

What can Latin-American entrepreneurs learn from Catalan gazelles? 🛒

Veneta Andonova; Alexandina Stoyanova; Carlos Valencia; Jorge Juliao-Rossi

+ Author & Article Information

Academia Revista Latinoamericana de Administracion (2013) 26 (2): 290–317.

<https://doi.org/10.1108/ARLA-06-2013-0069>

Purpose

The purpose of this paper is to systematize the strategic capabilities of seven surviving industrial Catalan companies which were going through explosive growth in 1999.

Design/methodology

We use the comparative case studies method to draw on the common features among the seven in-debt cases we built. We are well aware that the method of comparative case studies does not provide a sufficient base for bold generalizations. However, the qualitative approach adopted here allows for the first in-depth look at the strategies that bring surviving entrepreneurs from explosive growth to a more balanced growth path.

Findings

We identify four organizational capabilities as key to the survival of these businesses ten years later: first, ability to prioritize product and market development, including internationalization, over operations; second, ability to reorganize internally and delegate in a timely manner; third, ability to manage innovation and support creativity linked to productivity; and finally, ability to manage economic and financial resources.

Social implications

Implications for the culturally proximate and less-studied Latin-American gazelles are presented.

Keywords: [Gazelles](#), [High-growth firms](#), [Strategic capabilities](#), [Entrepreneurship](#), [Catalonia](#), [Latin America](#), [Entrepreneurialism](#), [Central America](#), [South America](#), [gacelas](#), [firmas de alto crecimiento](#), [capacidades estratégicas](#), [emprendimiento](#), [Latinoamérica](#)

You do not currently have access to this content.

Sign in

Don't already have an account? [Register](#)

Client Account

Email address / Username

Password

[Reset password](#)

[Register](#)



Access through your institution

Purchased this content as a guest? Enter your email address to restore access.

Email Address

Pay-Per-View Access €38.00

Buy This Article

This article is also available for rental through DeepDyve.

