INTERDEPENDENCE BETWEEN CORPORATIVE ENTREPRENEURSHIP AND INTERNATIONAL PERFORMANCE: THEORETICAL ESSAY

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The purpose of this paper is to examine the theoretical relationships between corporate entrepreneurship dimensions and international performance. To achieve our purpose, we will address specifically two main research questions: How different dimensions of Corporative Entrepreneurship (CE) influence International Performance (IP)? And In which extent institutional context of the host country affects the relationships between CE and IP? Our study contributes to the literature in several ways. First, although corporative entrepreneurship generally has been found to have a positive impact on organizational performance, no research to date has explicitly focused on the impact of the different components of corporative entrepreneurship on international performance. Thus, this study complements and adds to earlier studies on entrepreneurial orientation and international performance. Second, we look specifically at how different contexts shape the strategic orientation of firms, where research on corporate entrepreneurship and international performance is to a large extent lacking. Finally, the link between CE and IP represents a theoretical opportunity to handle the differences and hierarchies among the variables in the way how they affect strategies and performance of multinational subsidiaries operating in different national contexts.

Marco Teórico
Based on the contributions of the above discussed studies, the classical corporative entrepreneurial’s framework of three dimensions has been proven very restrictive to capture the diversity of the complexity of entrepreneurial activities, particularly in cross-country comparative analysis. It seems that the dimensions have different behaviors when operating in different institutional and industrial contexts. On the other hand, firms are more prompt to develop complex behavior in environments with high uncertainty, or industries with high competition. The implications of such empirical findings may suggest that restricting CE dimensions will limit our understanding of the effects of CE on international performance. To overcome such limitations, and based on the contributions of several authors (Miller, 1983; Morris et al., 1994; Zahra and Covin, 1995; Wiklund, 1998, 1999; Messegheim, 2003; Richard et al 2004), we propose to distinguish between two main perspectives of corporative entrepreneurship. The first one emphasizes the behavioral features of entrepreneurial activities, called entrepreneurial behavior, which include following dimensions: proactiveness, innovative behavior and self-renewal. The second perspective emphasizes the outcomes of entrepreneurial activities, called entrepreneurial results. This perspective considers the following dimensions: risk taking, competitive aggressiveness, product/service and process innovation and new business ventures. On the other hand, we suggest that national context matters when regarding the ways how the different dimensions shape international performance of a firm. This may suggest that the institutional environment of the host country will have a moderating effect on the individual dimensions, and may explain why some dimensions are more effective in specific contexts than others. Based on the framework discussed above, we suggest to discuss three main propositions. The first proposition is related to the effect of the dimensions of entrepreneurial results on international performance. The second proposition has the purpose to highlight the effect of the dimensions of corporative entrepreneurship that express the entrepreneurial results on international performance. The last proposition aims at showing the role of context in moderating the effects of the two sets of corporative entrepreneurship on international performance.
Resultados e contribuições do trabalho para a área
This study contributes in several ways to the literature on corporative entrepreneurship and international performance. First, the study identifies and shows that it is meaningful to separate the different dimensions of corporate entrepreneurship (innovative behavior, new enterprise, competitive aggressiveness, products and process innovations, self renewal, proactiveness and risk taking), when studying the influence of corporate entrepreneurship on international performance. We suggest that proactiveness, innovative behavior and self-renewal have direct relationship with international performance. However, the study shows that proactiveness was the dimension that showed the most clear positive connection to international performance. Second, this study shows that the international context has an influence on corporate entrepreneurship in the same organization. This may suggest that the institutional environment of the host country will have a strong influence on the behavior of the top management. In countries where there are institutional uncertainties, and high market imperfections, proactiveness and aggressive market approaches will shape significantly the performance of the firm and its commitment in the host market. The results of the present study points to some important and relevant theoretical implications for the study of the determinants of international performance. First, the distinction between entrepreneurial behavior and entrepreneurial results can be seen as a fundamental perspective for the understanding of the relationships between corporative entrepreneurship and international performance. Second, it seems that the dimensions related to entrepreneurial behavior (proactivity, innovative behavior, self renewal) have higher impacts on the international performance than organization dimensions (risk taking, product, service and process innovation, competitive aggressiveness, and new ventures). This finding is not in line with the literature, and may suggest new research perspectives. Different avenues can be explored in light of the contributions of corporative entrepreneurship theories to international business. First, studying the interactions between entrepreneurial behavior and entrepreneurial results dimensions in different institutional and cultural contexts may open new opportunities to how multinationals deal and manage the distances between home and host countries. Second, even though the dimensions may overlap, and the conceptual and practical delimitations sometimes not easy to capture, it will be important to explore the complex behavior of firms in different industrial contexts and institutions. Finally, it will be meaningful to address the effects of such dimensions for small firms, or for firms with accelerated process of internationalization.

Referências bibliográficas
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