In an increasingly globalized world afforded by advancements in information and communications technologies (ICT), there are those who would argue that the internationalization of companies is a given. Such an argument can be viewed as inexact because the internationalization of companies entails more than just ICT. Whilst the role of ICT in enhancing the process of internationalization cannot be emphasized enough, in-depth issues of why and how companies internationalize and the theoretical models underpinning such internationalization are equally of importance.

The proliferation of studies in this area, particularly the internationalization of companies in developed countries are numerous. An area where limited studies have been undertaken is on how companies in developing countries internationalize. Thus, John Kuada and Olav Jull Sørensen’s book, *Internationalization of Companies from Developing Countries* is a timely and welcome contribution to the scant literature in this area. The main thrusts of the book is that theoretical models of internationalization such as the Stages, Contingency and (Inter)Action models when applied to developing countries show a limitation not captured in the literature. This conclusion is arrived at by the authors through an empirical study of companies in Ghana, a developing country. For example, Kuada and Sørensen’s study (chapter 6) show that the internationalization process in developing countries are not likely to preface with domestic markets as suggested by the Stages Models. The study also show that because companies in developing countries, particularly those studied in Ghana tend to have limited domestic market experience prior to their internationalization process, collaborative agreements with overseas partners as suggested by the (Inter)Action Models enables them to reduce uncertainty as put forward by the Transaction Cost Theory.

The book thus concludes that the downstream route of internationalization presents a partial framework for understanding the process by which developing countries are integrated into the global economy. It then suggests that upstream internationalization should be a supplement to this main stream perspective. The arrival at such a conclusion was drawn by the authors from their study of both the upstream and downstream internationalization processes of Ghanaian firms. Kuada and Sørensen offer two points to support why they arrived at such a conclusion. First, they hold the view that in an effort for firms in developing countries to strengthen their competitive positions in the global market place, they usually try to improve their links in both marketing and procurement links with counterparts in developed countries (a downstream and upstream aspects of internationalization). Second, these firms usually seek to strengthen their strategic alliances with suppliers of technology and inputs (upstream). This upstream process of internationalization then prepares them for the downstream process of internationalization.

Over all, the book is well structured. Its three major parts divided into the theoretical issues of
internationalization pertaining to developing countries, the empirical aspects of the study, and the reassessment of the internationalization theories allows for a logical and clear presentation of the problem, its analysis and suggested solutions. The arguments offered are logical and commensurate with the data the authors collected and analyzed. However, the book is weak in a few areas. First, the sample size of 20 firms is rather small; added to that; the sample is drawn from amongst firms located only in Accra. These poses some questions as it pertains to the conclusions arrived at. First could the results have been different with a larger sample-size? Second, can conclusions drawn from such limited generalizability be applicable to a reasonable range of developing countries? Third, does the location in Accra, the capital offer some competitive advantages for firms who want to internationalize as oppose to those located outside the capital? The authors explained that location was not a specific criterion for selection (p.99), then they should have included firms from the other regions or cities in the country. If that was done could that change or affected the outcome of the study? I can only add in passing that location in Africa does have a great impact on the viability and profitability of firms and should serve as an important selection criterion. The statement by the authors that this is an exploratory study should be a more compelling reason why more should have been done to eliminate such a “handicap.”

Another weakness of the book is that the authors did not give the reason why Ghana was chosen for the empirical study. This leads to a few questions. Was Ghana chosen because it is a former British Colony? Then one may ask, why wasn’t Nigeria, or Uganda or Kenya chosen? Each of these countries was also a former British colony. Alternatively, could a Francophone African country like Côte d’Ivoire or Guinea or Gabon have been chosen instead of Ghana and the same results attained? Each of these Francophone countries is a developing country and they are also in Sub-Saharan Africa just like Ghana. Because of the limited literature in this area at the current time, the challenge was for the authors to have seen to it that the aforementioned concerns would arisen and efforts should have been made to address them.

Albeit, these observations do in any way hamper the quality work that the book and the authors have produced. Its contribution to the scant literature in the area of internationalization for developing countries in particular and to the whole internationalization of companies in general cannot be emphasized enough. In that vein, one can conclude that the book contributed to our general understanding of the modes of operation by firms engaged in exporting in developing countries. This the book has done by drawing our attention to the problems they face, choice of strategies or lack thereof to solve these problems. Thus based on such an observation that I recommend the book to students, researchers and scholars of international business.