

# SME Re-Internationalization Strategy: An Analysis Based on Multiple Cases

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## **EXECUTIVE SUMMARY**

*Re-internationalization represents a research challenge for the internationalization process. Many companies withdraw from international operations go through a period of interregnum time, and then reenter in the international arena. Little is known about this process and whether re-internationalizers opt for the same entrepreneurial orientation or behave differently than they began with the first approach, allowing for faster re-entry and take-off. This chapter follows a qualitative methodological approach, based on the case study, using semi-structured interview with the top manager of the wine company. This work is intended to serve as a basis for future studies related to the internationalization of SME, based on the profile of CEO, and as a basis for reflection by company managers. This exploratory study aims to contribute to the emerging literature on entrepreneurial orientation and re-internationalization using the SME case study.*

## INTRODUCTION

Re-internationalisation represents a huge research challenge for internationalisation in the area of international entrepreneurship, as many SMEs withdraw from international operations for a limited period and then re-enter the international arena again, yet little is known whether they act in the same way or approach the market in another way.

Re-internationalization is a process that involves a period of international business activity, and then there is an interregnum of operations for a certain period until there is again an international re-entry process, where international operations are successfully renewed (Welch & Welch, 2009), based on learning, entrepreneurial orientation, the behavior of the re-internationalizer and also his ability to resilience in the face of obstacles that were not initially transposed.

Entrepreneurial orientation is fundamental in the process of re-internationalization, there is a change of managers/owners who are bolder and more experienced internationally than their predecessors, international networks more sustainable than before, and human resources are better equipped and better documented to successfully approach re-entry into international markets.

The entrepreneurial orientation of SME managers who strive for internationalization should be in organizational innovation, as their companies are better equipped to exploit the opportunities that the international market provides and improve their performance and performance in these markets (O’Cass & Weerawardena, 2009).

Thinking precisely about the challenges that CEO’s often face when choosing or not to re-nationalise, this study was concerned with broadening this theme, the profile of the CEO, and his participation in the entrepreneurial strategies that organizations use when choosing to embrace the opportunities that arise, as well as the possible obstacles they encounter in re-nationalising the wine sector. Given the few studies that have focused on the re-internationalisation of the CEO in the wine sector in the Ribatejo region, we intend to fill this gap by analysing this sector that is so fundamental in our economy and that has never been studied in this region.

In this line, the purpose of this chapter was based on three points, first of all it presented a proposal for a model that would demonstrate the role of the CEO’s entrepreneurial orientation in the process of re-internationalisation of the company in the wine sector. Secondly, it presented how these variables together, obstacles to Internationalization and entry into new markets, are related within a single *framework*.

Finalizing the analysis of this study, thirdly, it was demonstrated that within this panorama that is the business environment, the profile of the CEO is fundamental and presents its positive side in the matrix of competitive advantages.

Our chapter is structured in several stages. After the literature review, case studies on the re-internationalisation of SMEs and the survival of companies in the wine sector in the Ribatejo region will be analysed. In this study, conclusions, limitations and future lines of research will also be pointed out.

This chapter is organized into six sections: (i) Introduction; (ii) Literature review; (iii) Methodology; (iv) Case Studies; (v) Conclusions and (vi) Limitations and future Research.

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