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## Foreword

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**Biographical notes:** Susanne Royer is a Professor for Strategic and International Management and a Director of the International Institute of Management at the University of Flensburg, Germany. She is also an Adjunct Professor in the School of Management, Faculty of Business of the Queensland University of Technology in Brisbane, Australia. She received her PhD from the Faculty for Business Administration and Economics of the University of Paderborn, Germany. Her research interests include strategic alliances, changing forms of value net organisation and strategic issues in e-business.

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I am delighted to present this issue of the *International Journal of Globalisation and Small Business* (IJGSB). With this issue we want to again fulfil the task IJGSB has set for itself. The exploration of the opportunities and threats of globalisation for small businesses as well as small businesses' strategic options in an increasingly global world is on the agenda of this journal. By publishing papers from academia as well as practice and also by transferring knowledge developed in the classroom, an effective channel of communication between policy-makers, government agencies, academic and research institutions and persons concerned with the complex role of small business in society is to be established. The investigation and systematic analysis of topics relevant for smaller players in relation to internationalisation and globalisation is still scarce. On the other side also, for these firms it becomes increasingly relevant to overcome cultural and national barriers and to meet the needs of accelerating technological and other changes in the global economy. Again, interesting contributions have been selected for this issue of IJGSB to contribute some pieces to this complex puzzle of getting a further understanding of small business acting in a global world.

This issue consists of six interesting papers from the field of small business in the context of globalisation. The first two papers deal with general issues of high relevance for small players. The other papers of this issues, which make up the second part, all position themselves around the specific topic of university spin-offs and start-ups in global competition.

The first paper of the general part delivers a conceptual framework to evaluate SME performance. Sardana, from the Ghaziabad Institute of Management Technology in India, contributed this interesting piece of work. Performance measurement is a still not sufficiently researched topic that has relevance for all researchers and practitioners in the

field of management. Studies that shed light on specific small business aspects are even scarcer than systemic investigations of this topic in general. Sardana acknowledges the specificities of SMEs and shapes his performance measurement system according to these. His study gives insights into success factors. Building on the deducted objectives and determinants of success, a business performance measurement framework is presented that gives clear indicators for an appropriate set of performance measures for SMEs.

The second paper in this issue investigates the business strategies of Turkish apparel firms and has been written by Culpán from The Pennsylvania State University at Harrisburg, USA and Ekin of Providence College, USA. The authors investigate the competitive conditions in this market to find insights into the business strategies of Turkish apparel firms. These firms mainly consist of small-sized players. A strategic fit framework and a resource-based perspective are the bases to describe the current state of the industry regarding the companies' core strategies. Current problems of Turkish apparel manufacturers and marketers are sketched with a particular focus on small- and medium-sized firms in this global industry characterised by a high level of competition. Pragmatic recommendations for these actors are developed and conclusions are drawn regarding the business behaviour and strategies of Turkish firms, while industrial and firm-specific factors are taken into account.

The second part of this issue is then dedicated to the theme of university spin-off firms and the development of start-ups in the global marketplace. Van der Sijde and Kirwan, both from the Dutch Institute for Knowledge Intensive Entrepreneurship (Nikos) at the University of Twente in the Netherlands, collected three papers in line with this relevant topic and introduce these contributions in their paper, 'Supporting university spin-offs to realise their global potential'. Therefore, here, I just want to briefly sketch the three papers that follow van der Sijde and Kirwan's contribution.

The first paper dealing with the special theme, by Gómez Gras *et al.*, delivers a conceptual model to explore firms' early internationalisation. The group of authors involved in the project, from the Universidad Miguel Hernández de Elche in Spain, chooses a cognitive perspective for their conceptualisation.

The next paper of the second part of this issue has the title 'Developing the support infrastructure of technology transfer offices to accommodate the needs of global spin-off companies'. The authors Lecocq *et al.* aim to systematise the experience of several European universities participating in a project to foster university spin-offs in an international context, the GlobalStart initiative. They develop an integrated approach to conceptualise the support infrastructure needed to accommodate specific needs of knowledge-intensive university spin-off firms.

The concluding paper, by Thomas and Thompson from the Welsh Enterprise Institute at the University of Glamorgan Business School, investigates the support available for the internationalisation of global start-ups from universities in their paper, 'Optimising the regional infrastructure for higher education global start-ups in Wales'.

We hope you will enjoy this issue of the IJGSB. We would not only be grateful for interesting papers submitted to the journal in future, but we also welcome helpful comments and suggestions concerning our journal, *e.g.*, with regard to relevant topics for future special issues. Our thanks go to the reviewers for their efforts in regard to this issue of IJGSB.