrepreneur*, which is someone recognizing and act upon opportunities by combining economic and social values (Mair & Martí, 2006). The pontonier can also be a form of social entrepreneur but does

not need to be because he/she can be driven by only economic profit and neglecting the creation of social value. How the term of pontonier is position towards the defined concept in summarized in table 1 below.

<<Table 1>>

From the empirical and conceptual discussion the pontonier in a business context is defined as: *An internal or external actor or group of actors which establish a institutional bridge helping firms to cope with barriers for establishing business relationships in a foreign network, driven either by personal, social or none incentive motives.*

This means that the both the pontonier's appearance and participation in the internationalization can be deliberate or non-deliberate. However, when the pontonier takes part and plays a role in the internationalization it combines several features, which make it useful for the entering firm. The pontonier holds a specific position in relation to the entering firm, the network of customers and suppliers and both entering firm's home and the emerging markets. However, the position is not enough, as there is gap and void between the markets, the pontonier needs to have specific knowledge, which combined with its position can be used in order to build the institutional bridge over the gap. Thus, the pontonier's position and knowledge gives it a platform from where it can act during the internationalization. The pontonier is therefore an actor, who performs various types of actions, which enhance the entering firm's internationalization. In a long-term relationship there must exist trust in the focal relationship (Morgan and Hunt, 1994). Further a network involves various types of relationships where trust is fundamental, it is here the pontonier plays an important role, because of lacking relationship in the foreign institutional environment the firm needs to take help of a trustee person (pontonier). Trust must exist between Pontonier and the entering firm, where trust can be both contract bounded or personal bounded.

### **3. Characteristics of networks in emerging markets**

#### **3.1 Network perspective on internationalisation**

Internationalization studies using a network perspective have either addressed the entering firm's relationships with customers and suppliers (Johanson & Vahlne, 2009) or relations between individuals in the firms (Björkman & Kock, 1995, Ellis 2000). This is not the first network studies on internationalization in emerging markets (e.g. Bridgewater 1999, Elango & Pattnaik 2007, Zhou, Wu & Luo 2007). A business network perspective build on the idea that firms develop long-term relationships with other firms as a result of doing business, that is, buying and selling goods and services. During this process they make mutual adaptations and commit resources and competences to the relationships and from things follows that interdependence characterizes a business relationship. In a wider perspective a relationship is connected to other relationships as firms have a set of relationships. This, in turn, means that the market takes a network-like form.

A perfect domestic firm could be seen as an actor who lacks business relationships with firms in network in foreign market. It does not necessary means lack of personal relations to a foreign network, however, such relations have not developed into business relationships. We mean that firm can be considered established in a foreign market in a network perspective when it has, at least, a long-term business relationships, which are connected and influence other relationships. Thus, in our view, networks are important for the firm's internationalisation for two reasons. First, they mean business, that is, buying and selling products and services, which is a necessity for any firms' existence and growth. Second, they make up a structure where information can flow and knowledge can be gained, which tends to reduce the uncertainty perceived in relation to foreign markets.

In network, business is not performed in isolation of social and cultural relations and thus we argue that there exist two types of relations in the network: business relationships



between firms and personal relations between individuals, who tend to work in the firms doing business, but not always. Personal relations between people in firms not doing business or personal relations between people not working in firms in the network exist in parallel to the business relationships in the network. The personal relations can be both formal, for instance, two individuals who work in two firms, and, who have social relations and informal and not related to business and where the individuals are, for, example friends or family (Ojala, 2009). In Figure 2, the focal firm in country X, lacks direct business relationship with any actor in Country Y. For the focal firm the internationalization process consists then of establishing business relationships with actors in the network in country Y, or in other words bridging their network with a foreign network (McEvily & Zaheer, 1999).

<<Figure 2>>

However if turning the focus into the focal interpersonal network of the focal firm, the firm can be seen as a entity of formal personal relations within the frame of the firm and different construction of formal, informal and mediate personal relations outside the firm. So if imaging that a simplified network of the focal firm, where it could be visualized those actors within the focal firm does not have direct personal relations to any actor in the foreign network, however there exist some indirect relations through other actors.

<<Figure 3>>

### **3.2 Networks and emerging markets**

To some extent one super network could be claim to cover all the markets in the world (Easton & Håkansson, 1996; Håkansson & Snehota, 1989), but there are, of courses, differences both in and between markets and one of these differences is that there are

comparatively few relationships, which stretch over the borders between developed markets and emerging markets and one can therefore talk about a low integration of these two markets' networks. This means, firstly, that there is less business going on, though growing, but it also mean that there is a limited flow of information between the networks in the two markets, that is, there is fewer relationships that can spread information between the markets. Moreover, the activities in these two networks are less coordinated and there is also less mutual adaptation made between these networks. It can be a question about transportation, payment, storing, standards, quality, services, know-how, etc. This makes it business between those types of market networks more difficult to conduct. One can claim that the developed market network and the emerging market network are kept together by mainly weak ties (Granovetter, 1973) and that there are a lot of structural holes (Burt, 2000).

However, besides the low integration of the markets networks it also seems to be a difference in how networks in developed markets are functioning compared to networks in emerging markets (Jansson et al. 2007). Personal relations are, for instance, often claimed to play different roles in networks in developed markets compared to networks in emerging markets like Russia or China. Also the structure of the network, both the number of relationships and the strength of the relationships, are differing between these two market types.

These two network characteristics have consequences for the internationalisation as they strengthen the outsidership of the entering firm and tend to make the emerging market network opaque (Bridgewater, 1999) and difficult to understand. The low integration of the networks and the differences between the network types make it likely that firms from developed markets need other strategies and capabilities, when entering emerging markets, compared to the entry into other developed markets, and to some extent, the pontonier can provide these capabilities and support the entering firm in their entry strategy.

### **3.3 Barriers towards foreign emerging networks**

By applying Granovetter's (1992) and Kostova's (1999) networks are seen as embedded in institutional environments, where crossing an institutional environments complicates the establishment of a new relationships. Where the fundamental framework is recognizing the theoretical stand of Subramanian & Lawrence (1999), arguing that globalization has not created a borderless world, where national borders is still barriers in internationalization in terms of policy, legal, cultural and geographical aspects. Even if legislative and economic barriers have been reduced between nations there are still barriers need to be passed for conducting international business.

When applying institutional distance (Kostova, 1999a; Kostova, 1999b; Kostova & Zaheer, 1999; Xu & Shenkar, 2002 Gaur & Lu, 2007) for describing how barriers hampers establishment of relationship, it conceptually means that different networks are embedded in a institutional environment, where each network has a distinguish environmental profile. A profile that is characterized by regulatory, normative and cognitive features (Scott, 1995) and by comparing different institutional profiles a distance between the networks can be appreciated. Where the regulatory component within the institutional profile capture the institutions written regulations and laws which governing the behaviour in the environment (Kostova, 1999). The normative component captures the none written taken for granted behaviour, for example languages, norms, values or other cultural aspects governing behaviour within the institutional environment (Kostova, 1999). The last cognitive component is based on the environments sense making features, for example how meaning is created, ways how to categorize or other aspects of how to interpret the surrounding (Kostova, 1999).

For instance, the four emerging markets which have attracted most attention are Brazil, Russia, India and China, often called the BRIC-markets, and one of the aspects that unites, at least, three of them, Russia, India and China, are the existence of a plethora of

languages, nationalities and religions in these markets. This is also the case in Nigeria and South Africa and some of the other big emerging markets. The cultural variation makes a market more difficult to learn about but it also makes the knowledge gained less valid as there, for instance, are differences in habits and behaviour between nationalities, even if they reside in the same market.

For understanding the crossing the term *institutional bridge* is introduced, the institutional bridge is seen as the link that makes firms trigger internationalization and overcome some barriers of differences in institutional environments. Before a firm enter a foreign market or an emerging market which are the cases in this paper, the decision makers within the firm face a certain level of regulatory, normative and cognitive distance to the emerging market. The firms needs someone who is helping them to establish relationship with other actors in the market, it is this person who is helping the firm establishing a specific type of relationships that are creating a institutional bridge to the market and thereby making the firm manage and handle the institutional distance.

The institutional bridge thereby functions as a relationship that helps firm transcend manifested and perceived barriers when establishing in foreign networks. The concept of institutional bridge can be attached to knowledge, because for crossing into new foreign network it is required knowledge and ability about the foreign emerging markets language, culture and business differences and a position in the network for fulfilling the role and this knowledge needs to be provided by a person.

## **4. Method**

### ***4.1 Case selection***

The cases presented in this study origins from earlier unpublished empirical findings within Bachelor, Master and PhD Thesis within the Swedish Higher Education System of Business.

The data source used to gather cases from bachelor and master Thesis was DIVA and Uppsatser.se and the key words were *Internationalization*, *Internationalisation*, *emerging market* combined with *case*, and the Swedish counterpart word. Because these two data sources only contain more recent published thesis, we decided to add two sources: Uppsala University and Mälardalen University own databases of PhD, master and bachelor thesis written at the department for business and management and thereby accessed elder publications, where each source was investigated paper by paper instead of using search words.

The selection criteria are cases describing in detail the trigger phase of internationalization in their empirical chapters. However, describing the trigger phase in detail is found to be very rare, instead the trigger phase is described in one or two sentences just holding the function as an introduction to the “real story” which describes the establishment and development phase in the internationalization. In overall of all the 299 theses found in the search in the data sources Diva and uppsatser.se and all the investigation go through paper by paper at Mälardalens Univeristy and Uppsala University it is only found 16 theses holding enough information what made the firm trigger a decision to internationalize to a emerging market and where the firm holding their home base in Sweden as the home base, when entering an emerging market<sup>2</sup>. By home base is meant a firm having the headquarters located to Sweden.

Further is the scope of selection made from firm level, this means that what can be a firm owned by a affiliated company is treated as a independent firm if the case only focuses on the firm without describing the firm as a part in a affiliated company, however subsidiaries in the firm hierarchical juridical structure are included. From these selection

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<sup>2</sup> Evaluation is made in terms of the year of foreign market entry, because for example South Korea would not today qualify as emerging market but is evaluated as doing so in 1972 and 1958.

criteria 30 cases of firms internationalizing are identified (12 from Master theses, 11 from Bachelor thesis, and 7 from PhD theses) as having enough information about the trigger phase of their internationalization process, and the overall sample can be characterized as follows:

#### ***4.2 Case characteristics***

The total cases resulted in a sample of 30 internationalization cases (see table 2). The majority of the 30 cases occurred in more recent years, however, some of the large and international experienced firms' the triggers occurred rather far back in time. The strength of the cases is visualized in the timeline in figure 4 it can be argued to have historical validity, but may be the fact there are no cases from the time period 1985-1994 can be viewed as a weakness.

<<Figure 4>>

There are twelve different markets entered by Swedish firms represented in the sample. Russia and China stand out with a high share, but besides these two markets there is a spread over emerging markets in Eastern Europe, Asia and Africa. It is striking that there are no cases from the two remaining BRIC countries: India and Brazil, and it is also worth paying notice to the total lack of representation of the emerging markets in South America.

<<Figure 5>>

Another dimension in the case structure is the firm size, where the European Union's definition (European Union, n.d) in terms of employees is used to categorize the size of the firms. Micro-sized firm is a firm having less than ten employees, a small company is a company having between ten and 49 employees, a medium-sized firm has between 49 employees and 250 employees, and large-sized firm has more than 250 employees. The

collected cases have a high share of large firms, but also possess a variation of micro, small and medium sized firms.

We did also categorize the firms in the sample according to their degree of internationalization and we view high degree of experience as a situation, when the firm has a legal entity in more than three markets or sales to more than fifteen markets. *Medium* degree of internationalization is when the firm is doing business in more than five markets but has legal a entity in less than three countries and sales to more than five foreign markets. Finally low degree of internationalization prevails when the firm has business in less than five foreign markets. We combine size and degree of internationalization and the sample shows that more than one third of the cases concern large firms with a high degree of internationalization (see figure 6). Micro and small size firms with a low degree of internationalization are also well represented in the sample, almost one third of the firms fall into these two categories.

<<Figure 6>>

The firms in the sample can also be categorized in terms of outcome of the internationalization covered in the sources. Four types of outcome are evident in the cases and they are setting up a production subsidiary<sup>3</sup>, sales subsidiary, starting export and / or sales and, finally, beginning purchasing activities. It is obvious that the collected cases have a focus on foreign sales activities (87%) where a major share is starting export and / or sales (57 %) and a smaller part, but still almost one third of the whole sample, results in the establishment of a sales subsidiary. Three cases (10 %) has establishment of a production subsidiary as an outcome. In one case the outcome is that the entering firm begins to purchase from the foreign

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<sup>3</sup> Firms establishing both a sales and production subsidiary is categorized only into the category "production subsidiary".

market. Finally the selected cases represent a great variety of industries both in manufacturing and services, which is visualized in table 2.

<<Table 2>>

## **5. Case analysis of the pontonier and its role in the internationalization**

### **5.1 The pontonier's motive**

What types of actions the pontonier performs is contingent of what types of motives it has. It is easy to assume that in this business context the pontonier has only motive to involve itself in another firm's internationalization and that is profit. However, we define the pontonier as someone, who is driven by personal or social motives. The cases reveal that the pontonier can have a variety of motives from being profit-oriented or just having the motive of helping a friend or a relative.

Based on the cases we categorize the motive sin three groups: Personal profit, firm profit, county benefit<sup>4</sup> and help a friend. The 30 cases show that the dominant motive is profit (70%). Included in this category is the motive of becoming an employee of the internationalizing firm, which is, for instance, the situation in cases 20 and 21, where Väderstads Verken enters the Estonian market and Context Vision enters the Chinese market.

However, though a minority, several cases reveal motives of a more social character. In 10% of the cases the entering firm got help from a friend of friend of the family without any more motive than just informal friendship. Examples of this type of motive are Norba's entry into Latvia (case 23) and Tetra Pak's entry into the Kenyan market (case 7).

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<sup>4</sup> Included in category of country benefit is also person/persons having the objective of creating a better environment in terms of air pollution without any financial motives of doing so, also included is export councils etc having the motive of increasing a country foreign sales or increasing foreign direct investment in the county.



In 20 % of the cases it seems that the main motive is to help the own country's development. Profit seems to be the main motive for the pontonier it is evident that this is not always the case, the reality is more complex and the pontonier seems to have a multiple of motives.

## **5.2 Position in the network**

One of the factors that give the pontonier a possibility to act and thereby to enhance the entering firm's relationships is its position. Based on the cases we identify three types of positions. The first refers to where the pontonier is positioned in relation to the firm. The pontonier can reside within or outside the entering firm. The second position is the home market of the pontonier and the cases reveal that the pontonier can have the same home market as the entering firm or it can have its roots in the emerging market, but, there is also a third option, namely that the pontonier comes from a third market.

<<Table 3>>

However, there is also a third type of position that gives the pontonier a point from where it can act and that it is position in the network of business relationships and personal relations. In terms of the different positions a pontonier undertakes the cases show a strong variation. The pontonier can be found almost everywhere and bridging a relationship between two parties earlier had a structural whole between their two networks. 70% of the pontoniers are found outside the firm, while 30% of the pontoniers are found inside the firm. Interesting is that almost one fourth of the pontoniers act from a third market.

The pontonier needs independent of position, to have connections to third parties in the emerging market to fulfil his mediated role as a bridge maker between the firm and emerging market. The most common position is the pontonier, who operates outside the

entering firm but resides in the emerging market. The cases show that the pontonier could be a customer, governmental department, agent firm, lawyers, friends of someone at the firm, trade organization or consultant firm. For example in case 14, where Ericsson entered South Korea, where a South Korean man contacted Ericsson and helped them to establish relationship with political and business actors which were important for their market entry in the South Korean market. This position of the pontonier is also found in case 27, where Illuminate Business Intelligence and Communications entered Russia. The entering firm hired a local Russian lawyer to assist them in entering the Russian market. A third example is when Tetra Pak entered Singapore case 5. The pontonier was a member of the Singaporean Economic Development Board, who contacted the CEO of Tetra Pak and provided help. This type of position of the pontonier is visualized as in figure 7.

<<Figure 7>>

The second most common position refers to the pontonier, who is located outside the entering firm, but who uses the entering firm's home market as a platform for its operations. In the cases there are pensioners' who are governmental departments, NGOs, people previously unknown to the entering firm, customer and domestic consultant in the home market, or just friend to someone at the entering firm. Case 1 describes PPC Engineering that entered Congo Kinshasa. Critical in this process was a previously unknown man living in Sweden with Congolese origins. He established contacts with PPC Engineering and helped them to establish relationships with various key actors in Congo Kinshasa. A rather similar event takes place in case 11, where Swedavia entered the Kurdish region in Iraq. A for Swedavia previously unknown man with Kurdish origin helped the entering firm in establishing political connections in the Kurdish region. In the case of Absolent (case 17) a NGO, the Swedish

Environmental Research Institute, helped to establish connections in the Chinese market. Moreover, when Trygg Hansa entered the Polish market (case 9) a consultant with Polish background helped the firm to develop relationships with potential business partners. This type of position of the pontonier can be visualized as in figure 8.

<<Figure 8>>

Surprising to us was that the third most common position is when the pontonier is positioned within the juridical entity of the firm but in a third market. Typical are subsidiary as a pontonier or a specific employee such as the CEO of a subsidiary, who initiates and creates a bridge between the entering firm and the emerging market network. In case 3, the pontonier function is served by Atlas Copco's employees at the Portuguese subsidiary when Atlas Copco entered the Angolan market. In another case 10, Skandia had help from their German CEO when they established the firm in the Polish market, and when Sandvik entered South Korea the Japanese CEO functioned as a bridge to the potential distributors (case 15). This type of position of the pontonier can be visualized as in figure 9.

<<Figure 9>>

Another position of the Pontonier can be inside the entering firm and in the home market, for example, the CEO or an employee in the firm has the ability to connect the firm's network to a network in an emerging market. This occurred in the cases of Eastnet Business Development and Kentor, which both entered the Russian market (cases 29 and 30). In both these case the CEOs of the firms were crucial in developing relationships for the firms in the emerging market. A third case describing the same internal position of the pontonier is ELFI

Elektrofilter AB entry into China, where an employee within the firm established relationships in the emerging market (case 18). This type of position of the pontonier can be visualized as in figure 10.

<<Figure 10>>

The fifth type of position is when the pontonier operates from a third market and is to be found outside the entering firm. The pontoniers holding this position are rather few in the cases, but they do exist. An example is the pontonier in case 8, which is about East Asia Company of Copenhagen, which supported in ASEA, when they entered the Kenyan market. A similar position had the American firm Tecknit when it helped Stilexo Industry AB in their process to enter the Chinese market (case 22). Figure 11 illustrates this type of position. As argued the pontonier is not only about position and motive, one important feature is the knowledge possesses and actions the pontonier performs entitle him to create the bridge between two parties, where action and knowledge is treated together because much of the actions requires knowledge and abilities.

<<Figure 11>>

### **5.3 The pontonier's knowledge**

Besides the position the pontonier holds a specific knowledge, which makes the pontonier to an important actor in the internationalization. The combination of position and knowledge make up a platform from where it can act in relation to both the entering firm's home market network and the foreign market network. The cases indicate that there are mainly four types of knowledge that are important for the entering firm. These four types of knowledge are especially important when entering emerging markets, as high uncertainty, opaque networks

and institutional turbulence usually characterize them. The pontonier's knowledge about institutions, culture, technology and networks seem to be a driving force in the entering firm's internationalization.

The importance of the *pontonier's knowledge about the institutions regulatory aspects* in the foreign network environment is supported in case 27, where when Illuminate Business Intelligence and communications entered Russia. The entering focal firm hired a Russian lawyer because of his knowledge about formal and informal rules. He helped the firm with the administrative tasks needed to make an entry. Moreover, when Aronders AB in case 12 entered the Kurdish region in Northern Iraq, a Kurdish man fulfilled the function of the pontonier and knew what kind of politicians to meet in order to move the process forward.

Closely related to knowledge about institutions is *knowledge about the normative and cognitive conditions* in the foreign network environment. In case 3, Atlas Copco entered Angola, and used its Portuguese subsidiary in this process, because Angola as a former Portuguese colony means that employees at the Portuguese subsidiary possessed necessary language skills and knowledge about the Portuguese communities in Angola. The same cultural knowledge is demonstrated in case 29, where the CEO of Eastnet Business Development, when entering the Russian market, could use his knowledge about the Russian culture and market. A similar thing happened in case 24, where a Chinese man living in Sweden for twelve years and who spoke Mandarin possessed necessary knowledge about the culture and business connections in China contacted Hästens Sängar. Knowledge about institutions and culture are evident in the cases and correspond with the received theory on internationalization, where it is assumed that the entering firm lacks knowledge about the foreign market and therefore perceives uncertainty, which, in turn, makes it reluctant to enter the foreign market.

The third type of knowledge is *knowledge about the foreign network structure*, by this is meant knowledge about whom or what firm to contact to be able to enter the emerging market. This requires that the pontonier has insight in how the structure of business relationships and personal relations look like and how they are interrelated. This knowledge is present in case 14, when Ericsson entered South Korea. A pontonier made contact with Ericsson by sending mail to Ericsson and then provided contacts to suppliers and other industry contacts, which made Ericsson's entry into the market easier. Also in case 20 where Väderstad Verken AB entered Estonia the pontonier's network knowledge is important for the process. The entering firm took help of a pontonier, which provided information about the market so they could establish relationships with customers in the market.

The fourth type of knowledge, which is evident in some, but not all the case, is *technology knowledge*. In several cases in the more technology-advanced industry there is a need that the pontonier possesses sufficient knowledge about the technologies to fulfil its function. By technology knowledge we mean knowledge about products, production processes but also how products and services have to be stored, distributed and combined with other products. This is a type of knowledge, which is not directly connected to any specific market. It is a general knowledge, which can be applied in any foreign market. But it is the mixture of institutional, cultural and structural conditions in a specific emerging market, combined with technology knowledge, which makes the latter so crucial. The need for technology knowledge is clear in the case of PPC Engineering AB entering Congo Kinshasa (case 1), where at first a Congolese man living in Sweden was involved as pontonier and helped to establish personal relations with various people at the Minister of Energy and helped translating during meetings. But, after a while the CEO of PPC Engineering AB realized that the Congolese man did not have the sufficient knowledge about technical terminology and functionality. Then a second Congolese man living in Sweden, who better

fulfilled these requirements, became involved. The presence of technology knowledge is also revealed when Stilexo Industry AB entered China (case 32). The Pontonier Tecknit had set up a production subsidiary in China and their manager knew Chinese language, but they were also active in the same industry and being an earlier collaboration partner.

It is obvious that the pontonier has at least one of three types of knowledge discussed and often two of them or all of them and it is the pontonier's knowledge that constructs the institutional bridge into emerging networks, which, in turn, makes up the trigger that starts the internationalization. However, the technology knowledge is present does not seem to play such an important role.

#### **5.4 Pontonier's action**

Position and knowledge give the pontonier a platform from where it can perform various types of action. In this context, the trigger phase of internationalization, it is interesting to see how important the pontonier is for the process to start. We interpret that in 47 % of the 30 cases it is the pontonier, who took initiative, which means that it is as important as the entering firm in itself, which took the initiative in 43 % of the cases. In the remaining cases, it was a customer, who took the initiative. *Taking initiative to the internationalization* is consequently of importance for the entering firm and an important type of action.

An example of an entering firm, which established contact with a pontonier is Norba that took initiative and contacted their customer Volvo's Latvian subsidiary, who, in turn, helped Norba to employ a representative in the Latvian market (case 23). Also in case 25 where 3p International AB entered China, the initiative originated from the entering firm, this actively searched for a pontonier in the Chinese market and later began collaborating with the Technological Park in Shanghai. Example of the customer being initiator of the process is when Terrakultur was contacted by IKEA in Russian and began to buy services from them in

Russia. A corresponding case is Ericsson's entry into Angolan market (case 4). The initiative came from a telecom customer who approached Ericsson in order to build out the telecom infrastructure. A contract between these two firms was later signed. However, the initiative can also have its origins in that the pontonier actively made contacts with the entering firm, which occurred in case 9, when Trygg Hansa entered Poland. A consultant with Polish background strived to initiate some kind of collaboration. Also in case 17, the pontonier, which was the Swedish Institute IVL in this case took the initiative, when Absolent AB entered China.

Besides taking the initiative other ways of acting is, for instance, *arranging or not arranging meetings with various actors* is instrumental for the internationalization. Judging by the cases, this action seems to be one of the main activities, which the pontonier performs. Here one can distinguish two streams of action. The first is to mediate contacts with potential business partners. Most common is to identify customer, but also to find suppliers and other types of business partners, influence the internationalization of the entering firm. Several cases demonstrate how the pontonier performs this action, for instance, a pontonier helped Väderstad Verken AB identifying potential customers before they entered the market. Another example is in case 7 when Tetra Pak entered Kenya a pontonier helped them to come in contact with another Swede in Kenyan who had a background in the market and had an agency in the market.

Moreover, it seems that in the context of emerging markets, which often are economies undergoing a transition from being extensively regulated and governed by the state to a market-driven system, developing relationships with authorities and personal relations with civil servants, is something widely spread in the cases and in this process the pontonier play a major role. An evidence of this is in case 11 where a pontonier with Kurdish background in Sweden helped Swedavia came in contact with political actors in the Kurdish



market and by this act made Swedavia's market entry much easier. In case 1 the pontonier established relationship between PPC Engineering and governmental members of Congo Kinshasa, these relationships were of utmost importance for PPC Engineering's market entry.

As already discussed, pontoniers do usually have knowledge about normative and cognitive features of the institutions prevailing in the emerging market, while the entering firm often lacks this knowledge, which means some way or the other making this knowledge understandable and useful for the entering firm is a key for the internationalization. We call this, the third type of action, *translation* of knowledge and we can observe that this is an action, which is very common in the cases. An example is in the case 11 when the pontonier with a Kurdish background provided knowledge and translated the Kurdish language to Swedavia, the pontonier helped the firm to understand the impact of culture on business.

A fourth type of action prevalent in the cases is closely connected to the previous as it also influences the entering firm's knowledge about the emerging market. Based on the pontonier's position and knowledge in order to influence the *flow of information* between various actors in the network, this is evidential in each and every case. An example is in case 27 when Illuminate Business intelligence and communications entered the Russian market, the firm hired a Russian lawyer who had knowledge about the Russian legal system and helped them with signing contracts with potential partners.

Interesting, though, is that if the pontonier wants to keep its importance in the internationalization and aims to continue to participate it is not a question of translating as much as possible and achieve the biggest flow of information as possible. It is rather a question of knowing how much and what type of knowledge to translate and to let flow through the network.

## **6. A tentative model of the pontonier's role in the firm's internationalisation to emerging markets**

Based on the network characteristics and the institutional distance prevailing between the firm's developed market and the emerging market, the case reveal that the pontonier possesses various motives to involve itself in the entering firm's internationalisation and by combining its knowledge, position and action it is instrumental in this process. It is mainly three types of effects that are visible in the case and we see them as results of how the pontonier combines its position, knowledge and action and is driven to commit itself to this process by specific motive (see figure 12).

*Firstly*, the pontonier mediates various business opportunities in the emerging markets. As the pontonier in so many cases take the initiative to internationalisation it can be as maybe the most significant mediating of opportunity. As the process continues the cases clearly demonstrate that the pontonier uses its knowledge and position in order to perform action, which contribute to the entering firm's development of opportunities in the emerging market. Connecting the entering firm with potential customers and suppliers, but also other types of business partners is an action that is prevalent in almost all the cases. But, helping the entering firm to adapt products, market communication and production technologies are also activities, which can be viewed as indicators for the pontonier as an opportunity-mediating actor.

*Secondly*, the pontonier re-structures the network over-lapping the border between the developed and the emerging market. These re-structuring activities are mostly evident in two aspects; the first is to develop and to break relationships in the network, and, the second is to influence how the information flows in the network. By using its position it can to some extent control both the direction and the volume of the information and thereby linking the entering firm with critical firms, individuals, institutions, technologies, products,

etc. However, it is not only a question of giving as much information as possible to the entering firm. Instead, sometimes it can be as important to not let information flow in the network. Commercial secrets and dubious activities are to pieces of information, which the entering firm usually does not want to others to have knowledge about. Another situation where it is likely that the pontonier strangles the flow is when there is a risk that it would lose its importance for the firms involved. Internationalisation implies establishing a position in a foreign network, which, in turn, means that relationships must be developed with other firms and organisation. This often also means that existing relationships must be terminated and the cases indicate that the entering firm often relies on the pontonier to re-structure the network so a position can be established.

*Thirdly*, the pontonier translates and allows firms to cope with institutional differences, which prevail between the markets for the entering firm. These differences cause uncertainty, but as important is the fact that any entering firm in the trigger phase stands outside the network, which makes the network opaque and difficult to understand other than in a very superficial way. What really goes on in the network, how business is made, is a knowledge, which is tacit and belongs to those who act in the network. This, in turn, means that not all pontoniers are able to translate this into understandable knowledge as not all pontoniers are active in the networks, but some are, and they can be instrumental in the reduction of uncertainty caused by network outsidership.

<<Figure 12>>

The reason for this argumentation is that it has been shown that the pontonier has insight in the emerging market and can understand and translate institutional barriers such as language, culture, industry knowledge, social knowledge and other business differences. The pontonier creates a bridge (Demonstrated in figure 12) which changes the perception of the firms regarding the foreign market and overcoming the barriers.

## 7. Directions for future research

This exploratory study has contributed with new insight about the trigger phase in internationalization into emergent markets. It would be interesting if future studies also investigated the role of the pontonier in the internationalization into non-emerging markets. Another study could incorporate higher emphasis on the firm characteristics, where for example if the pontonier has differential roles in for example within a new venture or an MNC. This study also left unanswered what is happening after the trigger phase, where future studies are encouraged to also investigate the role of pontonier in the establishment phase of the firm and within developing phase of the internationalization processes.

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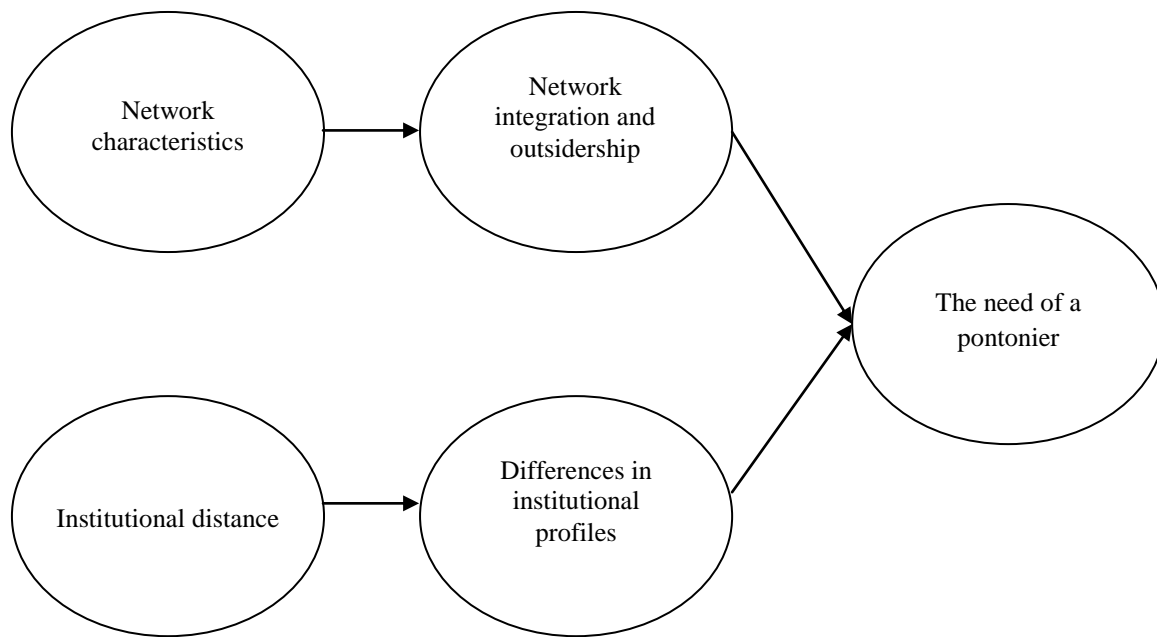
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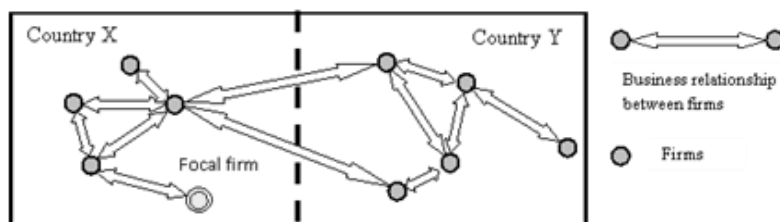
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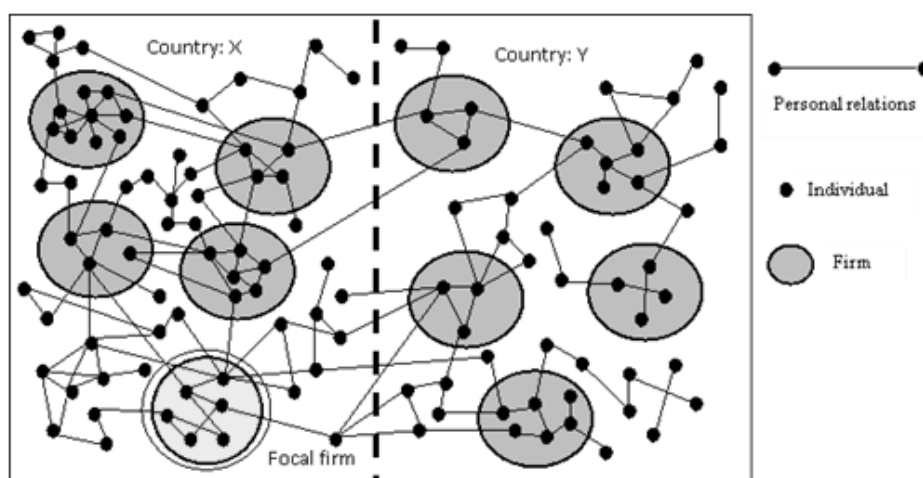
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**Figure 1: The research problem**



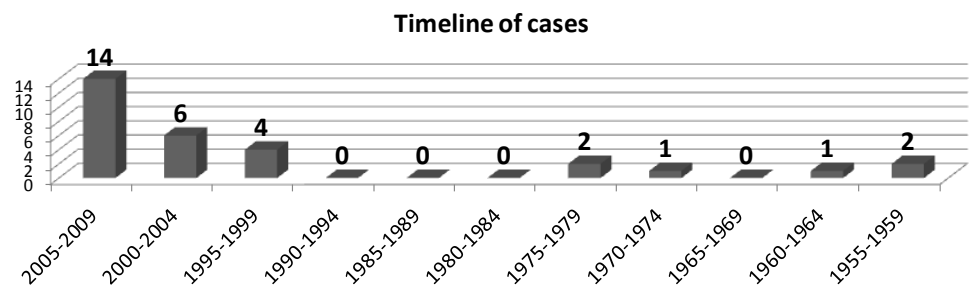
**Figure 2: Network conceptualization of business relationships prior internationalization**



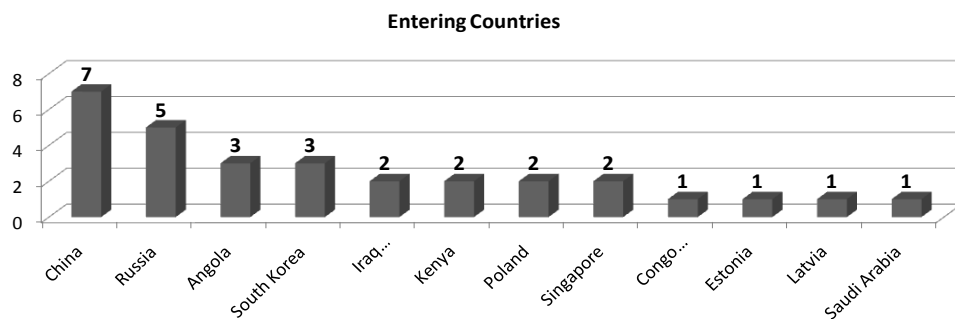
**Figure 3: Network conceptualization of personal relationships prior internationalization**

Concept	Charateristic	Similarities	Differences
Agent	A actor having the ability of establishing relationship between two parties , where the agent have self-interest and functions as a risk reducer, where the agent relationship is govern through a contract. (Eisenhardt, 1989)	The Pontonier can also have the same characteristics as the agent.	The Pontonier does not necessary have self-interest nor need to be contract bounded when establishing the connection.
Gate Keeper	A actor gathering and understanding external information, and then translating this information in a meaningful way to more local oriented colleagues. (Tushman & Katz, 1980)	The Pontonier can also have the same characteristics as the gate keeper.	The Pontonier has a active role in establishing the information source by creating connection between two types of actors.
Entrepreneur	A actor often characterized as a risk taker (McGrath et. al, 1992), and takes advantage of new opportunities (Schumpeter, 1934) and is profit oriented (Kirzner, 1973).	The Pontonier can also have the same characteristics as the entrepreneur.	The Pontonier does not necessary have to be a risk taker, neither need to be profit oriented.
Social Entrepreneur	A actor recognizing and pursuing new opportunities to serve a mission to create and sustain social value. (Mair & Martí, 2006)	The Pontonier can also have the same characteristics as the social entrepreneur.	The Pontonier does not need to only serve social value, the Pontonier can also be profit oriented.
Network Entrepreneur	A actor who generates profit from being between others. (Burt, 2000)	The Pontonier can also have the same characteristics as the network entrepreneur.	The Pontonier does not need to be profit oriented.

**Table 1: The concept of Pontonier in relation to earlier established concepts**



**Figure 4: Case structure in terms of when the internationalization process was triggered**



**Figure 5: Case structure in terms of where the foreign market entry occurred**

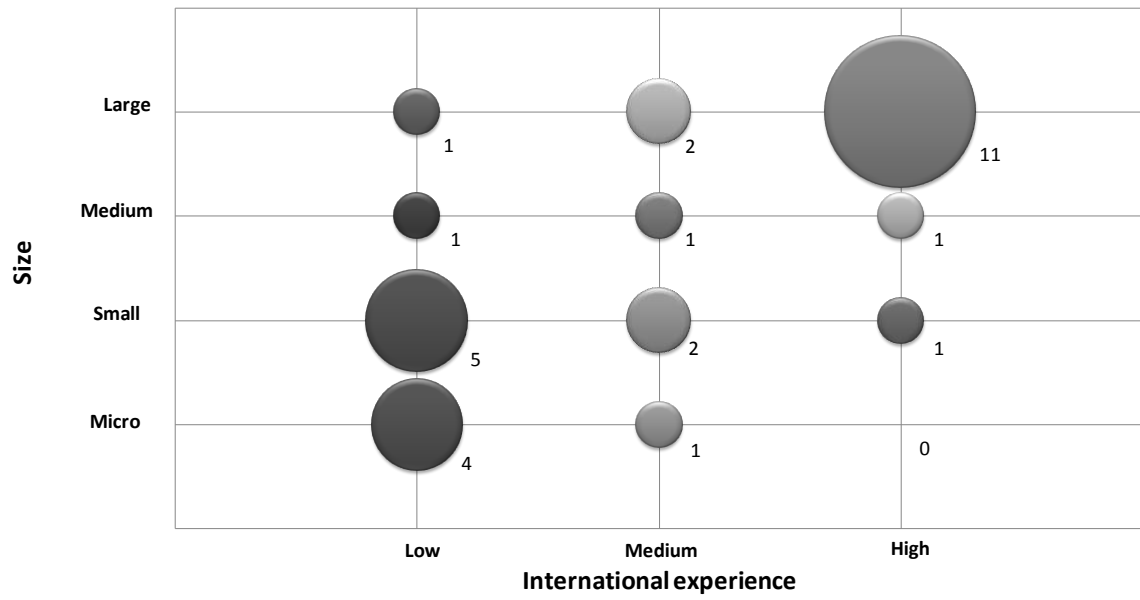


Figure 6: Case structure in terms of firm size and degree of international experience

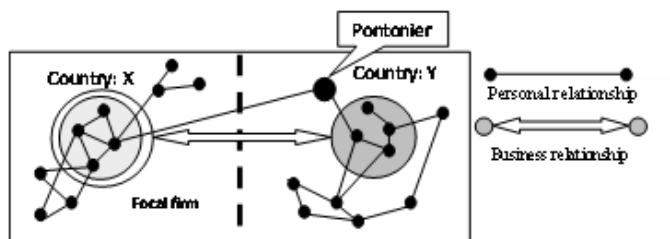
County entered	Time period	Industry	Type of Pontoniers	Pontoner's position in the network	Pontoner's action in the network	Entering firm position in the network	Entering firm's action in the network	Flow of information to the entering firm	Motives of Pontonier	Initiative	Reference
Congo Kinshasa	2006-2009	Electricity	Two earlier unknown person from Congo living in Sweden.	Between the Congolese domestic network and the firms network.	Setting up meeting with Congolese Government and Business men, and helping with translation.	Lack own relations to the Congolese network	Establishing subsidiary with local production and sales.	Through pontonier	Personal profit and helping to enhance developing Congo Kinshasa	Pontonier	Goldberg & Jonsson (2009)
Angola	2005-2008	Heat, cooling, separation and transport equipment	Swedish export council, employees in the subsidiary in Johannesburg, Swedish embassy and lawyers.	Between the companies network and Angola	Setting up meeting with business actors, help with legal guidance	Position in South Africa	Setting up Greenfield.	Through pontonier	Firm profit and increase Swedish firms international business	Firm	Andersson et al. (2008)
Angola	2005-2008	Mining, Compressors and industry tools	Employees in the Portuguese Subsidiary	Between the firms and the community of Portuguese in Angola	Setting up meeting and gathering knowledge from Angola, and use their network to create business.	Position in Portugal	Setting up Greenfield	Through pontonier	Internal firm profit	Firm	Andersson et al. (2008)
Angola	2005-2008	Telecom Infrastructure	Local Consultancy and employees	Between the entering firm and the domestic Angolan network	Consultancy provide knowledge about legal requirements while employees with Portuguese origin provided local knowledge	Position in other Sub-Saharan African countries	Setting up Greenfield	Through pontonier	Firm profit	Costumer	Andersson et al. (2008)
Singapore	1977	Carton packing of liquid products	Economic Development Board in Singapore	Between Tetra Pak's network and Singapore market	Convinced CEO Ruben Rausing to expand in Singapore, and provided industry specific information and statistics.	Position in rather near geographical countries and in 1981 local of Hong Kong, Kuala Lumpur and Malaysia.	Setting up Greenfield and in 1981 local production	Through pontonier	Increase investment in Singapore	Pontonier	Yngström (2006)
Singapore	2004	Profile material and bookbinding.	Friend of CEO	Through other firm he had a business network in Singapore	Became employed and established stores in Singapore.	European network	Setting up stores.	Through pontonier	Help a friend and becoming a employee	Firm	Yngström (2006)
Kenya	1956	Carton packing of liquid products	Friend of COE's family	Between CEO and the Kenyan market	Provided contact to another Swede in Kenya with Kenyan nationality having an agency in the market.	Relationship with the friend through CEO	Establishing contract with agency in the Kenyan market	Through pontonier	Help a friend	Firm	Abraha (1994)
Kenya	1960s	Electricity infrastructure	The company East Asia Company of Copenhagen in a business relationship in other market	Between ASEAs and the domestic Governmental company. The Kenyan Power and Lighting Company.	Represented ASEAs in Kenya as an agent through their subsidiary East African Trading Company	Having only relationship to Pontonier.	Supplied the Kenyan Power and Lighting Company with electrical equipment.	Through pontonier	Firm Profit	Pontonier	Abraha (1994)
Poland	Around 1995	Insurance	Earlier used consultant with Polish background	Between Company and potential costumers	Helped finding local Polish partner, assistant in meetings.	Lack relationship with Polish partner	Sign of contract with the Polish partner OPZZ	Through pontonier	Personal profit	Pontonier	Persson (2006)
Poland	1995	Insurance	CEO of German Subsidiary and new employee	Between the firm and independent brokers in Poland	Consultant helped establishing meetings and the new employee help with personal knowledge about Polish market and language	Lack relationship with Polish partner	Relationship with three cooperation partners	Through pontonier	Firm profit	Pontonier	Persson (2006)
Iraq (Kurdistan)	2006	Aircraft	A Kurdish man living in Sweden	Between the firm and political contacts in Iraq	Help the firm with knowledge about culture and relationship	Lack relationship with actors in the Iraq (Kurdish) market	Contract of constructing airport	Through pontonier	Help the Kurdish region get a airport	Pontonier	Safari & Pajuvirta (2009)
Iraq (Kurdistan)	2007	Agriculture	A Kurdish man living in Sweden	Between the firm and political and business contacts in Iraq	Uses contacts to politicians, and provides contacts to business opportunities.	Lack relationship with actors in the Iraq (Kurdish) market	Contract of developing the agriculture	Through pontonier	Personal profit	Pontonier	Safari & Pajuvirta (2009)
Saudi Arabia	2003	Airline traffic controller	A person not earlier known working in another Swedish firm in Saudi Arabia requested by a costumer	Between firm and the costumer Royal Saudi Air Force	Function as ensuring reliability for the costumer towards the firm, by creating for example social arrangements between the two actors	Lack relationship with actors in the Iraq (Kurdish) market	Contract of providing traffic controller education	Through pontonier	Benefit the Saudi Arabian Air line industry	Costumer	Andersson & Jönhnk (2006)
South Korea	1979-1981	Telecom Infrastructure	A man living in South Korea retired from the Military Government	Between the firm and actors in the South Korean market.	Established a meeting with the Ministry of Communication, suppliers and many other new industry contacts and relationships.	Lack information and contacts in the South Korean market.	Established business in South Korea	Through pontonier	Personal profit	Pontonier	Lee (1991)
South Korea	1972	Tools, machines and material for the manufacturing industry.	The President of Japanese Subsidiary	Between the firm and the South Korean agent and market	Intervewing and selecting agent to use in the South Korean market.	Lack connections and information about the South Korean market.	Established an agent used for selling and marketing Sandvik on South Korean market.	Through pontonier	Firm profit	Firm	Lee (1991)

Country entered	Time period	Industry	Type of Pontoniers	Pontonnier's position in the network	Pontoniers action in the network	Entering firm position in the network	Entering firm's action in the network	Flow of information to the entering firm	Motives of Pontonnier	Initiative	Reference
South Korea	1958	Heat, cooling, separation and transport equipment	An agent company called EWKOR	Between the firm and South Korean market	Marketing the firms products towards the ship industry in South Korea	Lack relationships	A Contract of delivering their products.	Through pontonnier	Firm profit	Firm	Lee (1991)
China	2004	Air filtration equipment for industrial applications	The nonprofit Swedish Institute IVL (Swedish Environmental Research Institute)	The INV joint venture with a Chinese partner functions between the firm and the Chinese market	Created sales and distributed the firms product in the Chinese market.	Had some small customer base already through a Swedish customer but nothing outside.	Making a position in China and later set up own operations.	Through pontonnier	Environmental	Pontonnier	Andersson & Helander (2009)
China	2007	Manufacture electrostatic air purifiers	The firms chief of international business in the company	The Employee stand between the firm and possible candidates of collaborations partners in the Chinese market	Making connections at trade fairs and developed relationships. Traveled to China for meeting candidates.	Relationship with supplier and had earlier an agent representing the firm.	Sign a collaboration contract for developing products.	Through pontonnier	Firm profit	Pontonnier	Andersson & Helander (2009)
China	2006	Expertise on emission reduction to air	A Chinese man they meet in Sweden on regional networking organization	Between the firm and Chinese market	Provided business contacts in China	Lack relationship to Chinese market	Setting up a business and production facility	Through pontonnier	Firm profit	Firm	Andersson & Helander (2009)
Estonia	2002	Machinery manufacturer	Local person employed	Between the firm and the market	Provide information and knowledge about local market and find new costumers	Lack relationship to Chinese market	Obtaining sales and establish a business subsidiary	Through pontonnier	Employment	Firm	Li & Nkansah (2005)
China	1999	Enhancing image quality in the medical community	Employment of local sales person	Between the market and the firm	Provide information and knowledge and create sales	Lack relationship to Chinese market	Obtaining costumers through sales person	Through pontonnier	Employment	Firm	Li & Nkansah (2005)
China	1999	Form Aluminium	A firm called Tecknit to whom they had earlier collaboration, and a earlier customer requesting an establishment in China	Between the firm and Governmental bureaucracy	The Manager of Tecknit spoke Chinese and provided information and knowledge about an earlier establishment in China	Between the Joint Venture partner and the Costumer, earlier connection to Tecknit	Setting up a Joint Venture with Tecknit and starting production	Through pontonnier	Firm profit	Costumer of Stilexo entering Stilexo of the collaboration with JV partner	Arvidsson et al. (2005)
Latvia	2004	Garbage	Costumer	In Latvia and employees at the Volvo costumer and between the firm and potential persons for Norbta to employ.	Provided contacts to Latvia persons suitable for being responsible of their products	Having relationship to the costumer but lack other relationship	Hiring Latvia employee having the responsibility establishing Norbta in Latvia	Through pontonnier	Help a friend	Firm	Florell et al. (2009)
China	2004	Manufacturing of beds	A Chinese man living in Sweden for 12 years contacted the firm	Between the firm and Chinese market	Established Håsten in China and created a network in China and selling their products	Lack direct relationships	Distribution contract selling products to the representative	Through pontonnier	Personal profit	The Pontonnier	Kermanshahani & Norén (2006)
China	2006	Project Management Training and software	Technological Park in Shanghai	Between Chinese government and the firm	Provided information and contacts	Lack direct relationship	Obtained partners with existing selling channels	Through pontonnier	Benefit business in home country	Firm	Chuan et al. (2007)
Russia	2002	Plants	Customer in Russia	Between the market and the firm	Established relationships with actors in the market and asked for their services as a customer	Having relationship to the costumer but lack other relationship	Selling plants to costumers	Through pontonnier	Firm utility	The Pontonnier	Davidsson & Lundqvist (2006)
Russia	2005	Business intelligence	A Russian lawyer	Between the firm and authorities	Handled visa and permission issues	Lacked direct relationships	Offering business intelligence to firms	Through pontonnier	Personal profit	Firm	Karlsson & Wiktorsson (2009)
Russia	2007	Headhunting	A Swede with previous experience about the Russian market was hired of the company	Between the market and the firm	Established relationships with actors and founded offices and recruited Russian employees for the firm	Lacked direct relationships	Offering headhunting for firms	Through pontonnier	Firm and personnel profit	Firm	Karlsson & Wiktorsson (2009)
Russia	2005	Business development	The CEO in the firm	Between the firm and the market	Established relationship with actors in the industry and had knowledge about the Russian market and culture	Had personnel relationship through the CEO in the firm	Helping firm develop their business in the Russian market	Through pontonnier	Firm profit	The Pontonnier	Karlsson & Wiktorsson (2009)
Russia	2006	TeleComputing	The CEO in the firm	Between the firm and actors in the market	Established relationships with Russian actors in market	Had personnel relationships through the CEO in the firm	IT-consultants	Through pontonnier	Firm profit	The Pontonnier	Karlsson & Wiktorsson (2009)

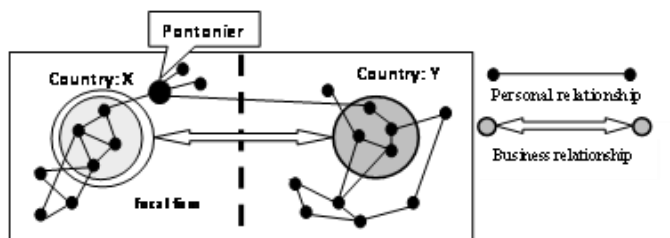
Table 2: Overview of internationalization cases

	Inside the entering firm	Outside the entering firm
The entering firm's home market	4 (13 %)	7 (23 %)
The emerging market	0 (0 %)	12 (40 %)
A third market	5 (17 %)	2 (7 %)

**Table 3: Overview of the Pontoniers position in the cases**



**Figure 7: Conceptualization of Pontonier located in emergent market outside the firm**



**Figure 8: Conceptualization of Pontonier located the firm's home county but still outside the firm**

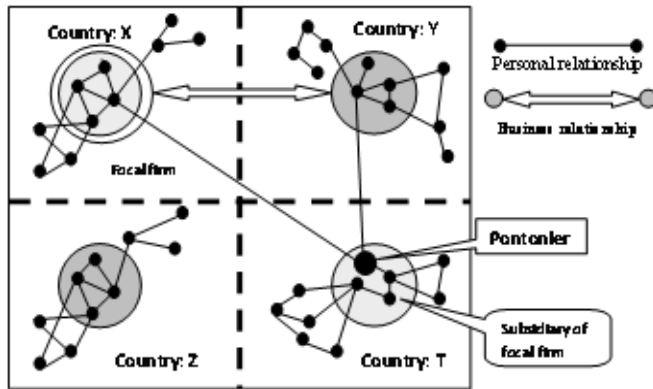


Figure 9: Conceptualization of Pontonier located in third country inside the firm's juridical entity

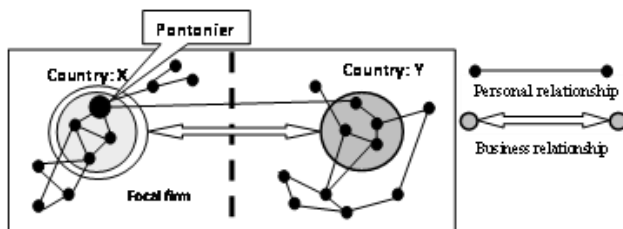


Figure 10: Conceptualization of Pontonier located inside the firm in Home Country

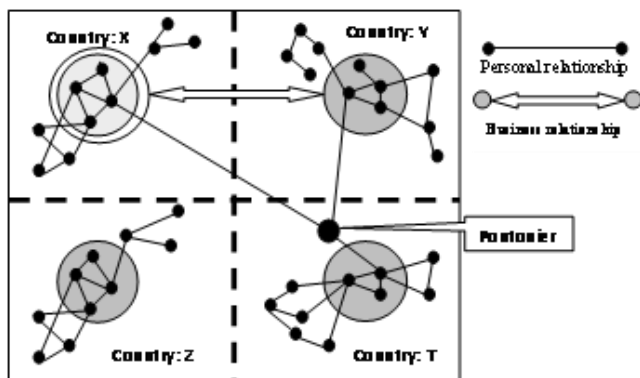


Figure 11: Conceptualization of Pontonier located in third country outside the firm



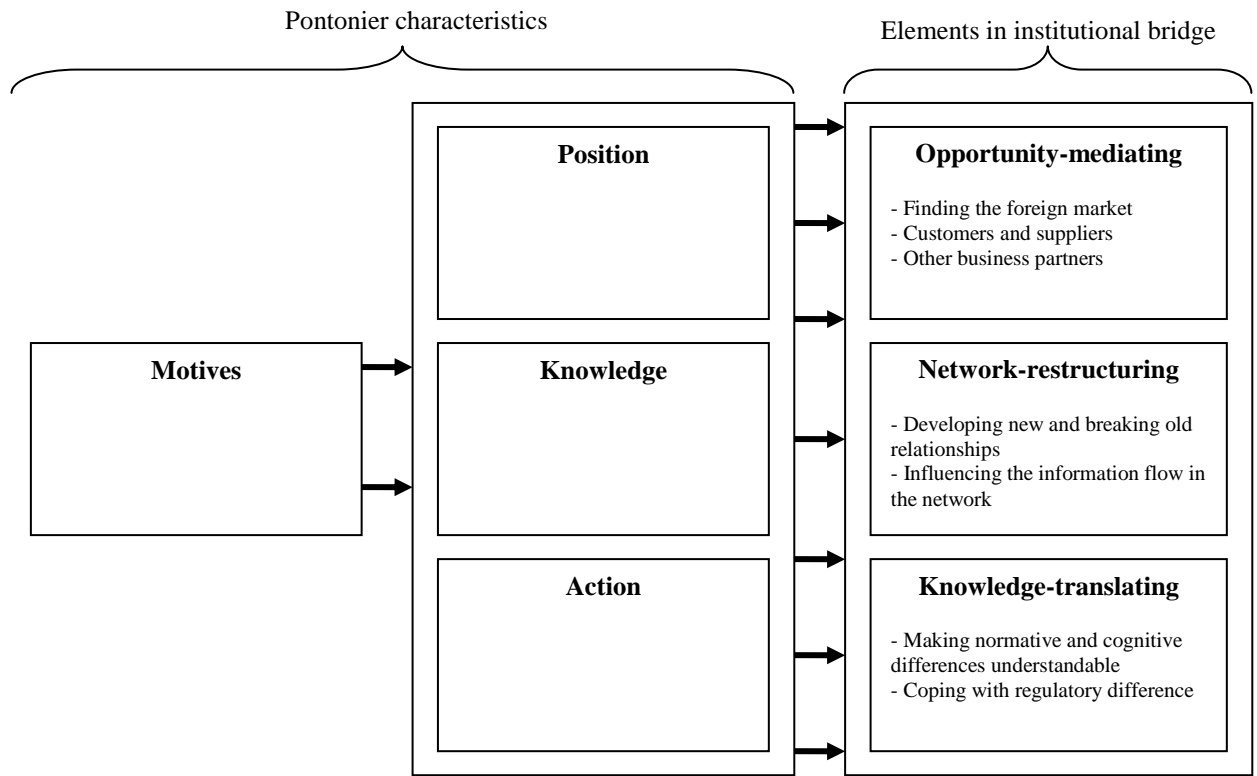


Figure 12: A tentative model of the role of pontonier in the internationalisation into emerging market