

Thomas Schmalzer, Jan Smolarski

INCO 
Internationalisation Consulting

Internationalisation Of Small To Medium-Sized Enterprises

Internationalisation Of Small To Medium-Sized Enterprises

Education and Consulting,
Success Factors in a Globalised Europe

- Thomas Schmalzer
Department of International Management, FHI JOANNEUM Graz
- Jan Smolarski
Stockholm School of Business, Stockholm University



Education and Culture

Leonardo da Vinci



This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



Internationalisation Of Small To Medium-Sized Enterprises

Education and Consulting,
Success Factors in a Globalised Europe

Thomas Schmalzer

Department of International Management, FH JOANNEUM Graz

Jan Smolarski

Stockholm School of Business, Stockholm University

**Internationalisation Of Small To Medium-Sized Enterprises
Education and Consulting, Success Factors in a Globalised Europe**

Editors: Thomas Schmalzer and Jan Smolarski

© Authors: Gerhard Apfelthaler, Sara Miani, Martin Neubauer, Maurizio Roscani, Chiara Sancin, Thomas Schmalzer, Jan Smolarski, Vlad Vaiman

Graphic design, setting: Roman Klug and Hynek Olchava – WebConsult.cz

Emendation: Simon Gill

November 2006, Valašské Meziříčí, Czech republic

Aldebaran Publishing, 1st edition, 152 pages

Published: Libor Lenža – Aldebaran Publishing, Poličná 491, 757 01 Valašské Meziříčí

E-mail: nva@nva.cz

Print out: RAP GROUP s. r. o., Valašské Meziříčí, Czech republic

ISBN 80-903117-9-2

Contents

Of Small Firms and Big Leaps	7
<i>Gerhard Apfelthaler</i>	
Acknowledgements	9
INCO Consortium	11
Internationalisation Consulting: Meeting the Demands of SMEs and Consultants	13
<i>Martin Neubauer and Thomas Schmalzer</i>	
Internationalisation Consulting: A Market for Future Growth?	29
<i>Jan Smolarski and Vlad Vaiman</i>	
INCO Pilot Training	41
<i>Vlad Vaiman and Jan Smolarski</i>	
Internationalisation Consulting Curriculum	51
<i>Thomas Schmalzer and Martin Neubauer</i>	
Collaborative Distance Learning.	75
<i>Sara Miani, Maurizio Roscani, Chiara Sancin, Thomas Schmalzer</i>	
Concluding Remarks	83
Contributors	85
Annex I: Statistical Results	89
Annex II: Evaluation Results	139
Annex III: Pictures	143