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Crossing the chasm: The role of dynamic managerial capabilities in turning points of Early Internationalizing Firms

Up to now, the International Entrepreneurship literature has under-explored the “turning point” phenomenon, or how Early Internationalizing firms (EIF) move from their international entry stage to their international post-entry stage. Drawing on Dynamic Managerial Capabilities, we explore the case of PATI, a successful EIF that recently underwent its turning point. We found that EIFs need two groups of dynamic managerial capabilities to achieve their turning points. One is related to R&D and engineering activities and the other to support and sales activities. We then show that the group related to support and sales activities involve global dynamic managerial capabilities. Our final contribution involves the role of founders, which shifts from EIF internationalization actor to decision maker during the turning point. Finally, we provide founders with some key recommendations regarding their managers, and more precisely, how to integrate dynamic managerial capabilities.

Keywords: International High Growth; Dynamic managerial capabilities; Turning Point; Early Internationalizing Firm

❖ 12h30 — Salle 103 / Comodal

❖ Participer à la réunion Zoom

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