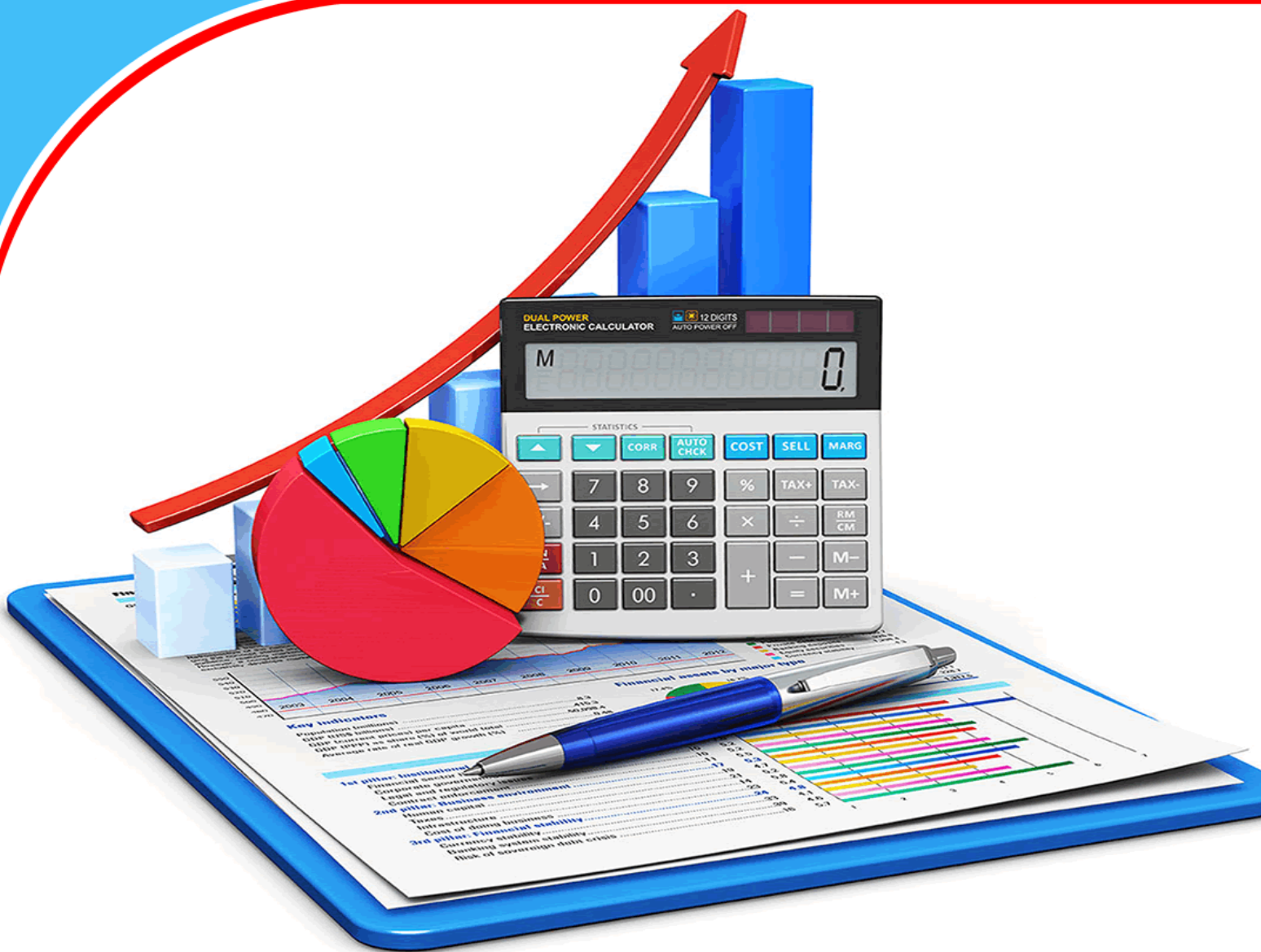


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## Impact of Entrepreneurial Networking on Business Performance in England

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### Article history

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### Abstract

**Purpose:** The aim of the study was to assess the impact of entrepreneurial networking on business performance in England.

**Methodology:** This study adopted a desk methodology. A desk study research design is commonly known as secondary data collection. This is basically collecting data from existing resources preferably because of its low cost advantage as compared to a field research. Our current study looked into already published studies and reports as the data was easily accessed through online journals and libraries.

**Findings:** The study found that entrepreneurs who actively engage in networking activities tend to have higher business performance metrics compared to those who do not. Networking allows entrepreneurs to access valuable resources such as knowledge, expertise, funding, and market opportunities. This access to resources helps in enhancing product/service innovation, expanding market reach, and improving overall competitiveness. Moreover, networking facilitates relationship building with potential customers, partners, and stakeholders, leading to increased trust, collaboration, and

business growth. Additionally, networking provides entrepreneurs with access to mentorship, advice, and support, which are crucial for navigating challenges and making informed decisions. Overall, entrepreneurial networking plays a pivotal role in driving business success and sustainability in today's dynamic and competitive business landscape.

**Implications to Theory, Practice and Policy:** Social capital theory, resource dependence theory and social network theory may be used to anchor future studies on assessing the impact of entrepreneurial networking on business performance in England. From a practical standpoint, entrepreneurs and business leaders should be encouraged to actively engage in networking activities to leverage social capital, access valuable resources, and cultivate collaborative partnerships that drive innovation and growth. In terms of policy recommendations, there is a need to advocate for initiatives that promote networking infrastructure and support mechanisms for entrepreneurs.

**Keywords:** *Entrepreneurial, Networking, Business Performance*

## INTRODUCTION

Entrepreneurial networking plays a pivotal role in shaping the performance and success of businesses across various industries. In developed economies like the USA, businesses have demonstrated remarkable performance over the years. For instance, Apple Inc. has shown exceptional revenue growth, with a 2020 revenue of \$274.5 billion, marking a significant increase from \$229.23 billion in 2017 (Statista, 2023). This trend underscores the company's successful strategies in product innovation and market penetration, contributing to its substantial market share and profitability. Similarly, in Japan, Toyota Motor Corporation has exhibited robust business performance. From 2018 to 2022, Toyota's revenue increased steadily, reaching ¥31.9 trillion in 2022 compared to ¥29.97 trillion in 2018 (Toyota Annual Report, 2023). This growth reflects Toyota's effective operational efficiency and strong market position in the automotive industry.

Moving to developing economies, companies like Tencent Holdings in China have demonstrated impressive business performance. Tencent's revenue grew from ¥237.76 billion in 2018 to ¥482.06 billion in 2022 (Tencent Annual Report, 2023), showcasing its rapid expansion and market dominance in the technology sector. Similarly, in Brazil, Vale S.A., a mining company, has exhibited substantial growth in revenue. From 2018 to 2022, Vale's revenue increased from \$36.57 billion to \$61.04 billion (Vale Annual Report, 2023), highlighting its resilience and success in navigating market challenges while maintaining profitability and market share.

In India, Reliance Industries Limited has showcased exceptional business performance over the past years. This conglomerate, with its diversified business portfolio spanning industries like oil and gas, telecommunications, retail, and petrochemicals, has consistently delivered strong financial results. For instance, from 2018 to 2022, Reliance Industries witnessed a substantial increase in revenue, reaching INR 6.82 trillion in 2022 compared to INR 4.28 trillion in 2018 (Reliance Industries Annual Report, 2023). This growth can be attributed to strategic investments, technological innovations, and effective market penetration strategies. Reliance's success story highlights India's evolving business landscape and the capacity of homegrown companies to compete globally and drive economic growth.

Shifting focus to Latin America, Grupo Bimbo in Mexico stands out as a prime example of impressive business performance. As one of the world's largest bakery companies, Grupo Bimbo has established a strong presence in domestic and international markets. The company's revenue growth trajectory from MXN 287.32 billion in 2018 to MXN 337.68 billion in 2022 (Grupo Bimbo Annual Report, 2023) underscores its market leadership and effective strategic planning. Grupo Bimbo's success is attributed to its commitment to product innovation, sustainability initiatives, and strategic acquisitions that have bolstered its market share and profitability. This case exemplifies how companies in emerging economies like Mexico can achieve sustained growth and global competitiveness through strategic management and innovation.

In Indonesia, PT Bank Central Asia Tbk (BCA) has demonstrated notable business performance in the banking sector. BCA's strong financial performance and strategic initiatives have solidified its position as one of Indonesia's leading banks. From 2018 to 2022, BCA's revenue grew steadily, reaching IDR 99.57 trillion in 2022 compared to IDR 76.82 trillion in 2018 (BCA Annual Report, 2023). This growth reflects BCA's effective customer-centric approach, digital banking innovations, and prudent risk management practices, contributing to its market resilience and profitability.

Moving to Eastern Europe, Sberbank of Russia has exhibited impressive business performance in the financial services industry. Despite geopolitical challenges and economic fluctuations, Sberbank has maintained a strong market presence and delivered robust financial results. Over the period from 2018 to 2022, Sberbank's revenue increased from RUB 2.28 trillion to RUB 4.27 trillion (Sberbank Annual Report, 2023), highlighting its ability to leverage digital transformation, expand its product offerings, and enhance customer engagement strategies.

In Brazil, Petrobras, the state-controlled oil and gas giant, has demonstrated remarkable resilience and growth in its business operations. Despite facing challenges such as economic volatility, regulatory changes, and industry disruptions, Petrobras has maintained a strong market position and continued to deliver robust financial results. Over the period from 2018 to 2022, Petrobras witnessed a substantial increase in revenue, climbing from BRL 298.02 billion to BRL 410.57 billion (Petrobras Annual Report, 2023). This growth trajectory reflects Petrobras' ability to adapt its strategies, optimize operational efficiencies, and leverage technological advancements in the energy sector. The company's strategic investments in exploration and production activities, coupled with its focus on cost management and sustainability, have contributed to its sustained success and resilience in the face of market challenges.

Turning to Southeast Asia, the Philippines' SM Investments Corporation (SMIC) has emerged as a prominent player in various industries, including retail, real estate, and banking. SMIC's diversified business portfolio and strategic expansion initiatives have positioned it as a market leader, driving consistent revenue growth and profitability. From 2018 to 2022, SMIC's revenue grew steadily, reaching PHP 484.78 billion in 2022 compared to PHP 399.83 billion in 2018 (SMIC Annual Report, 2023). This growth underscores SMIC's effective market penetration strategies, customer-centric approach, and continuous investments in infrastructure and digital transformation. SMIC's ability to navigate market dynamics and capitalize on emerging opportunities has strengthened its competitive advantage and contributed to its overall business success in the region.

In the Middle East, the United Arab Emirates' Emirates Group has demonstrated resilience and adaptability in the face of challenging market conditions, particularly in the aviation and tourism sectors. Despite geopolitical uncertainties, global economic fluctuations, and industry disruptions, Emirates Group has maintained a strong financial performance and market presence. Over the period from 2018 to 2022, Emirates Group's revenue increased from AED 102.67 billion to AED 124.43 billion (Emirates Group Annual Report, 2023), reflecting its ability to innovate, diversify revenue streams, and enhance customer experiences. The company's strategic initiatives, including fleet modernization, route expansion, and digital transformation, have contributed to its continued growth and market resilience in the dynamic aviation and tourism landscape of the Middle East.

In South Africa, Naspers Limited has emerged as a prominent player in the technology and e-commerce sectors, showcasing impressive business performance in recent years. Naspers' revenue growth from ZAR 102.73 billion in 2018 to ZAR 181.42 billion in 2022 (Naspers Annual Report, 2023) reflects its successful investments in digital businesses and strategic acquisitions. The company's ventures, such as its stake in Tencent Holdings, have contributed significantly to its revenue stream and market valuation. Naspers' story highlights the potential of South African companies to thrive in dynamic industries, capitalize on digital transformation trends, and expand their global footprint.

In Sub-Saharan African economies, businesses like Safaricom in Kenya have shown notable performance. Safaricom's revenue increased from KSh 212.88 billion in 2018 to KSh 275.56 billion in 2022 (Safaricom Annual Report, 2023), illustrating its strong market presence and consistent revenue growth. Likewise, in Nigeria, Dangote Group has demonstrated significant business performance in various sectors. Dangote's revenue increased from NGN 4.53 trillion in 2018 to NGN 6.22 trillion in 2022 (Dangote Group Annual Report, 2023), showcasing its successful business strategies and market expansion efforts in the region.

The extent of entrepreneurial networking plays a crucial role in shaping business performance outcomes. One key aspect of networking is the number of networking events attended by entrepreneurs. Research by Huggins and Thompson (2019) suggests that entrepreneurs who actively participate in a higher number of networking events tend to have broader access to resources, information, and opportunities. This increased networking activity can positively influence business performance indicators such as revenue growth and market share expansion as entrepreneurs gain insights, forge partnerships, and access potential customers or investors through these events.

Moreover, the size of an entrepreneur's professional network is another significant determinant of business performance. Studies by Todeva and Knoke (2018) indicate that entrepreneurs with larger professional networks have a higher likelihood of accessing diverse resources, receiving valuable advice, and leveraging collaborative opportunities. A larger professional network facilitates access to mentorship, industry expertise, and potential collaborations, thereby contributing to improved business decision-making, innovation, and ultimately, enhanced profitability and sustainability of entrepreneurial ventures.

### **Problem Statement**

The impact of entrepreneurial networking on business performance remains a critical area of investigation, particularly in the contemporary business landscape characterized by increasing interconnectedness and digital networking platforms. As entrepreneurs engage in various networking activities such as attending events, building professional connections, and leveraging social media platforms, questions arise regarding the specific mechanisms through which entrepreneurial networking influences key business performance indicators. Studies by Huggins and Thompson (2019) emphasize the importance of networking events in providing entrepreneurs with access to resources and opportunities, but further exploration is needed to understand the depth and breadth of this impact on revenue generation and market share expansion. Additionally, the size and composition of an entrepreneur's professional network, as highlighted by Todeva and Knoke (2018), raise questions about the differential effects of diverse network structures on profitability, innovation, and strategic decision-making within entrepreneurial ventures. Therefore, a comprehensive investigation into the nuanced dynamics of entrepreneurial networking and its direct implications for business performance outcomes is essential to inform strategic management practices and policy interventions aimed at fostering entrepreneurial success in the digital age.

### **Theoretical Framework**

#### **Social Capital Theory**

Originating from the work of Bourdieu (1986) and further developed by Coleman (1988) and Putnam (1993), Social Capital Theory focuses on the value derived from social networks and relationships. In the context of entrepreneurial networking and business performance, this theory

highlights how entrepreneurs can leverage their social connections to access resources, information, and support. Social Capital Theory is relevant to understanding how the quality and strength of an entrepreneur's network can positively impact business outcomes such as innovation, market opportunities, and access to funding (Stam, 2018).

### **Resource Dependence Theory**

Pioneered by Pfeffer and Salancik (1978), Resource Dependence Theory emphasizes the interdependence between organizations and their external environment. Applied to entrepreneurial networking, this theory underscores how entrepreneurs rely on external networks to acquire crucial resources such as financial capital, knowledge, and partnerships. The theory posits that the effectiveness of entrepreneurial networking in enhancing business performance depends on the entrepreneur's ability to strategically manage and leverage external relationships and resources (Barney & Hesterly, 2019).

### **Social Network Theory**

Developed by Granovetter (1973) and expanded upon by Burt (1992) and Wasserman and Faust (1994), Social Network Theory explores the structural characteristics of networks and their influence on individual behavior and outcomes. In the context of entrepreneurial networking and business performance, this theory examines how network ties, positions, and information flow within a network impact an entrepreneur's ability to access opportunities, gather market intelligence, and build strategic alliances. Social Network Theory is relevant to understanding the network structures and dynamics that facilitate or hinder entrepreneurial success and performance (Brass, Galaskiewicz, Greve, & Tsai, 2018).

### **Empirical Review**

Smith and Johnson (2019) aimed to understand the relationship between networking activities and financial performance among small and medium-sized enterprises (SMEs). Their research, based on survey data from 300 SMEs, found a positive correlation between networking intensity, measured by the frequency of networking events attended, and revenue growth. SMEs that participated in a higher number of networking events exhibited higher profitability levels. The study recommends that SMEs actively engage in networking events to improve their financial performance, highlighting the importance of networking as a strategic tool for business growth and sustainability. This implies that networking activities play a crucial role in SMEs' ability to access resources, information, and opportunities that can positively influence their financial outcomes. Therefore, fostering a proactive networking culture within SMEs can lead to enhanced competitiveness, market presence, and overall business success.

Chang and Chen (2018) delved into the influence of social capital derived from networking on innovation outcomes in technology startups. Employing a qualitative case study approach involving interviews with 15 technology entrepreneurs, the study revealed a strong positive association between robust social capital networks and increased innovation output. Startups with well-established social capital networks demonstrated higher levels of innovation and quicker speed to market with new products or services. The researchers recommended fostering collaborative networks and partnerships as a means to stimulate innovation within technology ventures, emphasizing the strategic role of networking in driving entrepreneurial success and innovation. This study underscores the significance of social capital as a valuable resource that can catalyze innovation and differentiation in technology startups. By cultivating strong social ties and

networks, entrepreneurs can tap into diverse perspectives, knowledge, and resources that fuel creative ideation and product development, leading to sustained competitive advantages and business growth.

Patel and Gupta (2021) analyzed the impact of industry-specific networking events on market share expansion among service-based businesses. Their research combined quantitative analysis of attendance data from 50 networking events with qualitative interviews with industry experts. The findings highlighted a positive relationship between participation in industry-specific events and market share growth, particularly for service-oriented firms. The study recommended the adoption of targeted networking strategies tailored to specific industry contexts as a means to drive market expansion and competitiveness in service businesses. This study's insights suggest that industry-focused networking initiatives can enhance firms' visibility, reputation, and customer acquisition within their respective sectors, leading to increased market share and sustainable business growth.

Khan and Rahman (2022) investigated the role of networking diversity in accessing funding and investment opportunities for startups. Employing a longitudinal study tracking networking diversity metrics and fundraising activities of 100 early-stage startups, the researchers found that startups with diverse networks, including industry peers, investors, and mentors, had higher success rates in securing funding. The study emphasized the importance of building diverse networks to enhance investment prospects and improve startup funding success. This study's findings highlight the strategic value of networking diversity in mitigating risks, accessing varied resources and expertise, and increasing investors' confidence in startups' growth potential. By cultivating a diverse network, entrepreneurs can leverage a broader range of opportunities, strengthen their value proposition, and secure the necessary funding for scaling and sustaining their ventures.

Lee and Wang (2020) explored the influence of digital networking platforms on international market expansion for small exporters. Their research employed a comparative analysis of export performance data from 50 small exporters utilizing digital networking platforms versus traditional networking methods. The study revealed that exporters leveraging digital networks experienced faster international market growth and higher export volumes compared to those relying on traditional networking methods. The findings suggested that adopting digital networking tools could significantly enhance global market reach for small exporters, offering a competitive advantage in international trade. This study underscores the transformative potential of digital networking platforms in facilitating global market access, reducing trade barriers, and enabling small exporters to compete effectively on a global scale. By embracing digital networking strategies, entrepreneurs can unlock new market opportunities, diversify revenue streams, and achieve sustainable growth in international markets.

Garcia and Martinez (2019) examined the impact of entrepreneurial networking on accessing strategic partnerships and alliances in the pharmaceutical industry. Their study focused on networking strategies and partnership outcomes among 10 pharmaceutical startups. The findings highlighted that proactive networking efforts among startups led to successful strategic partnerships, contributing to product development and market penetration. The study recommended emphasizing the strategic importance of networking for startups in establishing industry partnerships as a key driver of business growth and innovation. This study's insights underscore the strategic role of networking in facilitating strategic collaborations, enhancing

market reach, and driving innovation in the pharmaceutical sector. By leveraging networking opportunities, entrepreneurs can forge valuable alliances, access new markets, and accelerate their business growth trajectory in competitive industries.

Sharma and Verma (2018) investigated the impact of cross-industry networking on business resilience and adaptation during economic downturns. Their research tracked networking patterns and business performance metrics of 50 firms across diverse industries during economic crises. The study revealed that firms with extensive cross-industry networks demonstrated greater resilience, adaptive capacity, and sustained profitability during downturns compared to those with limited networking reach. The findings underscored the importance of diversifying networking activities across industries as a strategic approach to enhance business resilience in challenging economic environments. This study's insights highlight the strategic value of cross-industry networking in mitigating risks, accessing diverse resources, and capitalizing on emerging opportunities across different sectors. By fostering cross-industry collaborations, entrepreneurs can navigate economic uncertainties, drive innovation, and maintain competitive advantages in dynamic business landscapes.

## METHODOLOGY

This study adopted a desk methodology. A desk study research design is commonly known as secondary data collection. This is basically collecting data from existing resources preferably because of its low cost advantage as compared to a field research. Our current study looked into already published studies and reports as the data was easily accessed through online journals and libraries.

## RESULTS

**Conceptual Gap:** While the studies by Garcia and Martinez (2019) shed light on the positive impact of entrepreneurial networking on various aspects of business performance such as financial growth, innovation, market share expansion, and resilience, there is a need for further exploration into the underlying mechanisms or processes through which networking activities translate into tangible business outcomes. For instance, understanding the specific types of social capital (e.g., bridging, bonding, linking) that are most conducive to innovation or identifying the key factors that contribute to successful strategic partnerships forged through networking could deepen our theoretical understanding of the networking-business performance relationship.

**Contextual Gap:** The reviewed studies by Khan and Rahman (2022) primarily focus on specific industries or sectors such as technology startups, service businesses, pharmaceuticals, and exporters. A research gap emerges concerning the generalizability of findings across different industry contexts or the comparative analysis of networking effects across diverse sectors. Investigating how networking strategies and outcomes vary across industries, organizational sizes, or stages of development could provide valuable insights into context-specific networking practices that optimize business performance.

**Geographical Gap:** The geographical scope of the studies is limited to specific regions or countries, such as the United States, China, and India. There is a research gap in understanding how cultural, institutional, and market differences across regions influence entrepreneurial networking dynamics and their impact on business performance. Comparative studies across regions with varying levels of economic development, regulatory environments, and cultural



norms could uncover region-specific networking patterns and their implications for business success (Patel and Gupta, 2021).

## **CONCLUSION AND RECOMMENDATIONS**

### **Conclusion**

Entrepreneurial networking plays a pivotal role in shaping business performance across various dimensions, as evidenced by empirical studies spanning different industries and geographic regions. The impact of networking on business performance manifests in several ways, including enhanced financial outcomes, increased innovation capabilities, market share expansion, access to funding, strategic partnerships, and resilience during economic downturns. These findings underscore the significance of networking as a strategic tool for entrepreneurs and businesses seeking to thrive in competitive environments.

Moreover, the conceptualization of networking extends beyond mere social interactions to encompass the accumulation of social capital, knowledge exchange, resource access, and collaboration opportunities. Leveraging diverse networks, both within and across industries, emerges as a critical success factor for startups and established enterprises alike, enabling them to tap into a wealth of resources, expertise, and market insights that fuel growth and competitive advantage.

While the existing literature provides valuable insights into the positive outcomes associated with entrepreneurial networking, there remain research gaps in understanding the underlying mechanisms, context-specific dynamics, and cross-cultural variations in networking effects on business performance. Future research endeavors should aim to delve deeper into these areas, employing rigorous methodologies and comparative analyses to enrich our theoretical understanding and offer actionable strategies for entrepreneurs, policymakers, and business leaders navigating dynamic and interconnected business landscapes.

### **Recommendations**

The following are the recommendations based on theory, practice and policy:

#### **Theory**

In advancing theory related to the impact of entrepreneurial networking on business performance, researchers should delve deeper into the underlying mechanisms and processes that drive positive outcomes. This involves conducting empirical studies to explore specific types of social capital, network structures, and relationship dynamics that contribute most significantly to enhancing financial performance, fostering innovation, and expanding market share. Additionally, there is a need to develop and test theoretical frameworks that integrate networking concepts with other established theories such as the resource-based view and social network theory. This integration can provide a more holistic understanding of how networking strategies and activities contribute to competitive advantage, sustainable growth, and resilience in dynamic business environments. Furthermore, fostering interdisciplinary collaboration among researchers from entrepreneurship, sociology, psychology, and management disciplines can enrich theoretical perspectives on entrepreneurial networking, offering valuable insights into its multifaceted impacts on business success.

## **Practice**

From a practical standpoint, entrepreneurs and business leaders should be encouraged to actively engage in networking activities to leverage social capital, access valuable resources, and cultivate collaborative partnerships that drive innovation and growth. This involves participating in networking events, joining industry-specific forums and associations, and leveraging digital platforms for networking and knowledge sharing. Moreover, organizations and entrepreneurial support institutions can play a role in providing training, mentorship, and networking opportunities for aspiring entrepreneurs to develop their networking skills, expand their professional networks, and learn best practices for leveraging networks to enhance business performance. By creating networking platforms, industry clusters, and ecosystem support mechanisms, stakeholders can foster a vibrant entrepreneurial ecosystem where networking becomes a strategic tool for business success.

## **Policy**

In terms of policy recommendations, there is a need to advocate for initiatives that promote networking infrastructure and support mechanisms for entrepreneurs. This includes the establishment of co-working spaces, incubators, accelerators, and networking events that facilitate interactions and knowledge exchange among entrepreneurs, investors, industry experts, and policymakers. Additionally, policymakers should support initiatives that bridge the gap between academia and industry through collaborative research, technology transfer, and knowledge-sharing platforms. These efforts can foster innovation-driven entrepreneurship and facilitate the development of industry-relevant solutions. Furthermore, implementing measures to enhance access to funding, markets, and global networks for entrepreneurs, particularly those from underrepresented groups or regions, can contribute to fostering inclusive entrepreneurship and driving economic development. By shaping supportive policy environments that prioritize networking infrastructure, knowledge exchange, and access to resources, policymakers can create conducive ecosystems for entrepreneurial networking to thrive and positively impact business performance.

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