

Appendix II - Table 1.1 Triangulation of Data

As stated in earlier, the data analysis technique used in this study is content analysis and thematic coding (Strauss & Corbin, 1998; Silverman, 2013). The following table illustrates the process of data analysis that was used in the study. As seen in the table the data collected was coded primarily using themes derived from the five theories used in this study. In an effort to triangulate the data, information from other sources such as academic literature, government and industry reports newspaper articles & websites was also incorporated as required.

Key Theoretical Concepts Used in the Study	Primary Data	Other Supporting Evidence (Academic Literature, Government and Industry Reports, Newspaper Articles & Websites)	Core Themes
Mathews LLL Model (Mathews, 2002, 2006) + International Entrepreneurship (Oviatt & McDougall, 1994) (firm size & impact on internationalisation)	<i>"If we go into a foreign country and some of the engineering consultants in Indonesia for example are not small – they are a couple of thousand people. So when you think about it, their companies are huge and that can be a disadvantage."</i> (Chairman Firm B) <i>"I think we're too small for that, we have limited resources, both people and finances to consider something like this..."</i> Director Firm L	Other academic and industry work that supports that firm size is an important determinant in the internationalisation of firms (Asia New Zealand Foundation, 2012; Covin & Miller, 2013; Kalantaridis, 2004; Maharaj et.al, 2012; Ministry of Business, Innovation and Employment, 2013; Reina & Tulacz, 2013; Roth, 1992; Zaheer, 2005) Example of triangulation given in main text of the thesis. Please refer to p120.	Firm Size
International Entrepreneurship (Oviatt & McDougall, 1994) (international orientation) Uppsala Model (Johanson & Vahlne, 1977; Johanson & Vahlne, 2009) (experiential knowledge)	<i>"I don't think the construction sector gets, you know, motivated to go into Australia or South-East Asia for the purpose of trying to beat the locals at their own game, on their own patch, so much. You could be good but I don't think that would be good enough to beat a local Indian or Chinese company on their home soil."</i> (Director Firm J)	Other academic and industry work that supports that attitude of the management and availability of work in the domestic market play an important role in the internationalisation of a firm (Bollard, 1992; Covin & Miller, 2013; Enderwick, 2012; Gibson, 2009; Greene & Brown, 1997; Jones, 2009; NZTA, 2012; The New Zealand Sectors Report, 2013). Example of position in domestic market: affecting attitude of management: "The civil construction sub-sector is dominated by a select group local players who enjoy a significant market share" (Gibson, 2009; Jones, 2009).	Attitude of Management – Position in the Domestic Market vs Foreign Market, Operational Experience/ Experiential Knowledge

	<p><i>“Overseas and domestic work are direct substitutes, pursuing overseas work could come at the cost of losing out on upcoming projects in New Zealand.” (CEO/Director Firm O)</i></p>	<p>Example of overseas and domestic work are direct substitutes: “The relative scale of the work in the aftermath of the Christchurch earthquakes is enormous. According to media reports firms that have assessed the status of affected sites and the extent of rebuild required suggest that there will be an increase in the rebuild activities over the next decade” (Steeman, 2014).</p>	<p>Importance of Internationalisation – Domestic Opportunities vs International Opportunities</p>
<p>Mathews LLL Model (Linkage-Leverage-Learning)</p>	<p><i>“So I think there’s no secret there and we just try and leverage off our partners like anybody else would with their own partners. But yeah, they help you accelerate market entry, they know who the people are. So it’s quite key for us, finding the right partner.” (General Manager Firm A)</i></p>	<p>Other academic and industry work that supports that networking and strategic alliances are important to succeed in a foreign market (Asia New Zealand Foundation, 2012; Asia New Zealand Foundation, 2014; Ministry of Foreign Affairs and Trade, 2015; Narula & Sadowski, 2002; Uzzi, 1997) Example of importance of networks: “One of the key things about the Indian market is the size and the need to meet the scale requirements. For New Zealand firms, the collaborative approach is clearly one that would provide a lot of potential.”(Asia New Zealand Foundation, 2012).</p>	<p>Importance of Networks (Linkage-Leverage-Learning)</p>
<p>OLI Framework (Dunning, 1977, 1980) (Firm specific capabilities)</p>	<p><i>“So Kuala Lumpur is one good example and we won that typically because I think ultimately we understood the client’s requirements better than what they did and we looked at some innovative solutions outside what would be considered the norm and I think that’s actually what gave us the edge over our competitors, and we actually beat some very big international companies for that tender.” (General Manager Firm A)</i></p>	<p>Other academic and industry work that supports that niche capabilities are an important source of competitive advantage in an international setting (Asia New Zealand Foundation, 2014; Dowling, Festing & Engle, 2013; Enderwick, 1989; Gambin et.al, 2012; Porter, 1980, 2008; Moreira, et.al, 2013; Ministry of Foreign Affairs and Trade, 2015 Quak, 1991) Example of importance of firm specific capabilities: “Around 77 percent of New Zealand's primary energy is supplied by renewable</p>	<p>Competitiveness of the Firms – Firm specific capabilities</p>

		energy sources, particularly hydroelectricity. Transferring knowledge and these technologies can benefit Asia-Pacific region immensely.” (Asia New Zealand Foundation, 2014).	
OLI Framework (Dunning, 1998) Resource Based View (Barney, 1991) (Firm specific resource – human resource)	<i>“The only capital – the only resources are actually your people and how well you do, is very dependent on the quality of the people.” (Chairman Firm B)</i>	Other academic and industry work that supports that the quality of human resource plays a key role in the internationalisation of firms (particularly service firms) (Chen, & Chen 1999; Conner, 1991, 2002; Conner & Prahalad, 1996; Dainty, Bagilhole & Neale, 2000; Kraaijenbrink, Spender & Groen, 2010; Ministry of Business, Innovation and Employment, 2013; Ng et.al, 2001; PriceWaterhouseCoopers, 2011).	Importance of Firm specific Resources Human Resource + Financial Resource
		Example of importance of firm specific resources – human resource: “The productivity of the New Zealand construction sector has been declining for the last two decades and is the lowest compared to other sectors in the economy, which indicates that the sector is lacking in quality labour.” (Ministry of Business, Innovation and Employment, 2013)	

Resource Based View (Barney, 1991) (Firm specific resources – financial)	<i>“Infrastructure projects carry huge financial risk, the work undertaken in these markets is large scale and that requires capital.” (General Manager Firm D)</i>	Other academic and industry work that supports that financial resources are critical when considering international operations (particularly service firms) (Khanna & Palepu, 1997, 1999; Jones, Macpherson & Jayawarna, 2014; Ministry of Finance, 2010; Beckers.et.al, 2013) Example of importance of firm specific resources – financial resource: “Major infrastructure projects have a history of problems. Cost overruns, delays, failed procurement, financial risk or unavailability of private financing are common.” (Beckers.et.al, 2013).	
Institutional Theory (DiMaggio & Powell, 1983)	<i>“A lot of bribery, corruption, that sort of thing, and it just doesn’t sit with our sort of ethical values. One is the legality of some of the ways they do business. The place that we go to has to be above board, and completely, you know, good probity around everything they do. A lot of countries around there don’t have that.”(Director Firm J)</i> <i>“The risk to a certain extent of government involvements, bureaucracy and red tape can be a significant issue that a company would need to get their head around given the fact that they may have little to no knowledge about that foreign market.(Construction Manager Firm F)</i>	Other academic work and industry that supports that differences in institutional and markets factors can significantly impact the internationalisation of firms (Dunning & Lundan, 2008; Gruenberg & Hughes, 2006; Hymer, 1976; Khanna & Palepu, 1997; Marinova, 2014; Martinsons, 1998; Meyer & Rowan, 1977; Scott, 1995; Stoian, 2013; Ministry of Foreign Affairs and Trade, 2015) Example of institutional and market factors: “Bureaucracy, tax structure and corruption are the huge, huge barriers — the bottlenecks that [Emerging markets] have to overcome.” (Biedermann & Galal, 2013).	Differences in Institutional and Market Factors
Uppsala Model (Establishment Chain – expansion based on geographic and psychic distance)	<i>“The answer is really distance. It’s a big disadvantage for New Zealand firms trying to get into Asia... it’s a 10½ hour flight – 10 hour flight to Singapore. It’s a</i>	Other academic work supports that SMEs are less likely to internationalise to markets that are further in geographic and psychic distance (Chetty & Hamilton,	Geographic and Psychic Distance

<p>(Johanson & Vahlne, 1977; Johanson & Vahlne, 2009)</p>	<p><i>14-15 hour flight to Shanghai. (Chairman Firm B)</i></p> <p><i>“Setting up operations in Asia is very expensive. The Islands are much closer... have similar market structure like New Zealand so it’s easier to operate there.” (Commercial Manager Firm G)</i></p>	<p>1996; Ojala & Tyrväinen, 2009; Ojala, & Kontinen, 2010; Shaw & Darroch, 2004)</p> <p>The triangulation for this theme was based on prominent academic literature in the area.</p> <p>Example of literature on the impact of geographic and psychic distance on the internationalisation of a firm:</p> <p>“Owing to increasing participation of SMEs in the world markets, several studies have examined the appropriateness of the concept of geographic & psychic distance in the Uppsala model in explaining internationalisation behaviour of rapidly internationalising SMEs” (Ojala & Tyrväinen, 2009).</p>
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