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great by
deeds, not by
birth"
-Chanakya

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**Pipes and Prisms: Duality of Social Networks and
International Growth of Emerging Market INVs**

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Pipes and Prisms: Duality of Social Networks and International Growth of Emerging Market INVs

Abstract:

The importance of building networks has long been found relevant for the internationalization of international new ventures (INVs), even for digital INVs. However, there is evidence of mixed results when the presence of networks has been used to explain the successful performance parameters of these firms. In this study, we use a multiple case-study approach with data from eight Indian digital INVs to examine the differential impact of the two forms of network relationships – pipes and prisms on the different dimensions of international growth – scale and scope of internationalization. Further, the outcomes of our study generate new insights regarding the requirement of “digital activities”, besides international experience and absorptive capacity that facilitate the network development process contributing to the international performance of digital INVs. We integrate our findings and introduce a social network duality framework for emerging market digital INVs. The contributions and limitations of our study are discussed.



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