Marketing Research Seminar

‘Strategic goal accomplishment in export ventures: The role of capabilities, knowledge, and environment’

Konstantinos Katsikeas (Leeds University Business School/IÉSEG) & Stavroula Spyropoulou, (Leeds University Business School)

Friday, April 28th, 2017 // 2 – 4 pm

Abstract:
The “design school” of strategic management theory posits that setting strategic goals facilitates the identification of appropriate strategies, and focuses available resources and attention on their accomplishment, enabling subsequent goal realization. However, other schools of thought suggest that firms’ strategic behavior is not driven by their formal strategic goals. Irrespective, the management literature further suggests that firms often find it difficult to realize their strategic goals and may find it even more challenging to do so when operating in foreign markets. Yet, little is known empirically about the extent to which strategic goals enable desired strategic positions to be achieved and factors that may affect this relationship. We examine this important issue using primary data from a sample of exporting manufacturers. Results support the existence of previously theorized strategic goal-realized strategic position gaps and show that these negatively impact performance. In addition, we uncover the key role of architectural (planning and implementation) capabilities, internationalization knowledge, and environmental factors in minimizing such gaps. Specifically, we reveal that firms that possess stronger architectural capabilities, have higher levels of internationalization, and operate in less dynamic environments are better able to realize their intended strategic objectives.

• **Lille:** Room B252, B-building (3 rue de la Digue, Lille)
• **Paris:** Visio Room H409 (Plot H, 40 passage de l’Arche, Paris La Défense)