

La orientación al mercado y las capacidades de marketing en las nuevas empresas internacionales: un estudio de casos en el sector de la Indumentaria de Argentina

Postigo, Sergio Roberto

Abstract

International new ventures have become the subject of numerous studies, it is still necessary to deepen the understanding of this phenomenon, especially from the perspective of emerging countries and, particularly, in Latin America, where relevant research is still very scarce. The objective of this thesis is to describe and analyze how market orientation (MO) manifests it and how they are generated marketing capabilities (MC) in the Argentine international new venture (INV) of the clothing sector. Specifically, is analyzed using a qualitative methodology based on case studies: a) what mechanisms and routines develop these companies to generate, manage and use information and knowledge of the market, b) how to identify opportunities in other countries, c) learn how market and maintain customer relationships and d) how they manage to compete in foreign markets. The most significant results of the study corroborate that there is a positive relationship between MO and MC. At the same time, it is found that the generation of MC is vital to overcome the difficulties facing these companies and they are mainly linked to its size, experience and scarce resources, which adds to the unfavorable environment in which operate. Furthermore, research shows that early experiences of entering a foreign market, whether positive or negative, end impacting the future potential of internationalization and, in the absence of an enabling environment, the ability of each entrepreneur to overcome difficulties from the same area of the company becomes a cornerstone. Among the results should also be mentioned that the development of new knowledge and skills more readily occurs under conditions in which there are no or few routines to unlearn, as in the case of the INV. However, employers believe that before exporting must go through several years before learning in the local market. Finally, the paper shows that in the new global context, the youth of the companies, the lack of experience and lack of resources and scale, not barriers, but in many cases become the capacity advantages adaptability and flexibility that developers at INV. Besides the conceptual contributions related to the study of the INV, this research aims to contribute to the development of new policies and systems of government incentives aimed at promoting and supporting these businesses.