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Internationalization strategies of Lusophone-African SMEs: a case study analysis

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Internationalization Strategies of Lusophone- African SMEs: a Case Study Analysis

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- *PhD, Catholic University of Portugal / University of Saint Joseph, Macau, China S.A.R.*
- *EdD, Boston University*
- *MS, Southwest University*

Teaching at BU MET & Questrom for more than 20 years. Author of several books, Op-Eds, and peer-reviewed papers in areas of expertise. Teaches AD-655 & AD-856, among other courses.

More than 30 years as Sr. Partner at MGCG, an international management consulting firm with clients in the Americas, Europe, Southeast Asia, Africa, and the Middle East.

International business researcher focused on international entrepreneurship and SMEs' internationalization modes of entry, with focus on Lusophone-Africa and frontier markets, and the impact of local macroeconomic and geopolitical contexts on internationalization strategies of SMEs. Ongoing research explores Lusophone-African MNEs' mode of entry within Africa and beyond.

Lusophone-African SME's Internationalization: Scant Research

Table 1. Number of OFDI literature references on Google and Google-Scholar for advanced, emerging, and frontier economies, and related to themselves (see online version for colours).

	Number OFDI literature references		
	OFDI literature references in, 000s		
	G. Scholar	Google	Total reference
From AE	267	180	456
From EE	211	100	311
From FE	59	36	95
From AE > AE	97	251	348
From AE > EE	63	79	142
From AE > FE	26	25	51
From EE > EE	99	186	285
From EE > AE	38	115	153
From EE > FE	24	18	42
From FE > FE	33	17	50
From FE > EE	25	23	48
From FE > AE	18	25	43

Source: Goncalves (2017). This is a "heatmap" where green represents large amount of resources while red represents scarce amount of resources. It just emphasizes the numbers in the cells, for better visualization.

An Interwoven Model Approach

Case study analysis of 29 SMEs from **Angola** and **Mozambique** from various sectors, including:

- Telemedicine
- Software Development
- Human Resources
- Brewery
- Banking
- Oil and Gas

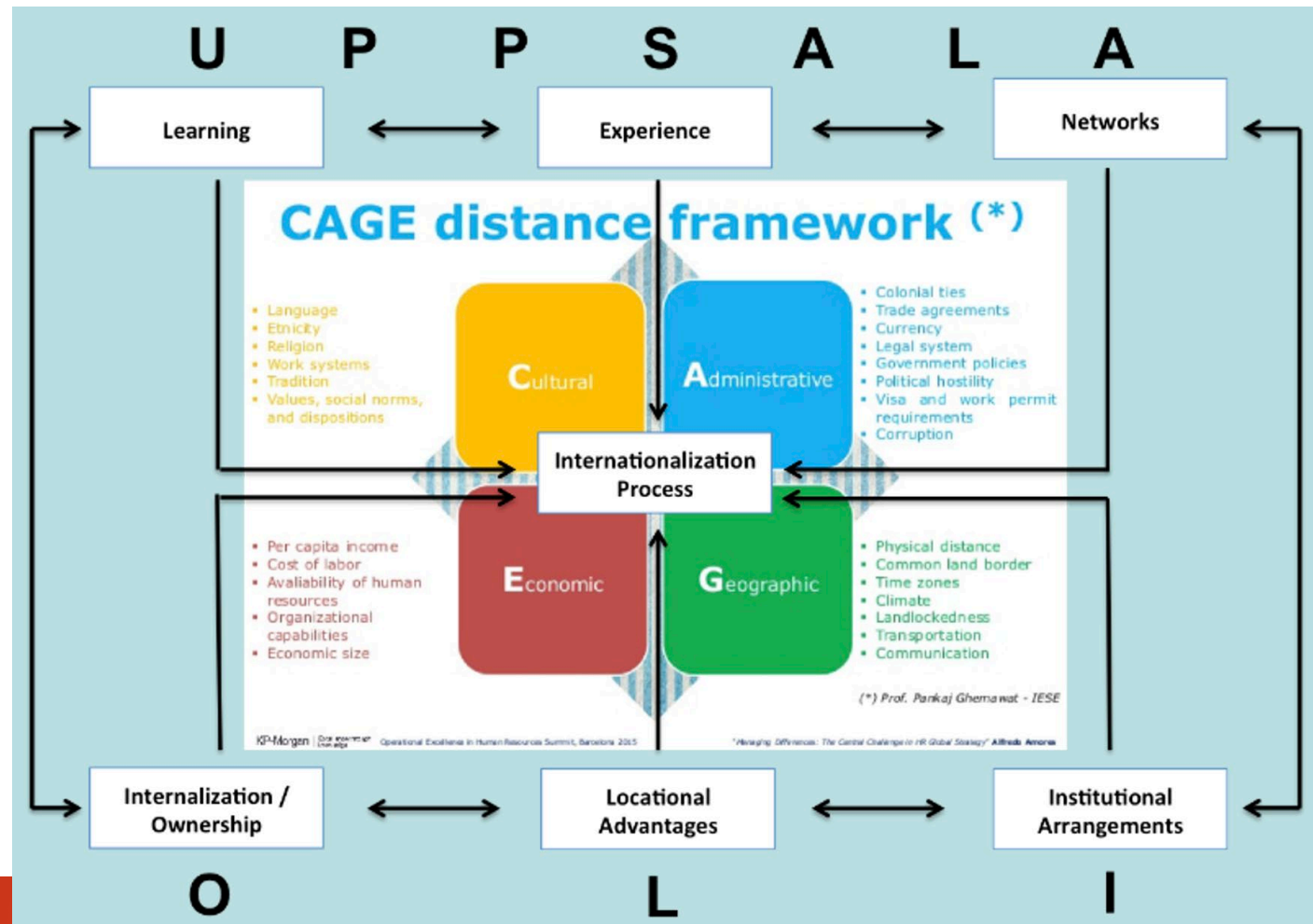


Figure 1. Potential factor which could influence LASME's internationalization. Source: Adaptation of Amal and Rocha Freitag Filho (2010) and Museisi (2013).

Business Environment Challenges

- Corruption
- Inadequately educated workforce
- Government bureaucracy
- Access to financing
- Inadequate supply of infrastructure
- Poor work ethic in national labor force
- Restrictive labor regulations
- Foreign currency regulations
- Poor public health
- Tax rates
- Inflation
- Crime and theft
- Tax regulations
- Government instability/coups
- Policy instability
- Insufficient capacity to innovate

Business Management Challenges

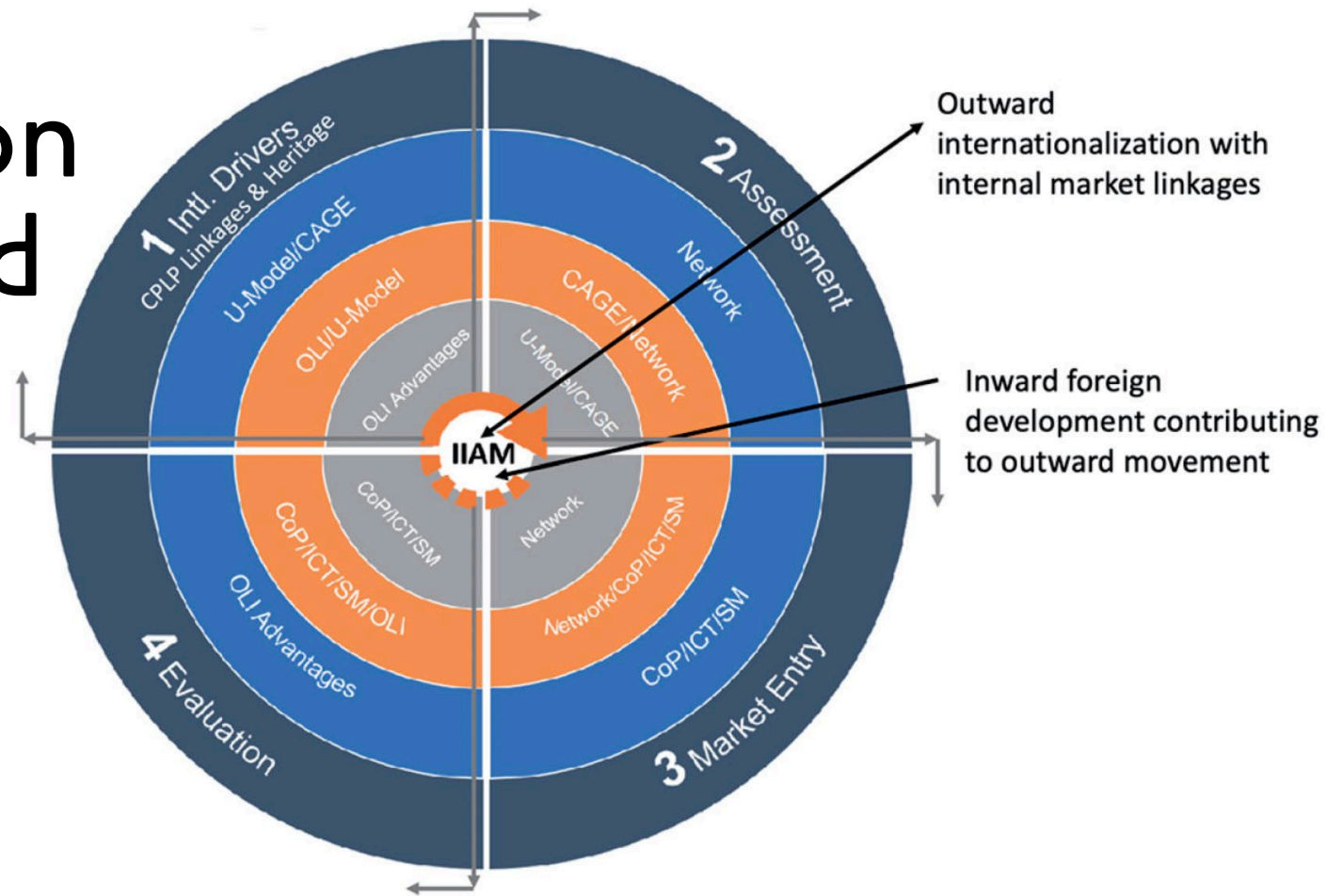
- Market-segmentation
- Market-targeting
- Market-positioning
- Promotion
- Advertising
- Distribution

Major Themes

Categories	Themes
Born Global	<ul style="list-style-type: none">• Organizational formation through internalization advantages• Strong reliance on alternative governance structures to access resources• Hardships with established international locations• Control over unique resources (e.g., know-how, innovation, partnerships)
Internet	<ul style="list-style-type: none">• Social Media (e.g., Facebook, Instagram, LinkedIn, etc.)• Internet sales• Professional online communities
Mode of Entry	<ul style="list-style-type: none">• Joint ventures and international partnerships• E-Business and E-Commerce internationalization strategies• Merging and Acquisitions• Direct and Indirect Exports• Greenfield

Much more research is needed to understand these internationalization strategies and try to formulate a yellow-brick road!

A Proposed Integrated Internationalization Approach Method (IIAM)



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Internationalization as an integrated process:
Evidence from SMEs in Lusophone Africa

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Thank You!

