of proactively pursuing an international strategy, overcome their deficits in both being new and foreign more quickly and therefore gain legitimacy in the new market more quickly and easily. This in turn leads to sufficiently greater international sales in a faster time period (ibid.). They are a rare breed, however, with only 7 percent of internationalizers in Woods et al.'s study falling into this category. Interestingly their founders were more likely to have had prior experience in start-up ventures and perhaps understood from experience the early mover advantage that internationalization provided especially in terms of increasing the breadth and speed of learning (Zahra, Ireland, and Hitt, 2000).

Serendipitous internationalizers are firms whose founders did not commit to being international from their early stages, but through opportunistic happenstance did internationalize early. Interestingly 29 percent of internationalizers did not plan on internationalizing early, but of those three-quarters did so suggesting that they were presented with an opportunity for overseas expansion and took it. While they had higher sales performance than later internationalizers they did not outperform early strategic internationalizers. *Persistent late internationalizers* are those organizations that were intending to internationalize early but for unknown reasons did not, instead managing to do so later. Finally *long-term internationalizers* are those who never intended to internationalize early during but eventually did at a later time (ibid.). None of them performed as well as the strategic early internationalizers (ibid.).

An example in the survey is Nidec, a motor manufacturing specialist which grew in less than 40 years to an organization with almost one trillion yen in annual sales and over 160,000 employees. Nidec credits its success to its rapid internationalization into the United States within one year of its founding and then into Europe within three years (see Case 9.1). At the time of their overseas expansion in the early 1970s, Japan was not the international powerhouse it is today, more like resembling the newly industrializing countries of Korea and Taiwan now.

International organizations learn more quickly and are faster adapters. When this is combined with the quicker and simpler systems and processes of the younger organization, rapid growth and internal learning can create growth. Combine this with rapidly growing home markets and the results are truly remarkable. The challenge then is to manage the growth in a sustainable manner especially when competing in a global market against established corporate giants who bring with them other advantages. So far they seem to be doing an extraordinary job.

Conclusion

The implications are clear. Emerging market globalizers are a future force as they employ the dexterity, pragmatism, and resourcefulness that are inherent to their history. With their significant growth during the past decade and anticipated growth in the near future due to their emerging market locations, they will be well poised to continue their meteoric rise in the international community. As they continue to build their global networks and supplement them with better technology and recognized brands, their future success is all but guaranteed.

Case 9.1 Nidec Corporation

Nidec Corporation was founded in 1973 in the midst of a Japanese recession and the OPEC Oil Embargo at a time when Japan was not a dominant engineering country it is now. Despite this, Nidec is now an almost one trillion yen per year turnover business with over 160,000 employees specializing in sophisticated motor technology and operating in about 30 countries. Their success comes from a bold move that few would consider in their circumstances when one is suffering in the domestic market: venture overseas and attack other markets even when your business is only a year old. This philosophy proved to be the savior of Nidec and lay the foundations for their future philosophy and success. They are the epitome of an early strategic internationalizer.

As their web site states Nidec was

> a newborn, minuscule-scale manufacturer with no impressive historical track record—even to secure minimum orders necessary to barely survive. In apparent desperate straits, what solved the problem was a decision to venture into the U.S. market. With this as a turning point, Nidec rapidly extended its global reach beyond the U.S. into Asia and Europe establishing a foothold in the world stage just three years after its founding.

Nidec established a US sales office within 14 months of their founding, and due to its success, launched offices in Europe and Asia. When wages in Japan began to rise, they began manufacturing in lower-cost Asian centers such as Thailand, China, Malaysia, and the Philippines. According to Masuo Yoshimatsu, Nidec's Chief Financial Officer and Member of the Board, their success is based on two strengths. First, Nidec located their manufacturing near their customers' operations in order to employ just-in-time inventory methods. Secondly, they have a proactive M&A team that allows them to acquire not only appropriate Japanese targets but those from around the world. Acquisition is their preferred nonorganic growth vehicle, and they use it to acquire critical technology. As such they have very successfully been able to acquire corporate "orphans" whose businesses were not considered key by previous owners but whose technology provides further fast growth within Nidec. There is little integration other than via manufacturing and research and development where cross-linkages are exploited—epitomizing the partnering approach.

However, the biggest challenge facing Nidec, according to Yoshimatsu, "remains a shortage of management staff to manage the global operation" due to its rapid growth. What's critical is maintaining the strong and distinctive Nidec DNA that permeates the organization and encourages collaboration, a challenge when one is growing quickly and doing so via acquisition. Nidec is succeeding thus far, in large part due to its international outlook and practice of moving Nidec staff throughout the organization's various locations.