

# LEGITIMACY IN THE LENS OF ENTREPRENEURIAL ACTIVITIES INTERNATIONALIZATION: A BIBLIOMETRIC ANALYSIS

## PhD Thesis in Progress

### Thesis Title:

**Understanding Legitimacy Strategies of Lebanese Entrepreneurs in the International Expansion: A Study Based on the UAE and KSA Markets**

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28 June 2023

# PLAN PRESENTATION

1. Introduction
2. Bibliometrix Outcomes and Analysis
3. Literature Review analysis
4. Research Questions leading for Art. 1,2

# 1. INTRODUCTION

Lebanese Entrepreneurial Behavior and Attitudes (GEM, 2018)



Financial Crisis



Late 2019



Lebanon's dependence on international trade is clear. This openness meant that by 2013 imports, at 59.3% of GDP, were 1.8 times higher than exports (33.5% of GDP), having risen steadily from 1.5 times higher in 2006. Lebanon's major trading partners for exports in 2014 were Saudi Arabia (11%) and the UAE (10%) (GERA, 2017).

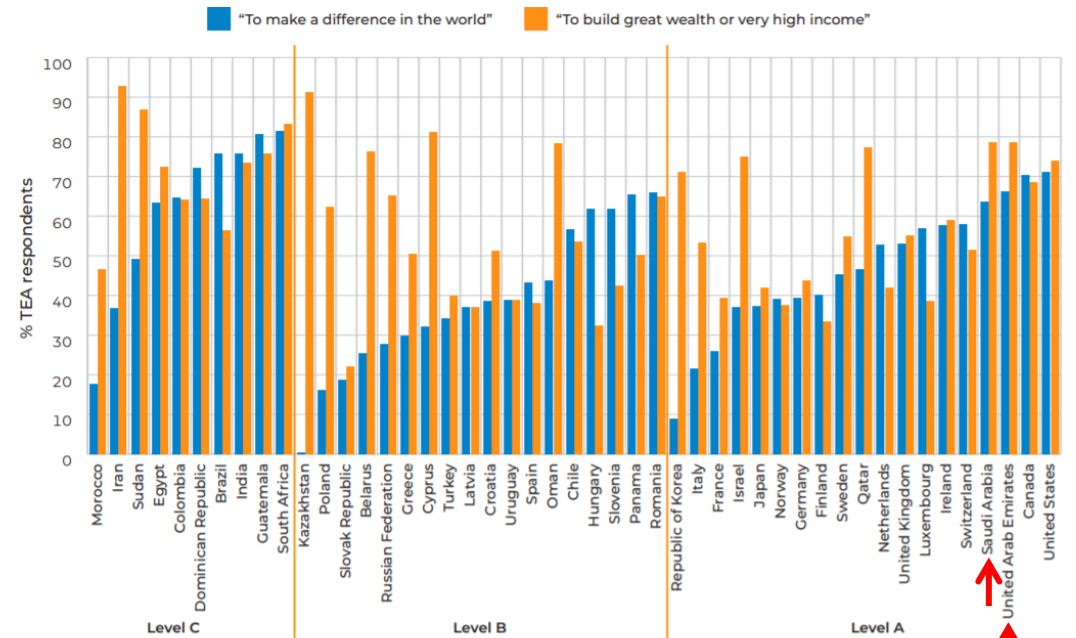
Financial Crisis

Late 2019



# 1. INTRODUCTION

UAE ranked world's most supportive entrepreneurship environment, followed by the KSA  
Source : GEM (2022)



**FIGURE 5.2** Motivations "To make a difference in the world" and "To build great wealth or very high income": somewhat/strongly agree as % Total early-stage Entrepreneurial Activity (TEA)  
Source: GEM Adult Population Survey 2021

# 1. INTRODUCTION

Studying entrepreneur legitimacy is important for several reasons. First, legitimacy is a key factor in determining the success or failure of new ventures. Without legitimacy, entrepreneurs may face challenges in accessing resources such as funding, partnerships, and customers.

Legitimacy also affects how an entrepreneur is perceived by stakeholders, including investors, customers, and the general public.

While considering few international business scholars' production for empirical publications, which explore legitimacy and legitimation strategies in overseas activities, several recent papers are trying to fill this gap of legitimacy acquisition in the aim of gaining foreign venture.

## 2. BIBLIOMETRIC ANALYSIS

**Bibliographic Analysis**



**Scientific Articles selection**



**Legitimacy definitions and approaches**



**Gaps identification with Bibliometrix outcomes**



**Research statement**



**Literature review analysis for Article 2 and 3**



**Empirical investigation for Article 2 and 3**

## 2. BIBLIOMETRIX OUTCOMES AND ANALYSIS

### Database Choice and Search Terms

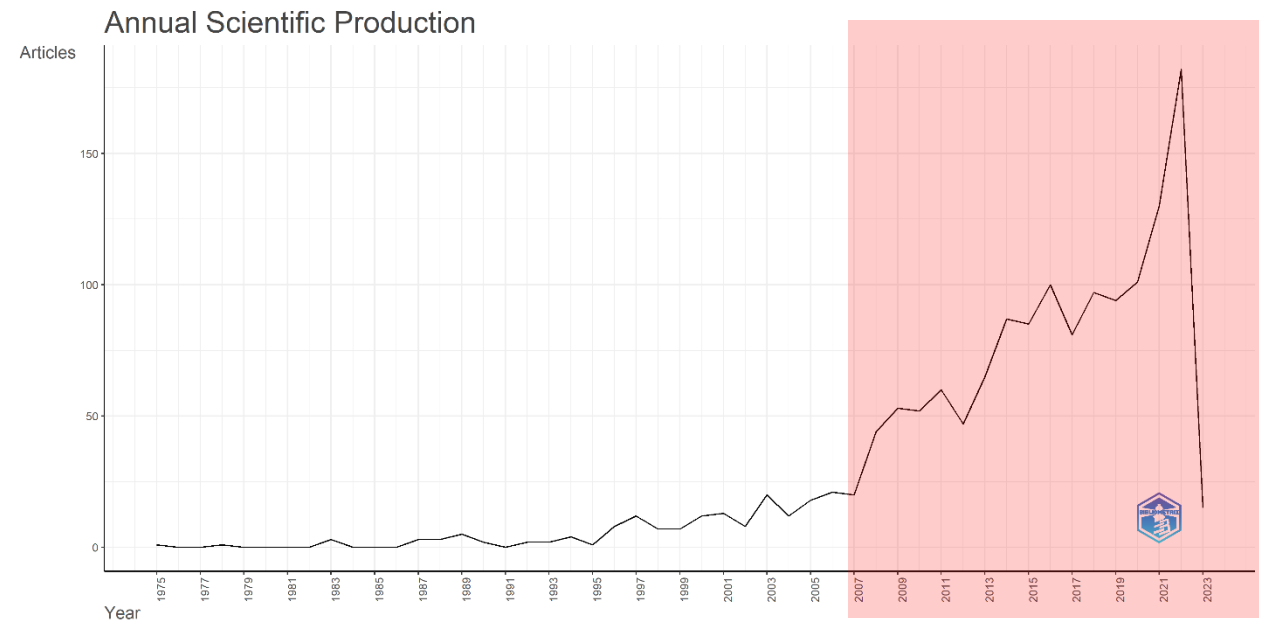
The first search with “legitim\*”AND “international\$”, the second with “legitim\*”AND “start-up\$”, the third one with “legitim\*”AND “startup\$” and the fourth one with “legitim\*”AND “entrepreneur”, the fifth one with “legitim\*”AND “perception\$”, the sixth one with “legitim\*”AND “venture\$”.

The combination of the six searches with (legitim\*) AND (international\*) OR (start-up\$) OR (startup\$) OR (entrepreneur\*) OR (perception\$) OR (venture\$) AND (LIMIT-TO (DOCTYPE, "ar")) AND (LIMIT-TO (SUBJAREA, "BUSI")) AND (LIMIT-TO (SRCTYPE, "j")) led for **1478 document results after journals selection.**

## 2. BIBLIOMETRIX OUTCOMES AND ANALYSIS

### Bibliometric analysis and growing interest for the topic

Throughout the 1478 publications analysis, it can be noted, as shown below, that there has been a growing interest in entrepreneurs' legitimacy and internationalization, particularly in the last decade.

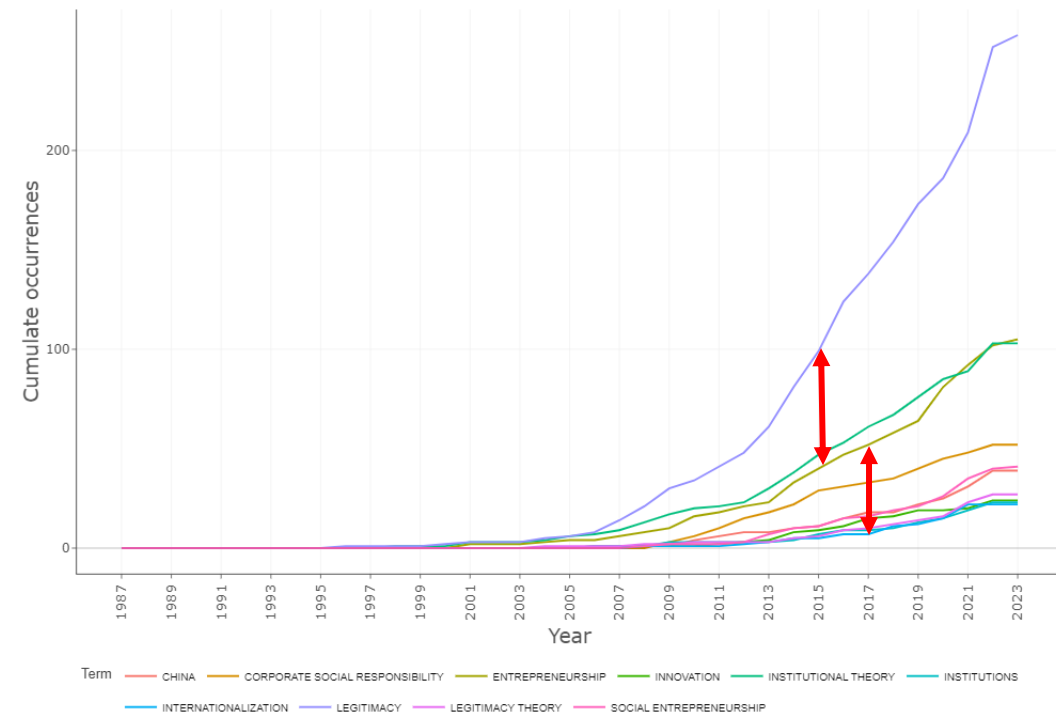




## 2. BIBLIOMETRIX OUTCOMES AND ANALYSIS

### Authors' keywords and trend topics

Excluding trend keywords related to nationality and concepts that deviate from the research topic are eliminated, therefore reducing them to 39.



## 2. BIBLIOMETRIX OUTCOMES AND ANALYSIS

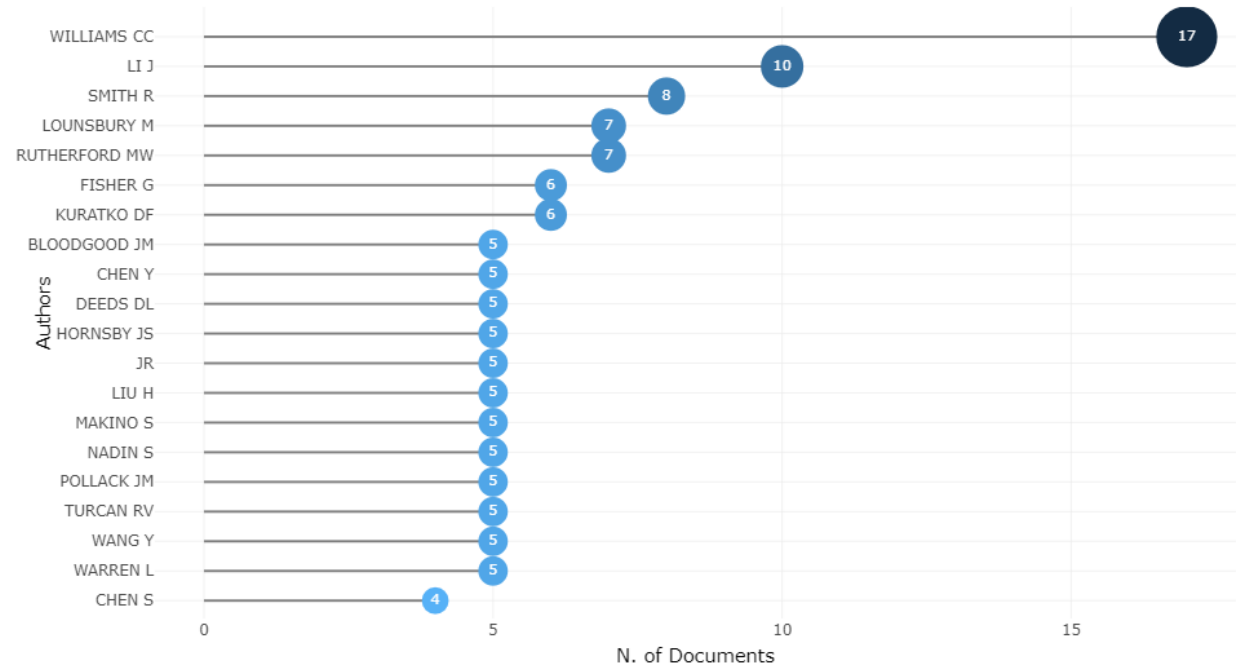
### Top 10 Journals

Most of the relevant contributions are from Journal of Business Ethics (35), Journal of Business Venturing (30), Accounting, Auditing and Accountability Journal (18), Journal of International Business Studies (18), Accounting, Organizations and Society (17), Critical perspectives on accounting (17), Organization Science (16), Organizations Studies (16), Academy of Management Journal (15), Entrepreneurship: theory and practice (15), Journal of Small Business Management (15), etc.



## 2. BIBLIOMETRIX OUTCOMES AND ANALYSIS

### Top 20 Authors



## 2. BIBLIOMETRIX OUTCOMES AND ANALYSIS

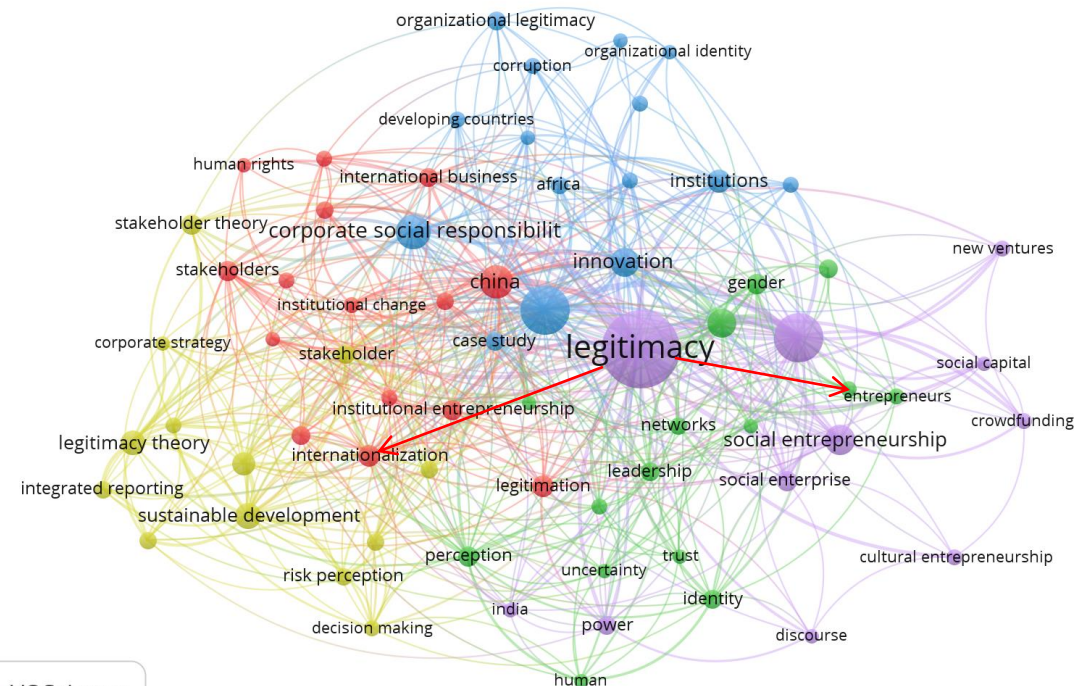
### **Bibliometric coupling analysis**

Using VOSViewer 1.6.19., a bibliographic coupling analysis is conducted with the objective of clustering papers based on shared references. This was done by assessing the degree of reference overlap between two papers, with a higher overlap indicating a stronger association and a greater likelihood of belonging to the same community.

## 2. BIBLIOMETRIX OUTCOMES AND ANALYSIS

### Bibliometric coupling analysis

Default settings for random start at 10 and iterations set at 10 were kept for reaching 69 items grouped into 5 clusters. themes: (1) internationalization (red), (2) gender (Green), (3) institutional theory (blue), (4) sustainable development (light green), and (5) Legitimacy (purple).



## 2. BIBLIOMETRIX OUTCOMES AND ANALYSIS

### **Bibliometric coupling analysis**

The same Scopus database file was treated with Bibliometrix software to have a clear identification of the most imposable clusters. For “Clustering by coupling” interpretation, it was necessary, first, to proceed with a LCS (Local Citation Score) measure with a cluster labeled by keywords, and for 30 units with 10 labels per cluster.

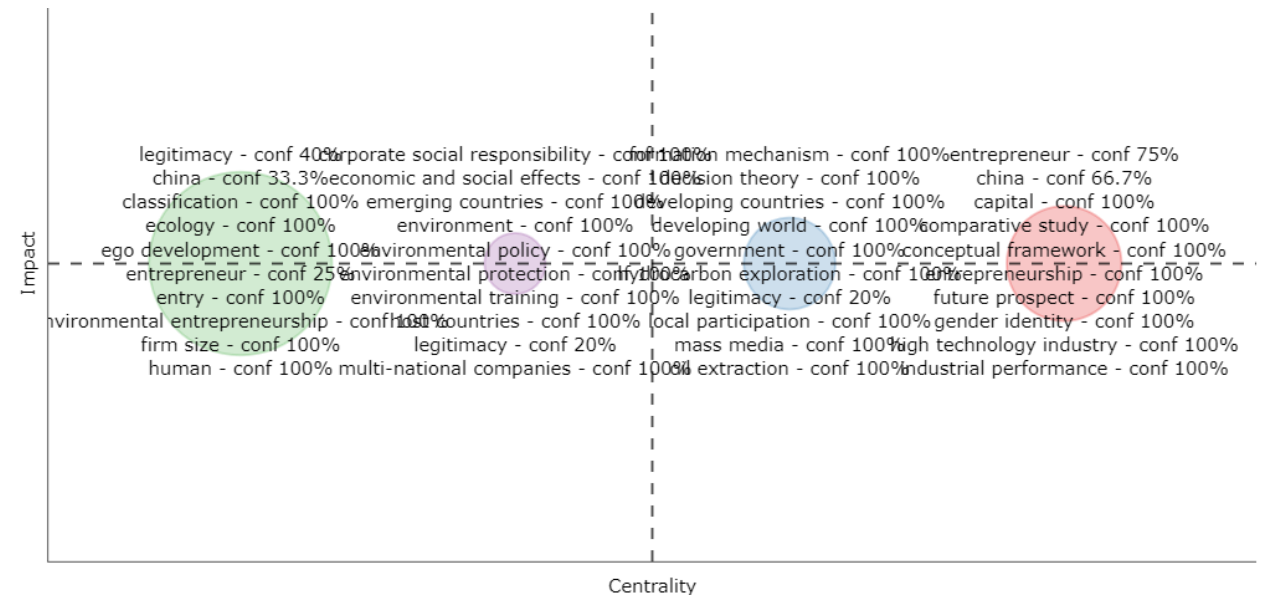
Then for each following figure, a number of 30 units were added subsequently to reach an LCS of 60 units, then a one of 120

Such technique was adopted to go on three sequential times for clusters emergence and stability. Clustering methods are applied regularly in a bibliometric analysis to identify research areas or scientific fields. These methods are for instance used to group publications into clusters based on their relations in a citation network (Šubelj, Van Eck et Waltman, 2016).

## 2. BIBLIOMETRIX OUTCOMES AND ANALYSIS

### Bibliometric coupling analysis

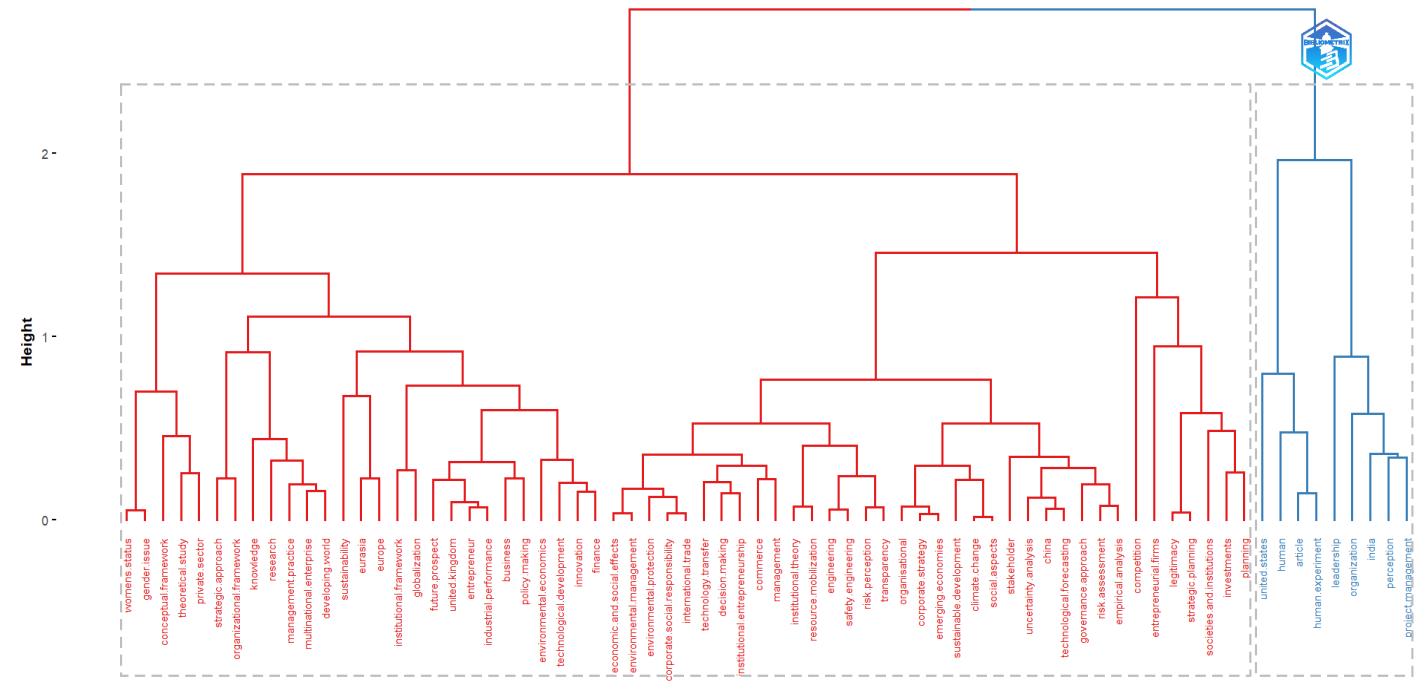
3 dominant clusters (Green, Red, Blue) by coupling among 4 stated ones shown in the below figure. That means that the research, in relation with entrepreneurs' legitimacy and international activities will be focused on those 3 clusters.



# 2. BIBLIOMETRIX OUTCOMES AND ANALYSIS

## Entrepreneurs' legitimacy and internationalization trend topics

To establish an analysis between the Bibliographic clustering by coupling, and respective clusters content, the following factorial analysis shows a breakdown for the referred Bibliometrix themes and sub-themes

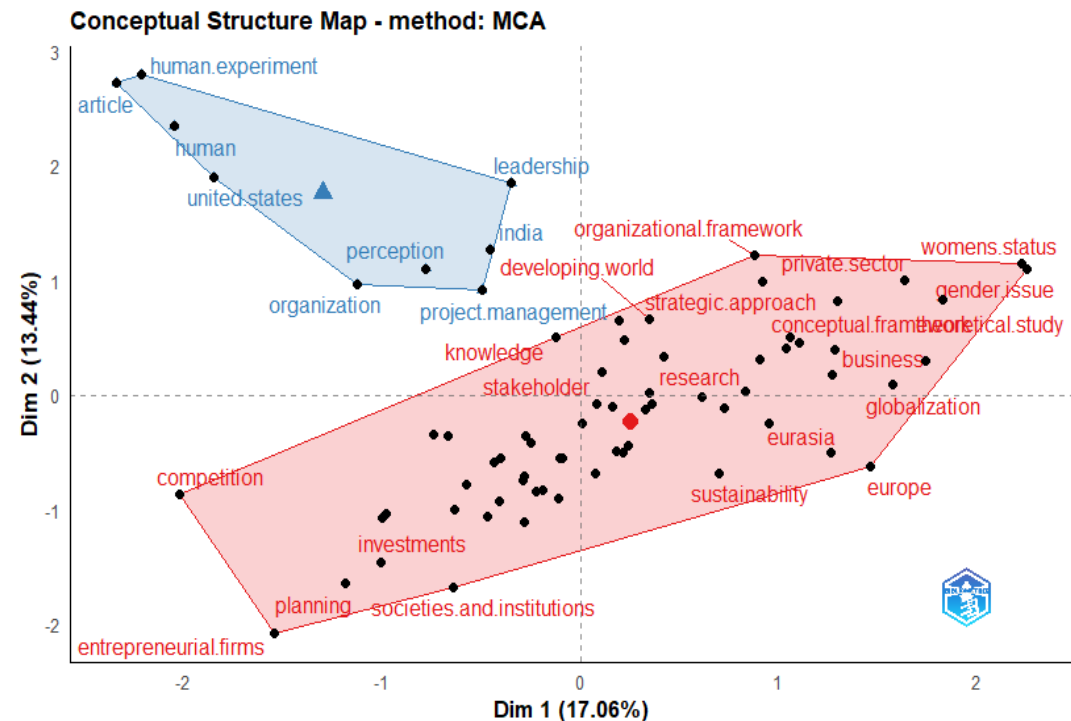




## 2. BIBLIOMETRIX OUTCOMES AND ANALYSIS

### Conceptual Structure Map

The following figure shows the conceptual structure map, which results from applying Multiple Correspondence Analysis (MCA) to the keywords of 1298 analyzed papers



### 3. LITERATURE REVIEW ANALYSIS

#### **Interplay between legitimacy and internationalization: A manipulative strategy or an honest behavior?**

Following Turcan, Marinova and Rana (2015) advancement for legitimacy, the authors make it clear once they state that legitimacy is considered as a strategy for an international move: “legitimation strategies are associated with the very purpose of establishing international business operations and their formalization in a host market context.” Legitimation is a process, much like entrepreneurship itself (Anderson, A. R., 2005).

Acting under conditions of uncertainty, Turcan (2011) stated in his research findings that entrepreneurs will pursue a manipulation strategy to acquire cognitive legitimacy.

Conversely, for Dumay et al. (2018), legitimacy is perceived as a behavior and where intellectual capital (IC) explains a change in management behaviors and, so far, by revealing sensitive information in relation with their products or service.

### 3. LITERATURE REVIEW ANALYSIS

#### **Interplay between legitimacy and internationalization: A manipulative strategy or an honest behavior?**

Turcan (2011) stated a factor, that involves seeking legitimacy by achieving conformity with the demands and expectations of an existing social structure, helps a venture to be well established and positioned.

Entrepreneurs' can be considered as agents as they can possess malicious information and aren't bought to disseminate those that convey with a collective interest scope.

Conversely, entrepreneurs, acting as honorable stewards of organizational resources, emphasis in business education on how stewardship is different from agency, legitimacy, and stakeholder theories and how it impacts management behavior more positively (Dumay, La Torre & Farneti, 2018).

### 3. LITERATURE REVIEW ANALYSIS

#### **Interplay between legitimacy and internationalization: A manipulative strategy or an honest behavior?**

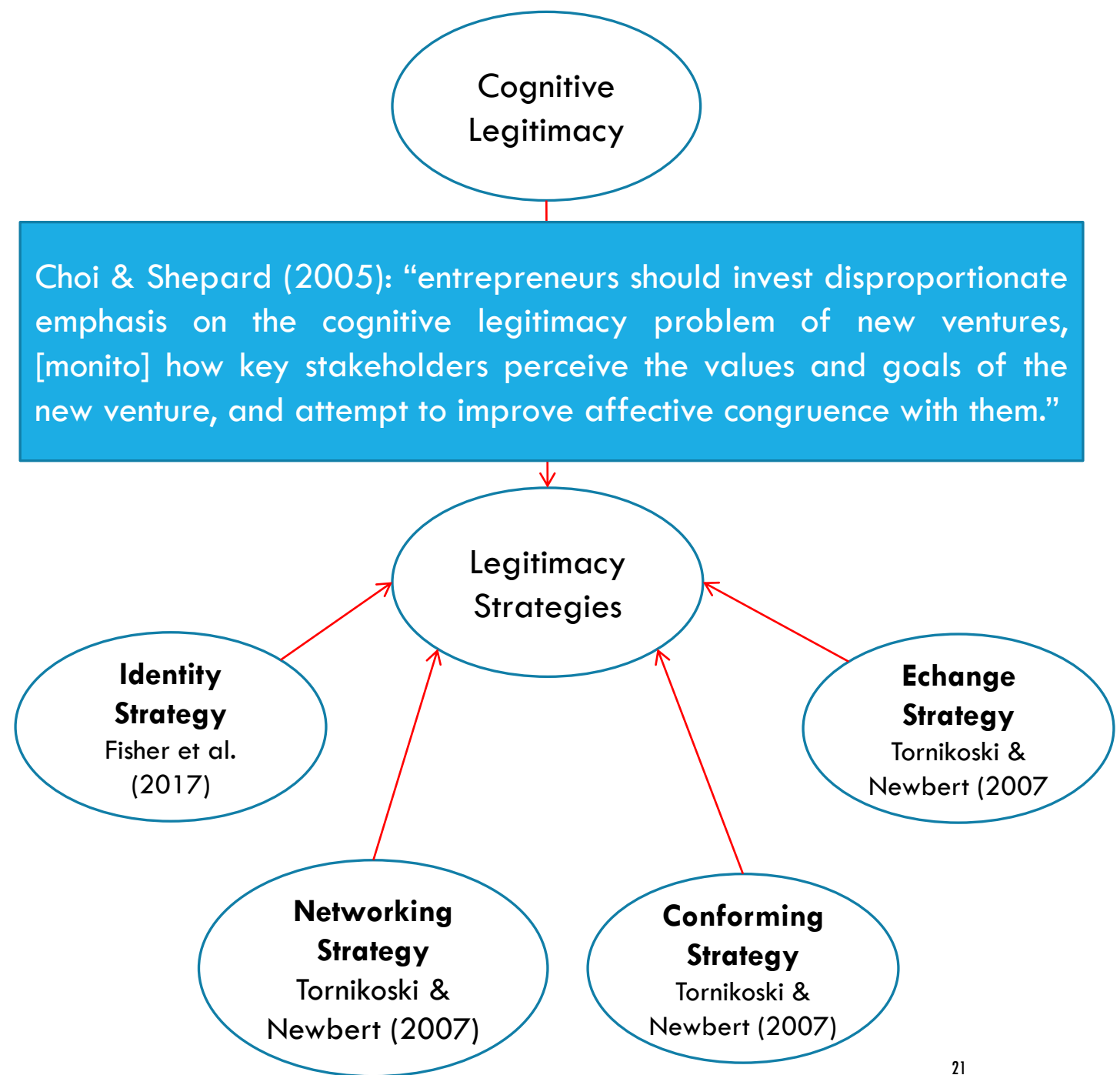
Following Fisher et al. (2020) findings analysis, a hustle for legitimacy has been identified as a core concept for an entrepreneurial process. It can be understood on the entrepreneur engages in activities that make a new venture appear legitimate and credible to broad audiences.

Yet rare are the research studies that consider the direct impact of entrepreneurial hustle on external venture stakeholders (Fisher et al. 2020).

In the context of new ventures, it appears that a trusty relationship between stakeholder and entrepreneur facilitates venture success (Pollack, Barr & Hanson, 2017). In other words, trust appears as the junction point between entrepreneurial hustle and perceptions of entrepreneur's effectiveness and with perceptions of cognitive legitimacy.

# 3. LITERATURE REVIEW ANALYSIS

*TO BE FURTHER  
EXPANDED ON IN  
THESIS ARTICLE 2*



Thesis Title

**Understanding Legitimacy Strategies of Lebanese Entrepreneurs in the International Expansion: A Study Based on the UAE and KSA Markets**

Article 1

**Legitimacy in the lens of entrepreneurial activities internationalization: a bibliometric analysis**

**“How entrepreneurs’ legitimacy is gained along organizational activities?”**



Article 2

**Gaining legitimacy: a strategic view for international Lebanese entrepreneurs**

**“How entrepreneurs’ invest in differentiated strategies for gaining legitimacy?”**



Article 3

**Role of Legitimacy Strategies as Facilitators for Lebanese Entrepreneurs International Implementation**

**“To which extent legitimacy helps entrepreneurs implementing their activities internationally?”**

**THANK YOU**

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