

INTERNATIONAL STRATEGIC AGILITY IN EMERGING MARKETS

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Introdução

Escalating geopolitical risks (Luo & Van Assche, 2023) have compelled firms to adjust their international strategies (Tung et al., 2023). To navigate these challenges and overcome tariffs, regulatory barriers, and political uncertainty (Knight et al., 2025), companies need to cultivate resilience enabling them to respond effectively, recover from crises, and leverage such experiences to drive future growth and maintain their strategic position in volatile environments (Zahra et al., 2024; Sahebjamnia et al., 2018).

Problema de Pesquisa e Objetivo

This study responds to calls in the literature for more integrative frameworks that connect strategic agility to performance outcomes in an international context (Sampath & Krishnamoorthy, 2017). Furthermore, it contributes to filling important gaps by offering a nuanced view of how firms mobilize internal capabilities and external relationships to reconfigure business models dynamically (Pereira et al., 2021).

Fundamentação Teórica

Agility in international strategy refers to the ability of firms to respond swiftly and effectively to changes across markets and institutional contexts, often by leveraging internal organizational dynamics and managerial responsiveness (Ahammad et al., 2021). This ability may be even more vital in emerging markets characterized by weaker institutional frameworks and limited resource availability for firm survival and competitiveness (Abdalla et al., 2025; Tarba et al., 2023a; Boojihawon et al., 2021).

Metodologia

Data were collected from 261 respondents across different industries in Brazil. The questionnaire data were analyzed using structural equation modeling. The evaluation of the PLS model followed a two-step approach (Hair et al., 2019). In the first step, we assessed the quality of the measurement models. In the second step, after confirming the constructs' reliability and validity, we proceeded to evaluate the structural model (Crespo et al., 2022; Sarstedt et al., 2014).

Análise dos Resultados

The results show that both determinants of international strategic agility present a strong positive and significant relationship: business intelligence and foreign market stakeholder interaction. Additionally, international strategic agility is also positively related with international business model innovation, that is also positively related with international performance. Finally, there is also a direct relationship between international strategic agility and international performance.

Conclusão

The paper provides empirical insights into how firms can build and sustain international performance through the interrelated processes of agility, innovation, and strategic interaction with global market actors. The results indicate that international agile firms are better positioned to adapt their business models to meet global market demands.

Contribuição / Impacto

This paper explores the role of international strategic agility in driving international business model innovation and enhancing international performance in an emerging market. The research follows the previous work who called for deeper exploration into how firm-level resources – such as technological and management assets, as well as business network ties – shape strategic agility and international outcomes (Adomako et al., 2022). This study also contributes to the advancement of Dynamic Capabilities Theory (Cheng et al., 2020).

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