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What can Latin-American entrepreneurs learn from Catalan gazelles?

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Abstract

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.

Propósito

El propósito de este artículo es sistematizar las capacidades estratégicas de siete empresas catalanas sobrevivientes y

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consciente de que el método de estudio de casos empleado,

no proporciona una base suficiente para hacer generalizaciones de los hallazgos. No obstante, el enfoque cualitativo adoptado proporciona una primera mirada en profundidad de las estrategias que permitieron a los empresarios que sobrevivieron al crecimiento explosivo, seguir una senda de crecimiento más equilibrada.

Resultados

Se identificaron cuatro capacidades organizacionales consideradas clave para la supervivencia de la empresa diez años después del crecimiento explosivo: 1) capacidad para priorizar dentro de sus operaciones el desarrollo de productos y mercados, incluyendo la internacionalización, 2) capacidad de reorganizar internamente y delegar de manera oportuna, 3) capacidad de gestión de la innovación y apoyar la creatividad ligada a la productividad y 4) capacidad de gestionar los recursos económicos y financieros.

Consecuencias (Implicaciones) sociales

Se presentan implicaciones para las gacelas localizadas en países latinoamericanos, las cuales son culturalmente próximas y escasamente estudiadas.

Keywords

Gazelles High-growth firms Strategic capabilities
Entrepreneurship Catalonia Latin America
Entrepreneurialism Central America South America
Gacelas Firms de alto crecimiento Capacidades estratégicas
Emprendimiento Latinoamérica

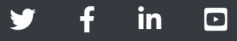
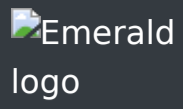
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