DE GRUYTER Entrep. Res. J. 2023; 13(3): 773–811

Carla Azevedo Lobo, Cristina Fernandes, João Ferreira, Pedro M. Veiga and Stephan Gerschewski*

The Determinants of International Performance for Family Firms: Understanding the Effects of Resources, Capabilities, and Market Orientation

https://doi.org/10.1515/erj-2021-0334
Received August 16, 2021; accepted June 4, 2022

Abstract: Family firms (FFs) tend to display specific characteristics that differentiate them from non-family companies. In addition to the importance that FFs hold for the economic structure of many countries, their characteristics have motivated a wide range of research studies, including succession, corporate governance, and strategic management. The purpose of this study is to examine the role of resources (i.e. internationalisation networks), capabilities (i.e. employee characteristics and knowledge), and market orientation (i.e. internationalisation motivations), and how these facets influence the international performance of FFs. To this end, we administered a web-based questionnaire to a sample of 212 small and medium-sized FFs based in Portugal. In terms of the research methodology, we applied structural equation modelling (SEM) to test our hypotheses. We found that not only do resources and capabilities return a positive impact on internationalisation motivations, but also the combination of resources and capabilities and internationalisation motivations can positively influence the international performance of FFs. Our research contributes both to theory and FF management practises by analysing the strategic orientations adopted in

***Corresponding author: Stephan Gerschewski**, Edinburgh Business School, Heriot-Watt University, Edinburgh EH14 4AS, UK, E-mail: s.gerschewski@hw.ac.uk. https://orcid.org/0000-0002-4976-1033
Carla Azevedo Lobo, Department of Economics and Management, REMIT - Research on Economics,, Management and Information Technologies, Universidade Portucalense Infante D. Henrique, Porto, Portugal
Cristina Fernandes, University of Beira Interior, Department of Management and Economics & NECE Research Unit in Business Sciences, Covilhã, Portugal; and Centre for Corporate Entrepreneurship and Innovation at Loughborough University, Loughborough, UK
João Ferreira, Department of Management and Economics & NECE - Research Unit in Business Sciences, Universidade da Beira Interior, Covilha, Portugal
Pedro M. Veiga, Polytechnic Institute of Viseu, School of Education, Viseu, Portugal; and NECE - Research Unit in Business Sciences, Universidade da Beira Interior, Covilhã, Portugal

internationalisation processes and the empirical relevance held by resources and capabilities. More specifically, we find that proactivity (i.e. internationalisation motivations), a network of contacts (i.e. resources) and assuming risks, mitigated by knowledge about the external market (i.e. capabilities), can enable the achievement of superior international performance for FFs.

Keywords: family firm, resource, capability, resource-based view, RBV, market orientation, internationalisation motivation, SME, small business, international performance

1 Introduction

Family-owned firms (FFs) are widespread around the world and essential to the economic prosperity of many nations (Kudlats, McDowell, and Mahto 2019). FFs generally represent the most common type of company at the global level (Hennart, Majocchi, and Forlani 2019), generating over 70% of global annual GDP (Family Firm 2017). FFs also tend to dominate the global scenario, accounting for over a third of S&P500 companies in the United States, and over 90% of European companies, and contributing significantly to the growth of economies across Asia, Latin America, and Africa (De Massis et al. 2018; Eddleston, Jaskiewicz, and Wright 2020; Eddleston, Sarathy, and Banalieva 2019).

FFs generally display their own specific characteristics, which influence their management practises and endow them with competitive advantages when applied in the most appropriate manner. In addition, these companies often represent a fundamental pillar in the economy (Shi, Graves, and Barbera 2019). FFs are normally present in every sector of activity across all scales of companies: micro, small, medium, and large; regional, national, and multinational. Hence, there is a need to deepen the ways in which FFs define and deploy their strategic approaches. Given the difficulty of such companies in dealing with change, it has been found that only a third survive the transition to the second generation (e.g. Mokhber et al. 2017). This arguably constitutes one of the main reasons for their weaknesses (Bogers, Boyd, and Hollensen 2015). We may, thus, argue that FFs are idiosyncratic in the ways that they compete and deploy their resources and capabilities (Barros, Hernangomez, and Martin-Cruz 2016; Daspit, Long, and Pearson 2019).

There have been many studies on the nature of family ownership and internationalisation; specifically the ways in which family control influences the resources and capabilities for internationalisation, the adopted strategies and approaches, and the ways in which internationalisation itself affects the continuity and the international performance of FFs (e.g. Arregle et al. 2015; Baschieri, Carosi, and Mengoli 2017; Fernández and Nieto 2006; Graves and Shan 2014; Kano and Verbeke 2018). Internationalisation is a process involving increased levels of involvement in external markets, recognised as a key strategy for the growth and expansion of companies. As ownership is a well-known determinant of internationalisation (e.g. George, Wiklund, and Zahra 2005), understanding the processes behind the internationalisation of family-owned firms (FFs) has frequently emerged as a topic of interest across the area of strategic management studies (e.g. Pukall and Calabrò 2014). Thus, several researchers have dedicated their attention to the unique characteristics that can help or hinder FFs in identifying and committing their resources and capabilities to the exploration of international business opportunities (e.g. De Massis et al. 2018; Menéndez-Requejo 2005; Zachary and Mishra 2011).

The possession of valuable resources that are rare and difficult to imitate or replace (VRIO concept of valuable, rare, inimitable, and non-substitutable – see Barney 1986, 1991) can enable companies to nurture their differentiated capabilities (e.g. Lin and Wu 2014) necessary to sustaining advantages and facilitating growth within dynamic business environments in the context of internationalisation processes (Schilke 2014). The effective correspondence between distinctive resources and capabilities and the conditions prevailing in the external environment (Fuller, Jacobides, and Reeves 2019) is, thus, a crucial factor for the continuation and growth of FFs (Daspit, Long, and Pearson 2019).

This highlights how, associated with resources and capabilities, companies may deploy a market orientation (MO) as their key strategic orientation (Lonial and Carter 2015). The MO definition incorporates a set of multi-functional processes and activities directed at attracting and satisfying clients through means of continuously evaluating their respective needs (Deshpandé, Farley, and Webster Jr 1993). To date, the literature has mainly served to explore the effects of MO on international performance (e.g. Acosta, Crespo, and Agudo 2018; Fernandes et al. 2020). Other authors have focused their research on studying the differences between the levels of MO prevailing in FFs against those in non-family-owned businesses (e.g. Zachary et al. 2011). As suggested by Hernández-Linares, Kellermanns, and López-Fernández (2018), the uniqueness of FFs and their capacity to act in unique ways can impact on the ongoing relationship between MO and international performance of FFs (Carney 2005; Habbershon and Williams 1999; Habbershon, Williams, and MacMillan 2003). Tokarczyk et al. (2007) considered the "familiness" (i.e. the qualities of familiarity) within resource-based view (RBV), and examined how intangible and other unique resources translate into competitive advantages of family businesses, specifically in their MO.

We may, thus, argue that there have been studies considering the FF characteristics following the RBV, their international performance levels, and MO; however, there seems to be a lack of quantitative studies approaching these three constructs simultaneously.

Building on the existing literature, our study, therefore, aims to answer the following research question: *What is the role of resources (i.e. internationalisation networks), capabilities (i.e. employee characteristics and knowledge), and market orientation (i.e. internationalisation motivations) for the international performance of family firms?*

Through recurse to structural equation modelling (SEM), we find that resources and capabilities can return a positive effect on market orientation (i.e. internationalisation motivations and the international performance of FFs and, in turn, internationalisation motivations generate positive effects on the level of international performance of FFs).

Our research contributes to the FF literature in several ways. First, our study fosters a better knowledge on the ongoing relationships between the resources, capabilities, and market orientation (i.e. internationalisation motivations) of FFs, and the relationship of each of these constructs with international performance, which the literature has identified as requiring greater study (e.g. Deutscher et al. 2016; Fernandes et al. 2020; Gerschewski, Scott-Kennel, and Rose 2020; Pehrsson 2016).

Second, we contribute towards a better understanding of the importance of strategic orientations on the international performance of FFs (e.g. Benavides-Velasco, Quintana-García, and Guzmán-Parra 2011; Chrisman et al. 2008). In particular, we find evidence for and highlight the importance of internationalisation motivations as an antecedent of international performance of FFs.

Third, our study contributes to the level of impact that this type of business ownership may have on decision-making over internationalisation processes, a question widely considered a “black box” within the context of the Uppsala model (Vahlne and Johanson 2017).

Fourth, we contribute to the ongoing literature discussion on the role of resources and capabilities as antecedents of market orientation (MO). This contribution holds relevant implications for the different means of deploying strategic orientations by FFs (Frank et al. 2017), and how entrepreneur-owners may embrace the uniqueness of being family owners as a means of broadening and deepening their MO and the resulting international performance.

2 Literature Review

2.1 Theoretical Underpinnings

The focus of the Uppsala model as first proposed by Johanson and Vahlne (1977) and later refined by Vahlne and Johanson (2017) falls essentially on experiential learning and knowledge that companies hold about international markets. According to Eriksson et al. (1997), this knowledge encapsulates the notion that companies hold about international markets and about firms' internationalisation processes. Vahlne and Johanson (2017) correspondingly classify this knowledge as a key facilitator to the success of internationalisation processes and international performance standards. Thus, for this same motive, some authors have focused not only on the antecedents of internationalisation, but also on the international performance with the knowledge held about international markets (e.g. Calof and Beamish 1995; Canabal and White 2008) and knowledge about the culture (e.g. Brouthers and Brouthers 2000; Game and Apfelthaler 2016) deemed as fundamental factors.

The internationalisation literature proposes that the level of academic qualifications of company managers (Katsikeas 1996) and the depth and value of their international experience (Bloodgood, Sapienza, and Almeida 1996) can raise a company's internal knowledge in a direct and positive relationship with the level of international performance. Thus, according to the behavioural theory of firms (Cyert and March 1963), specifically in the context of assumptions regarding socioemotional wealth and in line with the assumptions underpinning the Uppsala model (Johanson and Vahlne 1977, 2009), we propose that FFs attain better levels of international performance whenever deploying higher levels of education, experience in international business, and knowledge about the target international markets (Stieg et al. 2018).

Within this context, applying the RBV and market orientation can provide two approaches to explaining the international performance of FFs; such knowledge, capabilities, and the requirements for knowledge about client needs defended within the framework of these approaches, and this can prove fundamental to the international growth of FFs (Golovko and Valentini 2011; Rodriguez 2009; Shi, Graves, and Barbera 2019; Zahra, Neubaum, and Huse 1997).

In particular, the role of intangible resources has often been mentioned as a source of sustained, competitive advantage of firms (Barney 1991, 2001; Peteraf 1993). In the context of human capital, Perdreau, Le Nadant, and Cliquet (2015) introduced capabilities, knowledge, and experience of the employees. It should be noted that their competences, international experience, and risk aversion, among others, will likely be implemented in different ways depending on the family character of these employees. Our study is in line with Perdreau, Le Nadant, and Cliquet (2015) by focusing on the intangible nature of human capital as an antecedent of superior firm performance.

However, the particularities of FFs and their desire to protect their socio-emotional wealth (SEW) may lead them to take up different positions. The SEW perspective implies that family relationships dominate FFs (hence, with long histories of knowledge and shared experiences that shape and influence their current strategies) (Berrone, Cruz, and Gómez-Mejía 2012). Granovetter (1985) concludes that family members, in their determination to protect family ties and to exclusively share knowledge among family members may lead companies to replace formal education and/or prioritise factors other than the need to develop human capital. This prevails to such an extent that some authors have verified the existence of FFs with lower levels of human capital returning lower levels of international performance (Casillas and Acedo 2005; Cerrato and Piva 2012), alongside other studies reporting that the level of international business closely interlinks with the educational level of the owner (Sundaramurthy and Dean 2008). Graves and Thomas (2008) argue how, in general, FFs deploy lower levels of advanced management qualifications than non-family owned companies and with the former also normally holding lower levels of international business experience than their corporate peers and driving lower levels of international performance as a result (Banalieva and Eddleston 2011; Boellis et al. 2016; Gómez-Mejía, Makri, and Kintana 2010; Kuo et al. 2012). Consistent with the RBV, Gallo and Pont (1996) suggest that FFs also tend to contract managers without international experience, while the opposite occurs only when the family managers have obtained international experience (Banalieva and Eddleston 2011).

The companies need to apply sufficient levels of idiosyncratic, rare, and valuable knowledge to obtain high levels of international performance (Grant, Jammine, and Thomas 1988; Kogut and Zander 1993). Within the same framework, knowledge about the specific international business ongoing in a particular market or culture, is crucial to high levels of international performance (Fletcher and Harris 2012), serving as the foundation for international competitiveness of firms (Lu and Beamish 2006; Swinth and Vinton 1993).

Thus, we can conclude that extending the international engagement of any family-owned firm arises from the interactions between the family and the company characteristics due to their effects on committing resources and capabilities to internationalisation with this relationship generating positive direct effects on the level of international performance (Coviello, Kano, and Liesch 2017; Shi, Graves, and Barbera 2019).

Table 1 presents a summary of the main studies on resources and capabilities, and market orientation.

Table 1: Key literature on resources, capabilities, and market orientation (MO).

Dimension	Author	Research contribution	Research gap	Journal[a]
Resources and capabilities	Zou and Stan (1998) and Florez et al. (2012)	RBV should be applied in managing the internationalisation of companies.	A systematic literature review is needed about this research field. As export activities are usually based on relationships between firms and foreign intermediaries, the adequate management of inter-organisational activities should also be analysed as a key determinant of export performance.	IMR; SMFA
	Penrose (1959) and Teece, Pisano, and Shuen (1997)	Resources are defined as stocks of knowledge, physical assets, human capital, and other tangible materials, and intangible factors owned or controlled.	How do firms achieve and sustain competitive advantage?	SMJ
	Barney (1991) and Amit and Schoemaker (1993)	Companies with internationalisation processes should have assets and individuals with different abilities	While empirical models may, ex post, point to a limited set of resources and capabilities that explain some of the firm's past performance, ex ante such models offer limited insight into the dimensions of competition that will prevail in the future.	JOM; SMJ
	Luo (2001)	Internationalisation applies knowledge as a resource for developing the company's own means and capabilities.	To international managers, knowing strategic and environmental determinants can make equity sharing more effective in fulfilling organizational needs and controlling international joint venture operations.	JIM

Table 1: (continued)

Dimension	Author	Research contribution	Research gap	Journal[a]
	Zou and Stan (1998), Lu et al. (2010), Kaleka (2011, 2012), Gerschewski, Rose, and Lindsay (2015), and Pinho et al. (2016)	Interactions between resources and capabilities are crucial to the internationalization process	Few studies have explicitly analyzed small as opposed to young entrepreneurial firms, or considered different types of firms to see which firms are more likely to benefit from the development and utilization of dynamic capabilities.	IMR; JIBS; JIMA; JWB
	Sirmon and Hitt (2003)	Propose that while capital assists FFs to absorb new resources more efficiently, the deficiencies of human capital negatively moderate this process.	Few scholars have explored how resources are managed to create a competitive advantage.	ETP
	Gronroos (2004) and Luo and Tung (2007)	FFs planning to enter foreign markets may, thus, deploy business relationships as a resource to acquire knowledge about markets that, in principle, differ from those prevailing in their country of origin.	Analyze the nature and content of relationship marketing, seen as a process.	JBIM; JIBS
	Sundaramurthy (2008), Newman, Prajogo, and Atherton (2016), Cooper, Upton, and Seaman (2005), Danes (2013), and Dibrell, Bettinelli, and Randerson (2017)	FFs reflect the increased trust in the owner's family by clients, suppliers, and employees thus leading to strong relationships between FFs and their stakeholders. FFs can grasp that serving their clients is fundamental to their future success.	While sustaining trust within family businesses is a critical topic, but we have limited understanding of this issue. Little research into the customer relationship management practices of family businesses has been performed.	MBR; JSTP; JSBM; ERJ

Table 1: (continued)

Dimension	Author	Research contribution	Research gap	Journal[a]
	Kaleka (2011)	Areas of competitive resources for internationalization: physical assets, the scale of operation, financial assets, and the company's experience in export market operations	Studies on competitive advantage by examining the contribution of different firm factors to achieving service advantage in overseas markets.	JIMA
	Sanchez-Famoso et al. (2015)	Social capital is a fundamental resource for the performance	The effect of family social capital (the strength of relationships among family members) on firm outcomes remains nuclear.	HR
	Habbershon and Williams (1999), Habbershon, Williams, and MacMillan (2003), Sirmon and Hitt (2003), Carney (2005), and Hernández-Linares, Kellermanns, and López-Fernández (2018)	Uniqueness of FFs and their capabilities to act in particular ways may impact the relationship between the MO and the standard of international performance.	Despite evidence pointing to differences between family and non-FFs regarding entrepreneurial orientation, MO, and learning orientation, little is known of the relationships between these variables in the family business context.	FBR; JBV; ETP; JFBS
Market orientation (MO)	Albaum and Peterson (1984) and McKee et al. (1992)	MO, marketing competence, and other marketing-related activities are considered as direct influencers of international performance.	Importance and neglect of research concerning the alignment of strategy, skills and performance.	JIBS; JAMS

Table 1: (continued)

Dimension	Author	Research contribution	Research gap	Journal[a]
	Day (1994), Hunt and Morgan (1995), and Basco et al. (2021)	MO provides insights into the firm's capabilities that are crucial to generating superior customer perceptions.	Even though FFs are characterized by an overlap between the family and business systems, family business research has focused separately on how FFs compete (i. e., strategic behavior) and how families are involved their firms (i. e., types of family orientation).	JM; ERJ
	Cano, Carrillat, and Jaramillo (2004), Kirca, Jayachandra, and Bearden (2005), Laukkanen et al. (2013), Balodi (2014), and Gerschewski, Rose, and Lindsay (2015)	Positive relationship between MO and international performance.	Classifying entrepreneurial orientation and MO as dichotomies of high and low values, prior researches have posited typologies. However, these typologies are unable to explain finer differences among some strategic attributes of the firms.	IJRM; JM; IMR; EBR; JWB
	Micheels and Gow (2010) and Cambra-Fierro et al. (2011)	MO mainly includes the introduction of new or different products/services to other international markets. It can be understood as a type of innovative behaviour and with its greater international performance.	More research is needed to understand MO at an inter-firm level. Given the importance of customer relationships and the long-term perspective of the MO concept, this construct needs to be integrated into relationship marketing models.	MD
	Kumar et al. (2011)	MO emphasises the importance of using information, and the main objective of MO is to deliver superior customer value.	Managers must identify and understand strategic orientations that enable a firm to sustain performance, especially in the presence of rapid changes in market conditions.	JM

Table 1: (continued)

Dimension	Author	Research contribution	Research gap	Journal[a]
	Hunt (2012)	Market-oriented companies are those with the organisational capacity to systematically (a) gather market intelligence, (b) disseminate intelligence across departments and (c) respond to intelligence in terms of market offers (goods and services).	What does it mean to claim that successful marketing theories such as MO theory are approximately true? Realist philosophers have been notoriously unsuccessful in explicating the concept of "approximate truth".	AMS review
	Kirca, Jayachandra, and Bearden (2005) and Acosta, Crespo, and Agudo (2018)	Market-oriented companies seek to offer products and services whose value buyers can perceive as exceeding the expected value of alternative products offered by competing companies, thus leading to increased performance.	Although the predominant view is that MO is positively associated with performance, several researchers have reported nonsignificant or negative effects for this association. In addition, research has obtained disparate findings on the effects of moderators of the relationship between MO and performance.	JM; IBR
	Shi, Graves, and Barbera (2019)	MO, especially in FFs, considers the expectations and needs of clients, understanding and satisfying them.	The fundamental processes which drive family firm internationalisation strategy are less understood, as they have been primarily addressed at a firm, rather than a family level.	LRP

[a]IMR, International Marketing Review; SMFA, Studies in Managerial and Financial Accounting; SMJ, Strategic Management Journal; JOM, Journal of Management; JIM, Journal of International Management; JIBS, Journal of International Business Studies; JIMA, Journal of International Marketing; JWB, Journal of World Business; ETP, Entrepreneurship Theory & Practice; JBIM, Journal of Business and Industrial Marketing; MBR, Multinational Business Review; JSTP, Journal of Service Theory and Practice; JSBM, Journal of Small Business Management; HR, Human Relations; FBR, Family Business Review; JBV, Journal of Business Venturing; JFBS, Journal of Family Business Strategy; JAMS, Journal of the Academy of Marketing Science; JM, Journal of Marketing; ERJ, Entrepreneurship Research Journal; IJRM, International Journal of Research in Marketing; EBR, European Business Review; MD, Management Decision; IBR, International Business Review; LRP, Long Range Planning.

3 Hypothesis Development

3.1 Resources, Capabilities, and Market Orientation (i.e. Internationalisation Motivations)

A shared concern among scholars in marketing (e.g. Hunt and Morgan 1995) and RBV (e.g. Barney 1991) encapsulates the search for answers to the fundamental challenge at the core of organisational survival: What leads to competitive advantage and how might this be sustained?

While competitive advantage receives a variety of different and not always compatible definitions across marketing and RBV, the shared emphasis focuses on leveraging the resources for the creation and maintenance of value to the parties interested in a particular organisation.

The MO literature provides insights into the firm's capabilities that are crucial to generating superior customer perceptions (Basco et al. 2021; Day 1994; Hunt and Morgan 1995). Day (1994) conclude that market-oriented organisations are those that have skills superior to the level of understanding and satisfying customer needs, whose main characteristics are (a) a set of beliefs that put customers' interests first, (b) the ability to generate, disseminate, and use superior information about customers and competitors; and (c) the coordinated application of cross-functional resources to create superior customer value. Day (1994) further notes that superior understanding of customer needs, competitor actions and market trends allows a market-oriented company to identify and develop the capabilities needed to achieve superior long-term performance.

Similarly, Hunt (2012) observes that market-oriented companies are those with the organisational capacity to systematically (a) gather market intelligence relating to current and future customers and current and potential competitors, (b) disseminate intelligence across departments and (c) respond to intelligence in terms of market offers (goods and services). Kumar et al. (2011) note that a MO emphasises the importance of using information and that the main objective of a MO is to deliver superior customer value based on the firm's knowledge of customers and competitors. These authors also found that developing and improving a company's MO can allow it to develop distinct marketing capabilities (in relation to competitors) as a potential source of sustainable competitive advantage. By entering a process of continuous acquisition of information about customers and competitors and sharing that information within the organization, market-oriented companies are well positioned to develop an organisational memory and, thus, become a learning organisation (Varadarajan 2020).

Irrespective of compatibility and the impact that the RBV holds for responding to the challenges of marketing theory and practise, we can examine how some marketing researchers have been paying attention to this aspect (Bharadwaj, Varadarajan, and Fahy 1993; Capron and Hulland 1999; Day 2001; Hunt 1997; Hunt and Morgan 1995; Lin and Wu 2014; Schilke, Hu, and Helfat 2018; Wernerfelt 1984). While this relationship may have been overlooked to some extent in the context of the specific features of FFs, the existing research findings become still more scarce (Hernández-Linares, Kellermanns, and López-Fernández 2018; Srivastava, Fahey, and Christensen 2001). Hence, Sirmon and Hitt (2003) propose that while capital assists FFs to absorb new resources more efficiently, human capital deficiencies negatively moderate this process.

The strong dependence of FFs on family managers (Habbershon and Williams 1999) reflects the lack of scope for non-family managers to understand the strategies and behaviours of current and future competitors (Newman, Prajogo, and Atherton 2016). Such situations drive fewer positive levels of MO in FFs (Short et al. 2009). Hence, the management continuity frequently attributed to FFs reflects the increased trust in the owner's family by clients, suppliers, and employees (Sundaramurthy 2008), thus leading to strong relationships between FFs and their stakeholders. Such relationships enable these companies to gain regular feedback on behalf of their consumers (Dibrell, Bettinelli, and Randerson 2017; Newman, Prajogo, and Atherton 2016). Therefore, FFs can grasp that serving their clients is fundamental to their future success (Cooper, Upton, and Seaman 2005; Danes 2013), facilitating the identification of client needs and incorporating them into the entrepreneurial search for the means to satisfy their needs. This leads to our first hypothesis:

H1: *The combination of resources (i.e. internationalisation networks) and capabilities (i.e. employee characteristics and knowledge) is positively related to the market orientation (i.e. internationalisation motivations) of family firms.*

3.2 Resources, Capabilities, and International Performance

Penrose (1959) notes how fundamental it is for companies to develop their internal resources, through exploratory tools for knowledge and innovation so that they can add value and build up their strategic positioning. According to Grant (1991), the triggering of interest in this theory in the 1980s resulted from the strong development and growth of competitive environments, the surge in business value, and the existence of a new and diversified world of market preferences.

RBV, thus, focuses on internal resources and capabilities to identify the determinants of performance and competitive advantage of companies. Some authors have argued that the RBV should be applied in managing the internationalisation of companies (e.g. Florez et al. 2012; Zou and Stan 1998), considering the importance of studying the interactions between resources and capabilities for this process (Kaleka 2011, 2012; Lu et al. 2010; Pinho et al. 2016; Zou and Stan 1998). Resources are defined as stocks of knowledge, physical assets, human capital, and other tangible materials, and intangible factors owned or controlled (Penrose 1959; Teece, Pisano, and Shuen 1997). Based on this theoretical framework, companies with internationalisation processes should have assets and individuals with different abilities. It is the synergistic effects generated for their combinations that matter more in the process of establishing competitive advantage, rather than the simple accumulation of all these factors (Amit and Schoemaker 1993; Barney 1991). Thus, companies are idiosyncratic in terms of the bundle of resources they accumulate over time, and organisational resources are considered as ultimate sources of competitive advantage. In a study of family and non-family firms, Sanchez-Famoso et al. (2015) concludes that social capital is a fundamental resource for the performance of companies. Kaleka (2011) identifies four areas of competitive resources for internationalisation: physical assets, the scale of operation, financial assets, and the company's experience in export market operations. In an inter-organisational context, Kaleka (2012) concludes that most of these resources can positively influence international performance.

RBV, thus, has emerged as one of the most influential strands of strategic management theory (Newbert 2008; Powell 2001; Priem and Butler 2001) and within this logic of internationalisation applies knowledge as a resource for developing the company's own means and capabilities of competitively and commercially engaging with its target market (Luo 2001).

International companies can benefit from their associating with local companies whenever not seeking to meet basic needs, but rather generating value for its clients in competitive markets (Dewett and Jones 2001). These relationships are particularly important to FFs. The local relationships and knowledge resulting ensure that FFs undertaking internationalisation processes can expand their businesses in unknown markets and drive better international performance levels (Zahra, Ireland, and Hitt 2000). Family companies planning to enter foreign markets may, thus, deploy business relationships as a resource to acquire knowledge about markets that, in principle, differ from those prevailing in their country of origin (Gronroos 2004; Luo and Tung 2007). Based on this analysis, our second hypothesis is as follows:

***H2:** The combination of resources (i.e. internationalisation networks) and capabilities (i.e. employee characteristics and knowledge) is positively related to the international performance of family firms.*

3.3 Internationalisation Motivations and International Performance

Export stimuli, or the motivations for exporting, are crucial for explaining why firms engage, and flourish, in their exporting endeavours (Leonidou 1995). The early internationalisation literature argues that export stimuli, either internal or external, represent the driving force behind a firm's internationalisation path (e.g. Wiedersheim-Paul, Olson, and Welch 1978).

Internal stimuli arise from a firm's existing competitive advantages in the home market, as well as managerial intentions, commitment and drive with regard to international expansion. This is consistent with the entrepreneurship perspective, which focuses on managerial behaviour as the key influence on a company's internationalisation (Andersson, Gabrielsson, and Wictor 2004; Gartner 1990). Managerial stimuli, such as enthusiasm for exporting, constitute an important part of the entrepreneurship literature (Andersson 2000; Shane and Venkataraman 2000). With respect to external stimuli, the most important motivations tend to arise from export markets themselves, such as unsolicited orders from abroad (Katsikeas 1996; Morgan 1999).

Export stimuli can also be categorised as proactive or reactive. Proactive stimuli are factors that exploit the firm's unique internal competencies, whereas reactive stimuli result in export initiation as a response to environmental pressures (Morgan 1999). Proactive stimuli or motivations involve the seeking of export markets and opportunities, and can range from entrepreneurial (e.g. Yeoh and Jeong 1995) to aggressive (e.g. Da Rocha, Christensen, and Da Cunha 1990; Leonidou et al. 2007). On the other hand, firms that do not actively seek new export opportunities are commonly described using terms such as conservative, reactive, and passive (e.g. Williams 2008; Yeoh and Jeong 1995).

Consistent with proactive internationalisation motivations, market orientation (MO), marketing competence, and other marketing-related activities are generally considered as direct influencers of international performance (e.g. Albaum and Peterson 1984; McKee et al. 1992).

MO indicates that the company's objectives and culture are focused on creating value for customers (Narver, Slater, and MacLachlan 2004); creating value, thus, becomes an institutionalised culture. MO is aware of customers' expectations and needs, understanding and satisfying them, awakening feelings of being worthy and all organisational activities for the institutionalisation of this understanding (Kohli and Jaworski 1990).

Essentially, the term MO is a culture that supports the creation of value in the market and is market-driven to gain competitive advantage and consequently higher performance (Micheels and Gow 2010). Since the term MO mainly includes the introduction of new or different products/services to other international markets, it can be understood as a type of innovative behaviour and with its greater international performance (Cambra-Fierro et al. 2011; Micheels and Gow 2010). Many empirical studies confirm a positive relationship between MO and international performance (e.g. Balodi 2014; Cano, Carrillat, and Jaramillo 2004; Gerschewski, Rose, and Lindsay 2015; Kirca, Jayachandra, and Bearden 2005; Laukkanen et al. 2013).

Kirca, Jayachandra, and Bearden (2005) conducted a meta-analysis based on the literature on this topic and found that MO positively affects different variables, such as business evolution, sales, market shares, perceived quality, customer loyalty, and general satisfaction, and, hence, international performance. This evidence supports the fact that within their markets, market-oriented companies seek to offer products and services whose value buyers can perceive as exceeding the expected value of alternative products offered by competing companies, thus leading to increased performance (Acosta, Crespo, and Agudo 2018).

When comparing FFs without MO to those FFs with a developed sense of MO, the latter tend to hold a better understanding of the needs and desires of foreign clients (Tokarczyk et al. 2007). Furthermore, they are often better able to grasp the strategies and capabilities of the competitors and external factors and may respond more appropriately to the demands of changing environments and, therefore, benefit from competitive advantages (Acosta, Crespo, and Agudo 2018). Hence, MO is valuable, rare, imperfectly imitable, and irreplaceable, and at the least enables the generation of competitive advantages. There are a series of studies that confirm how MOs can positively influence the international performance of FFs (e.g. Acosta, Crespo, and Agudo 2018; Armario, Ruiz, and Armario 2009; Boso, Cadogan, and Story 2013; Chung 2012; Escandón-Barbosa, Hernandez-Espallardo, and Rodriguez 2016; Hernández-Linares, Kellermanns, and López-Fernández 2018).

Applying MOs indicates that FFs define their objectives and culture in accordance with the values of their clients (Narver, Slater, and MacLachlan 2004), with the creation of value becoming an institutionalised culture. MO, especially in FFs, considers the expectations and needs of clients, understanding and satisfying them (Shi, Graves, and Barbera 2019). There are various authors who defend the uniqueness of FFs (e.g. Habbershon and Williams 1999; Habbershon, Williams, and MacMillan 2003; Hernández-Linares, Kellermanns, and López-Fernández 2018; Sirmon and Hitt 2003), and how their capabilities act in particular ways (Carney 2005; Hernández-Linares, Kellermanns, and López-Fernández 2018) may have important impacts on the relationship between the MO and the standard of international performance (He and Wei 2011).

Consistent with the international entrepreneurship literature (e.g. Andersson 2000; Gerschewski, Rose, and Lindsay 2015), we hypothesise that the manager's influence is critical in the context of the SME's decision regarding whether or not to engage in internationalisation. The preparation and planning – and the resultant firm readiness – associated with proactive managerial export motivations have been related to superior performance in foreign markets (Dean, Menguec, and Myers 2000; Francis and Collins-Dodd 2000; Gerschewski, Scott-Kennel, and Rose 2020). In addition, an active and programmatic approach to exporting has been found to differentiate successful exporters from unsuccessful ones (e.g. Leonidou 1998). Based on this evidence, we propose that proactive internationalisation motivations, such as active seeking of new international markets and managerial drive for exporting, are important antecedents for being export-ready with resultant superior firm performance.

Accordingly, our third and last hypothesis is as follows:

H3: *Proactive internationalisation motivations are positively related to the international performance of family firms.*

Figure 1 sets out the conceptual research model of this study.

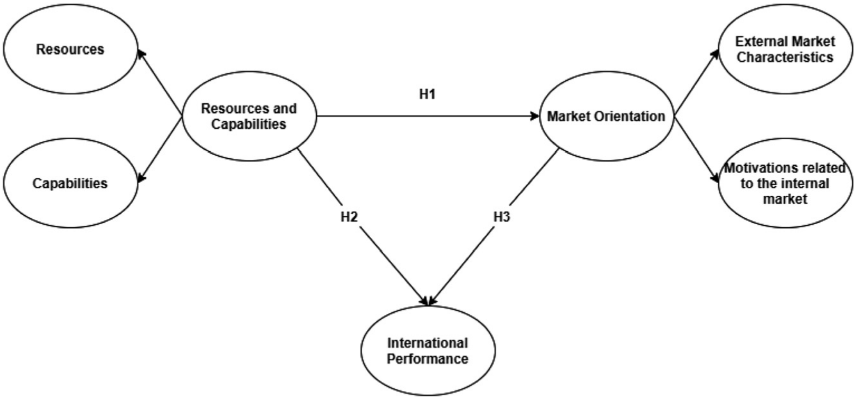

Figure 1: Conceptual model.

4 Methodology

4.1 Survey and Data Collection

In order to obtain the data for this study, we developed and distributed an online, web-based questionnaire to 8103 family-owned exporters and/or interested in exporting companies from the AICEP – Portugal Global database. The questionnaire was addressed and emailed to the managers responsible for the companies' internationalisation process and strategy. To confirm that the companies included in the research were family firms, we included a question whether one or two closely related families control at least 50 percent of the shares if they are privately owned, or at least 25 percent if they are publicly traded (Miller et al. 2013). The overall sample consist of 275 firms, and the study sample includes 212 valid responses received. Table 2 provides the characteristics of the sample of this study.

Table 2: Sample characteristics.

		n	%
Sector/industry	Agriculture, cattle breeding, hunting, forestry and fishing	12	5.7%
	Wholesale and retail trade	50	23.6%
	Transformative industry	116	54.7%
	Services	22	10.4%
	Other	12	0.5%
Company longevity (in years)	Less than 1 year	2	0.9%
	Between 1 and 5 years	16	7.5%
	Between 5 and 10 years	26	12.3%
	Between 10 and 20 years	37	17.5%
	More than 20 years	131	61.8%
Length of internationalisation (in years)	Less than 1 year	8	3.8%
	Between 1 and 5 years	45	21.2%
	Between 5 and 10 years	40	18.9%
	Between 10 and 20 years	57	26.9%
	More than 20 years	62	29.2%
Company size (number of employees)	Less than 10	70	33.0%
	From 10 to 49	80	37.7%
	From 50 to 249	48	22.6%
	From 250 to 499	9	4.2%
	From 500 to 1000	3	1.4%
	Over 1000	2	0.9%

4.2 Measures

Table 3 presents the variables deployed in our research and the means of measurement.

We also used several control variables in our study, including 'Year of internationalisation' and two dummy variables associated with sectors of activity ('Wholesale and retail trade: 0 – No *vs* 1 – Yes'; and 'Transformative industry: 0 – No *vs* 1 – Yes').

Table 3: Variables applied in the analysis.

Variables	Measurement	References	Hypothesis
Dependent variable			
International performance	International turnover (less than 10%, between 10 and 25%, between 25 and 50%, between 50 and 75%, over 75%)	Fernandes et al. (2020)	**H1** **H2** **H3**
Independent variables			
Market orientation (i.e. internationalisation motivations)	Motivations related to the internal market (IM) (5-point Likert scales)	Day (1994), Kohli and Jaworski (1990), Slater and Narver (1995), Shapiro (1988), and Ruokonen (2008)	**H1**
	External market characteristics (EM) (5-point Likert scales)		**H3**
Capabilities	Specific employee competences (5-point Likert scales) Strong entrepreneurial propensity and willingness to accept risk among the main staff and company management (5-point Likert scales) International experience of member(s) of staff (5-point Likert scales)	Fernandes et al. (2020) and Lobo et al. (2020)	**H1**
Resources	Incentive/internationalisation support system (5-point Likert scales) Network of contacts existing with target country (5-point Likert scales)		**H2**

4.3 Data Analysis

We applied structural equation modelling (SEM) with Partial Least Squares (PLS) serving as the calculation methodology, to validate the hypotheses of the study. This research approach is widely disseminated and commonly adopted in the business sciences (Hair, Howard, and Nitzl 2020). The deployment of PLS-SEM as an alternative to covariance based SEM (CB-SEM) stemmed from the items not following normal distribution patterns, an assumption for the data distribution under CB-SEM, and with the sample dimension not enabling calculations in accordance with the CB-SEM methodology (Hair et al. 2019; Hair, Howard, and Nitzl 2020; Sarstedt et al. 2019).

To confirm the factorial structure of the instrument used, we examined the robustness and validity of the indicators used to represent and measure the theoretical concepts (Hair, Howard, and Nitzl 2020; Sarstedt et al. 2019). The construct validity stems from the magnitude by which a set of items reflects the latent theoretical construct established for measurement and the robustness of the instrument refers to its own properties in terms of consistency and the reproducibility of the measurement (Hair, Howard, and Nitzl 2020; Sarstedt et al. 2019). We used the variance inflation factor (VIF < 5) to evaluate the potential presence of multicollinearity in the independent variables, and all values of our independent variables were less than five.

Table 4 provides a summary of the criteria (e.g. Fornell and Larcker 1981; Hair et al. 2010; Henseler, Ringle, and Sarstedt 2015) for analysing the validity and robustness of the data collection instrument applied.

Given there are no overall goodness-of-fit measurements appropriate to PLS estimated models as in the covariance based structural equation methodologies, the evaluation of PLS estimated structural models takes place through analysis of the determinant coefficient values (*R* Squared greater than 25%) for the endogenous constructs and the value of the Standardized Root Mean Squared

Table 4: Instrument validity indicators.

Statistic	Reference values
Factorial validity	Factor loadings ≥ 0.5, ideally ≥ 0.7
Converging validity	$AVE_j \geq 0.5$
Validity discriminates[a]	$AVE_j \geq R^2$
Composite reliability	$CR \geq 0.7$
Cronbach's alpha	$\alpha \geq 0.7$

[a]Specific employee competences are defined and operationalised as an overall 'umbrella term' for employee competences and skills. AVE, average variance extracted; CR, composite reliability.

Residual (SRMR below 0.08). In estimating the structural models, we applied the bootstrapping procedure (with a sample of 5000 bootstraps), to determine the *t* statistics and their respective statistical significance.

We used SmartPLS Version 3.3.2 and IBM SPSS Version 27.0 to conduct the statistical analyses for this study (Henseler, Ringle, and Sarstedt 2015).

4.4 Construct Validity and Reliability

All constructs, the factorial loadings, Cronbach's Alpha, and composite robustness returned values above the threshold of 0.7, respectively. For all constructs, the AVE came in above the 0.5 limit. To test whether the constructs were sufficiently mutually different, we verified the discriminant validity in accordance with the Fornell and Larcker criteria (1981), which requires that the AVE of any construct be greater than the square of the greatest correlation with any construct.

Table 5 displays the results returned by the descriptive statistics as well as those for reliability and the validity of the latent constructs. This observes how various constructs return high levels of robustness as well as factorial, convergent validity, and discriminant validity, and, thereby, enabling their classification as valid and robust for utilisation.

5 Results and Discussion

5.1 Testing of Hypotheses

To determine whether the Resources and Capabilities dimensions impact on the Internationalisation Motivations and International Performance dimensions and which Internationalisation Motivations factors predict International Performance, we estimated the first order structural model (see Figure 2). This portrays how Resources generates a statistically significant and positive impact on the Motivations related to the Internal Market Characteristics ($\beta = 0.398$; $p < 0.01$) and External Market Characteristics ($\beta = 0.226$; $p < 0.05$) dimensions to Internationalisation Motivations. The Capabilities equally return statistically significant positive impacts on the Motivation dimension related to the Internal Market ($\beta = 0.289$; $p < 0.05$) and External Market Characteristics ($\beta = 0.250$; $p < 0.05$) of Internationalisation Motivations. The Resources ($\beta = 0.278$; $p < 0.05$), the Capabilities ($\beta = 0.385$; $p < 0.05$) and the Motivations related to the Internal Market Characteristics ($\beta = 0.485$; $p < 0.01$) provide a statistically significant positive impact on International Performance.

Table 5: Construct validity and reliability.

	Range	Mean	SD	Factor loading	AVE	CR	Cronbach's alpha	AVE > Corr^2
Market orientation (i.e. internationalisation motivations)	**1–5**	**3.2**	**0.8**		**0.655**	**0.836**	**0.769**	**0.665 > 0.631**
Motivations related to the internal market	**1–5**	**3.4**	**0.8**	**0.688**	**0.582**	**0.788**	**0.800**	**0.688 > 0.520**
Need to gain new markets/clients	1–5	4.3	0.8	0.816				
Need to explore own resources	1–5	3.0	1.1	0.775				
Need to reduce/diversify risks	1–5	3.7	1.0	0.707				
Need to leverage economies of scale	1–5	3.4	1.1	0.749				
External market characteristics	**1–5**	**3.0**	**0.9**	**0.926**	**0.651**	**0.882**	**0.821**	**0.651 > 0.614**
Weak competition in the new market	1–5	2.7	1.1	0.793				
Favourable growth prospects in the new market	1–5	3.9	0.8	0.782				
Enables access to new technologies or resources	1–5	2.7	1.2	0.772				
Accompany clients	1–5	3.6	1.1	0.830				
Follow partners	1–5	3.1	1.2	0.842				
Follow competitors	1–5	2.6	1.2	0.820				
Resources and capabilities	**1.3–5**	**3.4**	**0.7**		**0.735**	**0.842**	**0.784**	**0.735 > 0.631**
Resources	**1–5**	**3.1**	**0.9**	**0.873**	**0.600**	**0.840**	**0.747**	**0.600 > 0.470**
Digitalisation of business	1–5	3.0	1.3	0.757				
Incentive/internationalisation support systems	1–5	3.1	1.4	0.770				
Network of contacts (other companies)	1–5	3.5	1.1	0.796				
Ease of access to financing	1–5	2.9	1.4	0.750				
Capabilities	**1–5**	**3.6**	**0.8**	**0.841**	**0.561**	**0.842**	**0.784**	**0.561 > 0.520**
Specific employee competences[a]	1–5	3.8	1.0	0.699				
Employee international experience	1–5	3.5	1.1	0.781				
Strong entrepreneurial propensity and willingness to assume risks by key employees and company management	1–5	3.6	1.1	0.765				

[a]Specific employee competences are defined and operationalised as an overall 'umbrella term' for employee competences and skills. Corr^2 = Highest squared correlation between the model constructs; SD, standard deviation; AVE, average variance extracted; CR, composite reliability. The values are in bold as they relate to the variables/constructs in the conceptual model of the paper.

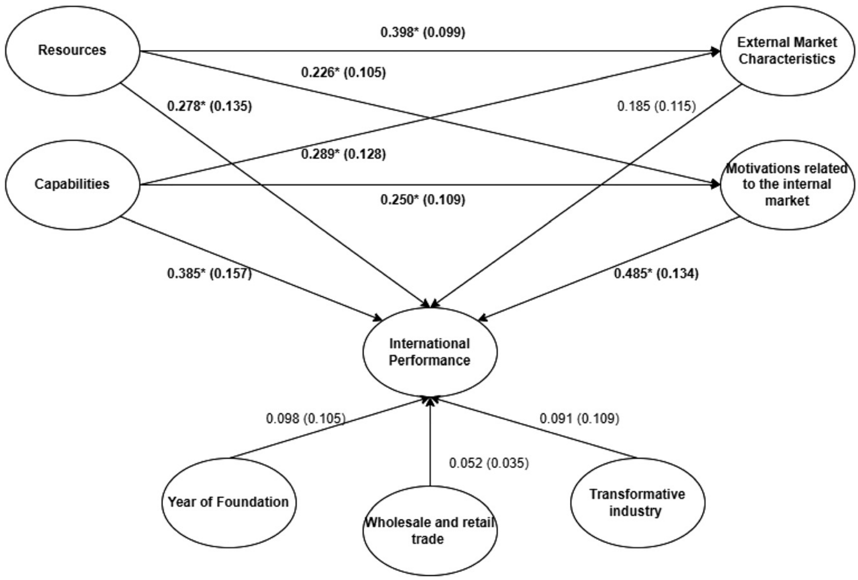

Figure 2: Estimated first order model: standardised coefficients (SD).

Table 6 and Figure 3 provide the results of the structural model within the framework of validating the hypotheses. The structural model estimated returns with a high level of predictive power (*R* Squared ≥ 40.9%), and an SRMR result of 0.073.

In terms of our Hypothesis H1: *The combination of resources (i.e. about internationalisation networks) and capabilities (i.e. employee characteristics and knowledge) is positively related to the internationalisation motivations of family*

Table 6: Standardised coefficients of the model.

Hypotheses	Paths	β	SD	p
H1	Resources and capabilities -> internationalisation motivations	0.308	0.109	0.003[a]
H2	Resources and capabilities -> international performance	0.402	0.173	0.020[a]
H3	Internationalisation motivations -> international performance	0.455	0.212	0.029[a]
	Year of foundation -> international performance	0.105	0.109	0.675
	Wholesale and retail trade -> international performance	0.054	0.035	0.325
	Transformative industry -> international performance	0.090	0.111	0.781

[a]$p < 0.05$; β – standardised coefficients; SD, standard deviation.

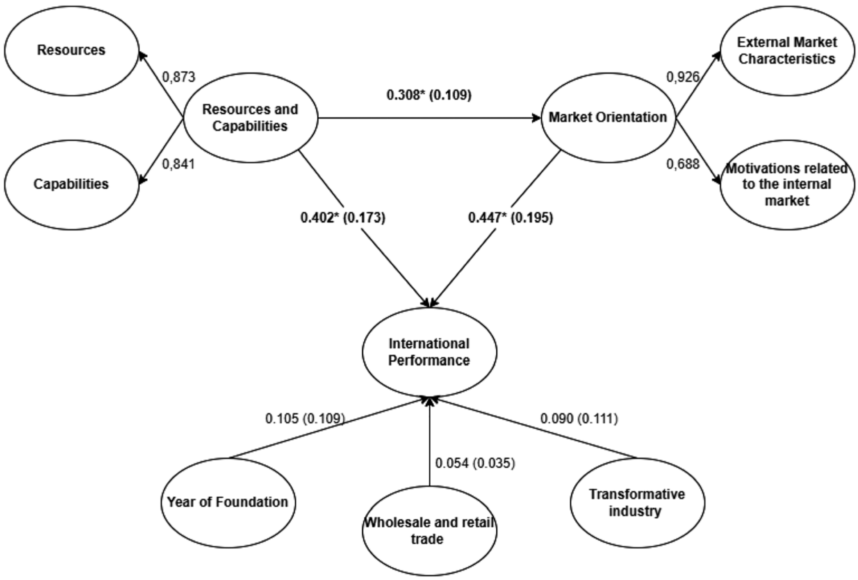

Figure 3: Estimated model: standardised coefficients (SD).

firms, we find that there is a statistically significant positive impact of resources and capabilities on OM ($\beta = 0.309$; $p < 0.01$). Hence, H1 receives support from our study.

This result supports the compatibility between the RBV and marketing theory and practice (e.g. Bharadwaj, Varadarajan, and Fahy 1993; Capron and Hulland 1999; Day 2001; Hunt 1997; Hunt and Morgan 1995; Wernerfelt 1984). Therefore, this demonstrates the correspondence between resources and capabilities and the importance of analysing the conditions prevailing in external environments through adopting a strategic orientation, more specifically a MO, with this relationship essential to the growth of FFs (Daspit, Long, and Pearson 2019; Fuller, Jacobides, and Reeves 2019). In the case of FFs, many authors emphasise the importance that their relationships with clients hold to their sustained firm success (e.g. Dibrell, Bettinelli, and Randerson 2017; Newman, Prajogo, and Atherton 2016). MO also constitutes a fundamental factor in this client relationship. However, this only seems able to produce the expected results when companies can combine both their resources and capabilities in building this strategic orientation (Hernández-Linares, Kellermanns, and López-Fernández 2018; Srivastava, Fahey, and Christensen 2001).

In terms of our Hypothesis H2: *The combination of resources (i.e. about internationalisation networks) and capabilities (i.e. employee characteristics and* *knowledge) is positively related to the international performance of family firms*, our results provide support to the positive and statistically significant effect of resources and capabilities on International Performance ($\beta = 0.402$; $p < 0.05$). This aligns with the positions of various authors who argue that the relationships between companies from different countries can provide an extremely important resource to FFs embarking on internationalisation processes (e.g. Powell 2001; Priem and Butler 2001). In this sense, the RBV once again demonstrates its importance to the performance of companies. Of the three factors for applying the RBV by Grant (1991), we can conclude in our study that FFs adopt at least two of them: 1) strong development and growth in a competitive environment (whenever internationalising, companies encounter hostile and dynamic environments); and 2) the existence of a new and diversified world of market preferences. Company relationships, thus, enable FFs to internationalise and improve their international performance (Gronroos 2004; Luo and Tung 2007; Zahra, Ireland, and Hitt 2000).

In terms of our Hypothesis H3: *Proactive internationalisation motivations are positively related to the international performance of family firms*, the findings indicate a statistically significant positive effect of Proactive Internationalisation Motivations on International Performance ($\beta = 0.465$, $p < 0.05$), thus providing statistical support to H3. Our results thereby support the importance of FFs focusing on understanding and satisfying the needs of clients, while simultaneously analysing and pre-empting the actions of competitors to effectively protect and maintain their competitive positions within the market (Acosta, Crespo, and Agudo 2018). In the case of international markets, this logic holds still greater force given that internationalisation necessarily requires meeting the needs of clients who are less well-known to the company (Cambra-Fierro et al. 2011). We, thus, provide support to the findings of various authors regarding the positive impact of MO of FFs on their firms' international performance (e.g. Boso, Cadogan, and Story 2013; Chung 2012; Escandón-Barbosa, Hernandez-Espallardo, and Rodriguez 2016).

6 Implications

6.1 Theoretical Implications

The results obtained by our study generate relevant theoretical implications regarding the impact of the resources, capabilities, and internationalisation motivations on the international performance of FFs. In accordance with several authors in the fields of strategic management (e.g. Deutscher et al. 2016; Ferreira et al. 2016), firm internationalisation (e.g. Hagen et al. 2017; Knight and Liesch 2016; Paul, Parthasarathy, and Gupta 2017; Pehrsson 2016) and international performance (Acosta, Crespo, and Agudo 2018; Gerschewski, Rose, and Lindsay 2015; Knight and Liesch 2016; Weerawardena et al. 2007), our research analyses the conjugation of all of these components simultaneously (i.e. resources and capabilities, internationalisation motivations, and international performance), thus providing a more fine-grained and integrated analysis of the issues at hand.

Our research provides theoretical advancements in terms of incorporating internationalisation motivations when analysing antecedents of international performance for firms. While there have been some studies in the context of SMEs and international entrepreneurship (e.g. Gerschewski, Scott-Kennel, and Rose 2020; Tan, Brewer, and Liesch 2007), there seems to be a lack of literature in terms of the family business research area.

Within this framework, the empirical evidence of our study underpins how the international performance of FFs derives from the strategic variables: resources and capabilities and internationalisation motivations. In our case, we can conclude that all these facets return positive effects. Therefore, in addition to the specific nature of the explanatory variables, there seems to be a clear need to interconnect the different variables to obtain an integrated perspective on the factors determining the international performance of FFs.

According to our results, the international performance results are subject to the influence of the adopted strategic decisions that relate to the RBV and the approach to dynamic capabilities, such as MO while also demonstrating the crucial role that FFs perform in the commercial trade and business ongoing between the countries (Lobo et al. 2020). The empirical evidence underpins the argument that the stronger the combination between the RBV and dynamic capabilities, ongoing through the internationalisation motivations, the higher shall be the results returned by the international performance of FFs.

Our results attain relevance in terms of their contribution to the literature as the internationalisation of FFs, and their respective international performance standards has received only a relatively low level of attention in the literature (Gerschewski 2011; Gerschewski and Xiao 2015; Knight and Liesch 2016; Zhou, Barnes, and Lu 2010).

The RBV and dynamic capabilities assume particular importance in the internationalisation process of FFs and, consequently, on their subsequent firm performance (Knight and Liesch 2016; Lim and Kim 2020). In this sense, our research responds to the need to study the strategic orientations that can directly impact the level of FF international performance.

6.2 Practical Implications

Among FFs, internationalisation has become a strategy for growth, and sometimes, even for survival (Kontinen and Ojala 2010). The results of our study generate key implications for FF managers who have already internationalised or are seeking firm internationalisation. From the point of view of the owners and managers, our findings demonstrate the importance of nurturing a proactive stance (i.e. internationalisation motivations), maintaining a network of contacts (i.e. resources), and taking on risks mitigated by the knowledge held about the external market (i.e. capabilities), to obtain high international performance standards. We also know that FFs often encounter limited scope for change, and, hence, the added pertinence of our results. It seems, therefore, pertinent that companies establish and maintain contacts with the exterior and with suppliers and clients located in international markets, to best anticipate future needs and explore business opportunities. When such firms start to internationalise, they often have to find new networks to gain the bridging social capital to enable foreign operations. It seems that having a limited number of international ties drives family SMEs to search for relevant contacts at international trade exhibitions and trade fairs (Kontinen and Ojala 2011a, 2011b). In this way, a fragmented ownership structure led to a traditional internationalization pathway, whereas a concentrated ownership base led to 'born global' or 'born-again global' (Kontinen and Ojala 2012).

Within this framework, in such a globalised and competitive market as currently prevailing, one of the critical success factors is accessing and applying reliable information. Companies need to deploy the appropriate tools to enable them to access the most detailed and precise data about the markets they wish to target and build up the knowledge necessary to engage in and deal with such complex processes as those involved in firm internationalisation. Therefore, managers should correspondingly favour innovation, remain open to experimentation, and lend their support to new ideas and practices, including their entry into new markets and a collaboration with new suppliers and partners.

Therefore, the organisation's structure and its working procedures generally require focusing on deepening the knowledge held about partners (e.g. suppliers, intermediaries, and strategic allies) and improving the coordination of these interrelationships. These dimensions help deal with the firm internationalisation process and the need to systematise the existing information. Only thus are we able to grasp the reality of internationalised FFs, their respective internationalisation activities, their perspectives on future development and, by these means, strategically apply the acquired knowledge.

The institutional and political initiatives, those designed to advance FF internationalisation, should, thus, focus on fostering international entrepreneurship, international MO, essentially through incorporating their idiosyncratic characteristics. We know that FFs often experience resistance to change, especially in terms of the management openness to individuals outside the family, even when specialists in internationalisation processes. Thus, such policies need to assist FFs in engaging with contacts and international cooperation networks and supporting them through consultancy services provided by specialists in transactions with international partners.

The clear identification of resources and competences, the selection of markets, and the most appropriate orientations for these markets all reflect key factors in returning high international performance levels for FFs.

7 Conclusions and Directions for Future Research

This study set out with the objective of analysing the role of resources, capabilities, and MO on international performance of FFs. To this end, we sought to answer the following research question for this study: *What role do resources (i.e. internationalisation networks), capabilities (i.e. employee characteristics and knowledge), and market orientation (i.e. internationalisation motivations) play in the international performance of family firms?*

The empirical evidence from our study shows that research on the internationalisation of FFs should grasp, on the one hand, the multiple, but interconnected topics that convey the discipline and the perceptions of the management involved. On the other hand, there is substantial dynamism and change in the core themes of research over the course of time. Our research points to the strategic management approaches applied in the literature to study the internationalisation of FFs and assist in identifying the most appropriate avenues for future research. The interactions that we detail here are important for a better understanding of the research area of FF internationalisation.

Besides the contributions and implications of our research, our study is subject to several limitations. The first limitation stems from the fact of focusing solely on Portuguese FFs. While our results may apply to Portugal, the results may differ when examining other countries from different contexts.

Another limitation arises from not having tested each of the variables for each construct, but rather approaching them as a set. While having considered FFs as homogeneous, they may be, in fact, heterogeneous (e.g. Chua et al. 2012; Stanley, Kellermanns, and Zellweger 2017). For example, some FFs may be more concerned about controlling the company and guaranteeing that the decisions are compatible with the family objectives. In our research, we did not test for these differences. In our survey, we could not test whether the non-family employees show the same objectives than those the family owner has in the different hierarchical levels within the organisation.

Hence, new lines of research on the international performance of FFs emerge more clearly, for example, the theory of knowledge spillovers may help in explaining essential research questions in terms of FF internationalisation and the respective levels of firm performance. In addition, emerging issues, such as the role of international trade shows (Gerschewski et al. 2020) and the role of international entrepreneurial orientation (IEO) and export readiness could provide fruitful avenues for future research on FFs, firm internationalisation, and international performance (e.g. Fuentelsaz, González, and da Silva 2021; Gerschewski, Scott-Kennel, and Rose 2020; Hennart, Majocchi, and Hagen 2021; Romanello et al. 2022). Another future research is about to study non-family employee and their objectives. Future research may adopt a longitudinal approach that would help in elucidating on our results here (e.g. whether the effect of resources, capabilities, and MOs of FFs change in accordance with the prevailing economic situation, whether positively or negatively). For example, given the circumstances of the COVID-19 pandemic currently experienced worldwide, future research can analyse how FF internationalisation processes are impacted by the global pandemic. We also suggest examining the family influences on specific company variables for evaluating the ways in which relationships among the resources, capabilities and MO vary in accordance with a variety of factors specific to FFs. In addition, future studies may be well advised to use more diverse and multiple measures of international performance rather than solely 'international turnover', as adopted in this paper. As a result, the international performance measure could be made more integrated with more fine-grained implications for analytical purposes.

Moreover, the incorporation of different foreign market entry modes besides exporting, such as FDI, joint-ventures, or strategic alliances coupled with a consideration of other geographic areas could be worthwhile areas to pursue in future research. Finally, another line of investigation is the application of this study to compare family and non-family businesses, and the "familiness" as an RBV element.

In conclusion, we recommend continuing the efforts designed to foster the debates destined to expanding and developing theories of internationalisation, thus explaining the behaviours of FFs, and enabling further advances in this growing field of research.

Research funding: This work is supported by FEDER funds from COMPETE 2020 and Portuguese funds - PORTUGAL 2020. Project IEcPBI - Interactive Ecosystem for Portuguese Business Internationalization - POCI-01-0145-FEDER-032139.

References

Acosta, A., A. Crespo, and J. Agudo. 2018. "Effect of Market Orientation, Network Capability and Entrepreneurial Orientation on International Performance of Small and Medium Enterprises (SMEs)." *International Business Review* 27: 1128–40.

Albaum, G., and R. A. Peterson. 1984. "Empirical Research in International Marketing: 1976–82." *Journal of International Business Studies* 15: 161–73.

Amit, R., and P. Schoemaker. 1993. "Strategic Assets and Organizational Rent." *Strategic Management Journal* 14: 33–46.

Andersson, S. 2000. "The Internationalization of the Firm from an Entrepreneurial Perspective." *International Studies of Management & Organization* 30 (1): 63–92.

Andersson, S., J. Gabrielsson, and I. Wictor. 2004. "International Activities in Small Firms: Examining Factors Influencing the Internationalization and Export Growth of Small Firms." *Canadian Journal of Administrative Sciences* 21 (1): 22–34.

Armario, J., M. M. Ruiz, and M. Armario. 2009. "Market Orientation and Internationalization in Small and Medium-Sized Enterprises." *Journal of Small Business Management* 46 (4): 485–511.

Arregle, J. L., B. Batjargal, M. A. Hitt, J. W. Webb, T. Miller, and A. S. Tsui. 2015. "Family Ties in Entrepreneurs' Social Networks and New Venture Growth." *Entrepreneurship Theory & Practice* 39 (2): 313–44.

Balodi, K. C. 2014. "Strategic Orientation and Organizational Forms: An Integrative Framework." *European Business Review* 26 (2): 188–203.

Banalieva, E. R., and K. A. Eddleston. 2011. "Home-Region Focus and Performance of Family Firms: The Role of Family Versus Non-Family Leaders." *Journal of International Business Studies* 42 (8): 1060–72.

Barney, J. B. 2001. "Resource-Based Theories of Competitive Advantage: A Ten-Year Retrospective on the Resource-Based View." *Journal of Management* 27 (6): 643–50.

Barney, J. B. 1991. "Firm Resources and Sustained Competitive Advantage." *Journal of Management* 17 (1): 99–120.

Barney, J. B. 1986. "Strategic Factor Markets: Expectations, Luck and Business Strategy." *Management Science* 32 (10): 1231–41.

Barros, I., J. Hernangomez, and N. Martin-Cruz. 2016. "A Theoretical Model of Strategic Management of Family Firms – A Dynamic Capabilities Approach." *Journal of Family Business Strategy* 7 (3): 149–59.

Basco, R., A. I. Rodríguez-Escudero, N. Martin Cruz, and I. Barros-Contreras. 2021. "The Combinations of Market and Non-Market Strategies that Facilitate Family Firm Survival." *Entrepreneurship Research Journal* 11 (3): 245–86.

Benavides-Velasco, C. A., C. Quintana-García, and V. F. Guzmán-Parra. 2011. "Trends in Family Business Research." *Small Business Economics* 40 (1): 41–57.

Bogers, M., B. Boyd, and S. Hollensen. 2015. "Managing Turbulence: Business Model Development in a Family-Owned Airline." *California Management Review* 58 (1): 41–64.

Baschieri, G., A. Carosi, and S. Mengoli. 2017. “Family Firm Local Involvement and the Local Home Bias Phenomenon.” *Long Range Planning* 50 (1): 93–107.

Berrone, P., C. Cruz, and L. R. Gómez-Mejía. 2012. “Socioemotional Wealth in Family Firms: Theoretical Dimensions, Assessment Approaches, and Agenda for Future Research.” *Family Business Review* 25 (3): 258–79.

Bharadwaj, S. G., P. R. Varadarajan, and J. Fahy. 1993. “Sustainable Competitive Advantage in Service Industries: A Conceptual Model and Research Propositions.” *Journal of Marketing* 57: 83–99.

Bloodgood, J., H. J. Sapienza, and J. Almeida. 1996. “The Internationalization of New High-Potential US Ventures: Antecedents and Outcomes.” *Entrepreneurship Theory and Practice* 20 (4): 61–76.

Boellis, A., S. Mariotti, A. Minichilli, and L. Piscitello. 2016. “Family Involvement and Firms’ Establishment Mode Choice in Foreign Markets.” *Journal of International Business Studies* 47 (8): 929–50.

Boso, N., J. W. Cadogan, and V. M. Story. 2013. “Entrepreneurial Orientation and Market Orientation as Drivers of Product Innovation Success: A Study of Exporters from a Developing Economy.” *International Small Business Journal* 31 (1): 57–81.

Brouthers, K. D., and L. E. Brouthers. 2000. “Acquisition or Greenfield Start-Up? Institutional, Cultural and Transaction Cost Influences.” *Strategic Management Journal* 21 (1): 89–97.

Calof, J., and P. Beamish. 1995. “Adapting to Foreign Markets: Explaining Internationalization.” *International Business Review* 4 (2): 115–31.

Canabal, A., and G. O. White. 2008. “Entry Mode Research: Past and Future.” *International Business Review* 17 (3): 267–84.

Cambra-Fierro, J., J. Florin, L. Perez, and J. Whitelock. 2011. “Inter-Firm Market Orientation as Antecedent of Knowledge Transfer, Innovation and Value Creation in Networks.” *Management Decision* 49 (3): 444–67.

Cano, C., F. Carrillat, and F. Jaramillo. 2004. “A Metaanalysis of the Relationship Between Market Orientation and Business Performance: Evidence from Five Continents.” *International Journal of Research in Marketing* 21: 179–200.

Capron, L., and J. Hulland. 1999. “Redeployment of Brands, Sales Forces, and General Marketing Management Expertise Following Horizontal Acquisitions: A Resource-Based View.” *Journal of Marketing* 63 (2): 41–54.

Carney, M. 2005. “Corporate Governance and Competitive Advantage in Family-Controlled Firms.” *Entrepreneurship Theory and Practice* 29 (3): 249–66.

Casillas, J. C., and F. J. Acedo. 2005. “Internationalisation of Spanish Family SMEs: An Analysis of Family Involvement.” *International Journal of Globalisation and Small Business* 1 (2): 134–51.

Cerrato, D., and M. Piva. 2012. “The Internationalization of Small and Medium-Sized Enterprises: The Effect of Family Management, Human Capital and Foreign Ownership.” *Journal of Management & Governance* 16 (4): 617–44.

Chua, J. H., J. J. Chrisman, L. P. Steier, and S. B. Rau. 2012. “Sources of Heterogeneity in Family Firms: An Introduction.” *Entrepreneurship Theory and Practice* 36 (6): 1103–13.

Chrisman, J. J., J. H. Chua, F. W. Kellermanns, C. F. Matherne III, and B. J. Debicki. 2008. “Management Journals as Venues for Publication of Family Business Research.” *Entrepreneurship Theory and Practice* 32 (5): 927–34.

Chung, H. F. L. 2012. “Export Market Orientation, Managerial Ties, and Performance.” *International Marketing Review* 29 (4): 403–42.

Cooper, M. J., N. Upton, and S. Seaman. 2005. “Customer Relationship Management: A Comparative Analysis of Family and Nonfamily Business Practices.” *Journal of Small Business Management* 43 (3): 242–56.

Coviello, N., L. Kano, and P. W. Liesch. 2017. “Adapting the Uppsala Model to a Modern World: Macro-Context and Microfoundations.” *Journal of International Business Studies* 48 (9): 1151–64.

Cyert, R. D., and J. G. March. 1963. *A Behavioral Theory of the Firm*. Englewood Cliffs: Prentice-Hall.

Danes, S. M. 2013. “Entrepreneurship Success: “The Lone Ranger” Versus “It Takes a Village” Approach?” *Entrepreneurship Research Journal* 3 (3): 277–86.

Da Rocha, A., C. H. Christensen, and C. E. Da Cunha. 1990. “Aggressive and Passive Exporters: A Study in the Brazilian Furniture Industry.” *International Marketing Review* 7 (5): 6–15.

Daspit, J. J., R. G. Long, and A. W. Pearson. 2019. “How Familiness Affects Innovation Outcomes via Absorptive Capacity: A Dynamic Capability Perspective of the Family Firm.” *Journal of Family Business Strategy* 10 (2): 133–43.

Day, G. S. 1994. “The Capabilities of Market-Driven Organizations.” *Journal of Marketing* 58: 37–52.

Day, G. S. 2001. *Capabilities for Forging Customer Relationships*. Unpublished manuscript. Philadelphia, USA: The Wharton School, University of Pennsylvania.

De Massis, A., F. Frattini, A. Majocchi, and L. Piscitello. 2018. “Family Firms in the Global Economy: Toward a Deeper Understanding of Internationalization Determinants, Processes, and Outcomes.” *Global Strategy Journal* 8 (1): 3–21.

Dean, D. L., B. Menguec, and C. P. Myers. 2000. “Revisiting Firm Characteristics, Strategy, and Export Performance Relationship: A Survey of the Literature and an Investigation of New Zealand Small Manufacturing Firms.” *Industrial Marketing Management* 29 (5): 461–77.

Deshpandé, R., J. U. Farley, and F. E. Webster Jr. 1993. “Corporate Culture, Customer Orientation, and Innovativeness in Japanese Firms: A Quadrad Analysis.” *Journal of Marketing* 57 (1): 23–37.

Deutscher, F., F. B. Zapkau, C. Schwens, M. Baum, and R. Kabst. 2016. “Strategic Orientations and Performance: A Configurational Perspective.” *Journal of Business Research* 69 (2): 849–61.

Dewett, T., and G. R. Jones. 2001. “The Role of Information Technology in the Organization: A Review, Model, and Assessment.” *Journal of Management* 27 (3): 313–46.

Dibrell, C., C. Bettinelli, and K. Randerson. 2017. “Market Orientation and Innovativeness in Family Firms.” In *The Routledge Companion to Family Business*, edited by F. W. Kellermanns, and F. Hoy, 267–80. New York: Routledge.

Eddleston, K. A., P. Jaskiewicz, and M. Wright. 2020. “Family Firms and Internationalization in the Asia-Pacific: The Need for Multi-Level Perspectives.” *Asia Pacific Journal of Management* 37: 345–61.

Eddleston, K. A., R. Sarathy, and E. R. Banalieva. 2019. “When a High-Quality Niche Strategy is Not Enough to Spur Family-Firm Internationalization: The Role of External and Internal Contexts.” *Journal of International Business Studies* 50: 783–808.

Eriksson, K., J. Johanson, A. Majkgård, and D. D. Sharma. 1997. “Experiential Knowledge and Cost in the Internationalization Process.” *Journal of International Business Studies* 28 (2): 337–60.

Escandón-Barbosa, D., M. Hernandez-Espallardo, and A. Rodriguez. 2016. “International Market Orientation and International Outcomes.” *Global Economy* 16 (4): 669–96.

Fernández, Z., and M. J. Nieto. 2006. “Impact of Ownership on the International Involvement of SMEs.” *Journal of International Business Studies* 37 (3): 340–51.

Family Firm Institute. 2017. *Global Data Points*. Boston, MA, USA: Family Firm Institute. Also available at http://www.ffi.org/pa ge/globaldatapoints (accessed April 8, 2021).

Fernandes, C., J. Ferreira, C. Lobo, and M. Raposo. 2020. "The Impact of Market Orientation on the Internationalisation of SMEs." *Review of International Business and Strategy* 30 (1): 123–43.

Ferreira, J., A. Fayolle, C. Fernandes, and M. Raposo. 2016. "Effects of Schumpeterian and Kirznerian Entrepreneurship on Economic Growth: Panel Data Evidence." *Entrepreneurship & Regional Development* 29 (1–2): 27–50.

Fletcher, M., and S. Harris. 2012. "Knowledge Acquisition for the Internationalization of the Smaller Firm: Content and Sources." *International Business Review* 21 (4): 631–47.

Florez, R., J. M. Ramon, M. L. Velez, M. C. Alvarez-Dardet, P. Araujo, and J. M. Sanchez. 2012. "The Role of Management Control Systems on Inter-Organisational Efficiency: An Analysis of Export Performance." *Studies in Managerial and Financial Accounting* 25: 195–222.

Francis, J., and C. Collins-Dodd. 2000. "The Impact of Firms' Export Orientation on the Export Performance of High-Tech Small and Medium-Sized Enterprises." *Journal of International Marketing* 8 (3): 84–103.

Frank, H., A. Kessler, T. Rusch, J. Suess-Reyes, and D. Weismeier-Sammer. 2017. "Capturing the Familiness of Family Businesses: Development of the Family Influence Familiness Scale (FIFS)." *Entrepreneurship Theory and Practice* 41 (5): 709–42.

Fornell, C., and D. F. Larcker. 1981. "Evaluating Structural Equation Models with Unobservable Variables and Measurement Error." *Journal of Marketing Research* 18 (1): 39–50.

Fuentelsaz, L., C. González, and J. A. da Silva. 2021. "Entrepreneurial Orientation and Start-Up Performance: A Configurational Approach." *Entrepreneurship Research Journal*, https://doi.org/10.1515/erj-2020-0236.

Fuller, J., M. G. Jacobides, and M. Reeves. 2019. "The Myths and Realities of Business Ecosystems." *MIT Sloan Management Review* 60 (3): 1–9.

Gallo, M. A., and C. G. Pont. 1996. "Important Factors in Family Business Internationalisation." *Family Business Review* 9 (1): 45–60.

Game, R., and G. Apfelthaler. 2016. "Attitude and its Role in SME Internationalisation: Why do Firms Commit to Advanced Foreign Market Entry Modes?" *European Journal of International Management* 10 (2): 221–48.

Gartner, W. B. 1990. "What are we Talking About When we Talk About Entrepreneurship?" *Journal of Business Venturing* 5 (1): 15–28.

George, G., J. Wiklund, and S. A. Zahra. 2005. "Ownership and the Internationalization of Small Firms." *Journal of Management* 31 (2): 210–33.

Gerschewski, S., N. Evers, A. T. Nguyen, and F. J. Froese. 2020. "Trade Shows and SME Internationalisation: Networking for Performance." *Management International Review* 60 (4): 573–95.

Gerschewski, S., J. Scott-Kennel, and E. L. Rose. 2020. "Ready to Export? Antecedents of Export Readiness for Small and Medium-Sized Enterprises." *World Economy* 43 (5): 1253–76.

Gerschewski, S., E. L. Rose, and V. J. Lindsay. 2015. "Understanding the Drivers of International Performance for Born Global Firms: An Integrated Perspective." *Journal of World Business* 50 (3): 558–75.

Gerschewski, S., and S. S. Xiao. 2015. "Beyond Financial Indicators: An Assessment of the Measurement of Performance for International New Ventures." *International Business Review* 24 (4): 615–29.

Gerschewski, S. 2011. “Born Global Firms: An Integrated Analysis of the Determinants and Measurement of International Performance.” Unpublished PhD diss., New Zealand: Victoria University of Wellington.

Golovko, E., and G. Valentini. 2011. “Exploring the Complementarity Between Innovation and Export for SME’s Growth.” *Journal of International Business Studies* 42 (3): 362–80.

Gómez-Mejía, L. R., M. Makri, and M. L. Kintana. 2010. “Diversification Decisions in Family-Controlled Firms.” *Journal of Management Studies* 47 (2): 223–52.

Granovetter, M. 1985. “Economic Action and Social Structure: The Problem of Embeddedness.” *American Journal of Sociology* 91 (3): 481–510.

Grant, R. M. 1991. “The Resource-Based Theory of Competitive Advantage: Implications for Strategy.” *California Management Review* 22: 114–35.

Grant, A., P. Jammine, and H. Thomas. 1988. “Diversity, Diversification, and Profitability Among British Manufacturing Companies, 1972–1984.” *Academy of Management Journal* 131 (4): 771–801.

Graves, C., and Y. G. Shan. 2014. “An Empirical Analysis of the Effect of Internationalization on the Performance of Unlisted Family and Nonfamily Firms in Australia.” *Family Business Review* 27 (2): 142–60.

Graves, C., and J. Thomas. 2008. “Determinants of the Internationalization Pathways of Family Firms: An Examination of Family Influence.” *Family Business Review* 21 (2): 151–67.

Gronroos, C. 2004. “The Relationship Marketing Process: Communication, Interaction, Dialogue, Value.” *Journal of Business and Industrial Marketing* 19 (2): 99–113.

Habbershon, T. G., M. Williams, and I. C. MacMillan. 2003. “A Unified Systems Perspective of Family Firm Performance.” *Journal of Business Venturing* 18 (4): 451–65.

Habbershon, T. G., and M. L. Williams. 1999. “A Resource-Based Framework for Assessing the Strategic Advantages of Family Firms.” *Family Business Review* 12 (1): 1–25.

Hagen, B., A. Zucchella, J. Larimo, and P. Dimitratos. 2017. “A Taxonomy of Strategic Postures of International SMEs.” *European Management Review* 14: 265–85.

Hair, J. F., B. Black, B. Babin, R. E. Anderson, and R. L. Tatham. 2010. *Multivariate Data Analysis*, 7th ed. London: Pearson Prentice Hall.

Hair, J. F., M. C. Howard, and C. Nitzl. 2020. “Assessing Measurement Model Quality in PLS-SEM Using Confirmatory Composite Analysis.” *Journal of Business Research* 109: 101–10.

Hair, J. F., J. J. Risher, M. Sarstedt, and C. M. Ringle. 2019. “When to Use and How to Report the Results of PLS-SEM.” *European Business Review* 31 (1): 2–24.

He, X., and Y. Wei. 2011. “Linking Market Orientation to International Market Selection and International Performance.” *International Business Review* 20 (5): 535–46.

Hennart, J.-F., A. Majocchi, and B. Hagen. 2021. “What’s So Special About Born Globals, Their Entrepreneurs or Their Business Model?” *Journal of International Business Studies* 52: 1665–94.

Hennart, J.-F., A. Majocchi, and E. Forlani. 2019. “The Myth of the Stay-at-Home Family Firm: How Family-Managed SMEs Can Overcome Their Internationalization Limitations.” *Journal of International Business Studies* 50: 758–82.

Henseler, J., C. M. Ringle, and M. Sarstedt. 2015. “A New Criterion for Assessing Discriminant Validity in Variance-Based Structural Equation Modeling.” *Journal of the Academy of Marketing Science* 43: 115–35.

Hernández-Linares, R., F. W. Kellermanns, and M. C. López-Fernández. 2018. “A Note on the Relationships Between Learning, Market, and Entrepreneurial Orientations in Family and Nonfamily Firms.” *Journal of Family Business Strategy* 9 (3): 192–204.

Hunt, S. 2012. “Explaining Empirically Successful Marketing Theories: The Inductive Realist Model, Approximate Truth, and Market Orientation.” *AMS Review* 2 (1): 5–18.
Hunt, S. D. 1997. “Resource-Advantage Theory: An Evolutionary Theory of Competitive Firm Behavior.” *Journal of Economic Issues* 31: 59–77.
Hunt, S. D., and R. M. Morgan. 1995. “The Comparative Advantage Theory of Competition.” *Journal of Marketing* 59: 1–15.
Johanson, J., and J.-E. Vahlne. 2009. “The Uppsala Internationalization Process Model Revisited: From Liability of Foreigness to Liability of Outsidership.” *Journal of International Business Studies* 40 (9): 1411–31.
Johanson, J., and J.-E. Vahlne. 1977. “The Internationalization Process of the Firm: A Model of Knowledge Development and Increasing Foreign Market Commitments.” *Journal of International Business Studies* 8 (1): 23–32.
Kaleka, A. 2012. “Studying Resource and Capability Effects on Export Venture Performance.” *Journal of World Business* 47: 93–105.
Kaleka, A. 2011. “When Exporting Manufacturers Compete on the Basis of Service: Resources and Marketing Capabilities Driving Service Advantage and Performance.” *Journal of International Marketing* 19: 40–58.
Kano, L., and A. Verbeke. 2018. “Family Firm Internationalization: Heritage Assets and the Impact of Bifurcation Bias.” *Global Strategy Journal* 8 (1): 158–83.
Katsikeas, C. 1996. “Ongoing Export Motivation: Differences Between Regular and Sporadic Exporters.” *International Marketing Review* 13 (2): 4–19.
Kirca, A. H., S. Jayachandra, and W. O. Bearden. 2005. “Market Orientation: A Meta-Analytic Review and Assessment of its Antecedents and Impact on Performance.” *Journal of Marketing* 69: 24–41.
Knight, G. A., and P. W. Liesch. 2016. “Internationalization: From Incremental to Born Global.” *Journal of World Business* 51: 93–102.
Kogut, B., and U. Zander. 1993. “Knowledge of the Firm and the Evolutionary Theory of the Multinational Corporation.” *Journal of International Business Studies* 24 (4): 625–45.
Kohli, A. K., and B. J. Jaworski. 1990. “Market Orientation: The Construct, Research Propositions and Managerial Implications.” *Journal of Marketing* 54: 1–18.
Kontinen, T., and A. Ojala. 2012. “Internationalization Pathways Among Family-Owned SMEs.” *International Marketing Review* 29 (5): 496–518.
Kontinen, T., and A. Ojala. 2011a. “Social Capital in Relation to the Foreign Market Entry and Post-Entry Operations of Family SMEs.” *Journal of International Entrepreneurship* 9 (2): 133–51.
Kontinen, T., and A. Ojala. 2011b. “International Opportunity Recognition Among Small and Medium-Sized Family Firms.” *Journal of Small Business Management* 49 (3): 490–514.
Kontinen, T., and A. Ojala. 2010. “The Internationalization of Family Businesses: A Review of Extant Research.” *Journal of Family Business Strategy* 1 (2): 97–107.
Kudlats, J., W. C. McDowell, and R. V. Mahto. 2019. “Unrelated but Together: Trust and Intergroup Relations in Multi-Family Businesses.” *Journal of Business Research* 101: 750–6.
Kumar, V., E. Jones, R. Venkatesan, and R. P. Leone. 2011. “Is Market Orientation a Source of Sustainable Competitive Advantage or Simply the Cost of Competing?” *Journal of Marketing* 75: 16–30.
Kuo, A., M. S. Kao, Y. C. Chang, and C. F. Chiu. 2012. “The Influence of International Experience on Entry Mode Choice: Difference Between Family and Non-Family Firms.” *European Management Journal* 30 (3): 248–63.

Laukkanen, T., G. Nagy, S. Hirvonen, H. Reijonen, and M. Pasanen. 2013. “The Effect of Strategic Orientations on Business Performance in SMEs: A Multigroup Analysis Comparing Hungary and Finland.” *International Marketing Review* 30 (6): 510–35.

Leonidou, L. C. 1995. “Export Stimulation Research: Review, Evaluation and Integration.” *International Business Review* 4 (2): 133–56.

Leonidou, L. C. 1998. “Factors Stimulating Export Business: An Empirical Investigation.” *Journal of Applied Business Research* 14 (2): 43–68.

Leonidou, L. C., C. S. Katsikeas, D. Palihawadana, and S. Spyropoulou. 2007. “An Analytical Review of the Factors Stimulating Smaller Firms to Export.” *International Marketing Review* 24 (6): 735–70.

Lim, E., and D. Kim. 2020. “Entrepreneurial Orientation and Performance in South Korea: The Mediating Roles of Dynamic Capabilities and Corporate Entrepreneurship.” *Entrepreneurship Research Journal* 10 (3): 20160075.

Lin, Y., and L. Y. Wu. 2014. “Exploring the Role of Dynamic Capabilities in Firm Performance Under the Resource-Based View Framework.” *Journal of Business Research* 67 (3): 407–13.

Lobo, C., C. Fernandes, J. Ferreira, and M. Peris-Ortiz. 2020. “Factors Affecting SMEs’ Strategic Decisions to Approach International Markets.” *European Journal of International Management* 14 (4): 617–39.

Lonial, S. C., and R. E. Carter. 2015. “The Impact of Organizational Orientations on Medium and Small Firm Performance: A Resource-Based Perspective.” *Journal of Small Business Management* 53 (1): 94–113.

Lu, J. W., and P. W. Beamish. 2006. “Partnering Strategies and Performance of SMEs International Joint Ventures.” *Journal of Business Venturing* 21 (4): 285–307.

Lu, Y., L. Zhou, G. Bruton, and W. Li. 2010. “Capabilities as a Mediator Linking Resources and the International Performance of Entrepreneurial Firms in an Emerging Economy.” *Journal of International Business Studies* 41: 419–36.

Luo, Y. 2001. “Equity Sharing in International Joint Ventures: An Empirical Analysis of Strategic and Environmental Determinants.” *Journal of International Management* 7: 31–58.

Luo, Y., and R. L. Tung. 2007. “International Expansion of Emerging Market Enterprises: A Springboard Perspective.” *Journal of International Business Studies* 38 (4): 481–98.

McKee, D., C. Jeffery, P. Rajan Varadarajan, and M. Michael. 1992. “Success-Producer and Failure-Preventer Marketing Skills: A Social Learning Theory Interpretation.” *Journal of the Academy of Marketing Science* 20 (1): 17–26.

Menéndez-Requejo, S. M. 2005. “Growth and Internationalisation of Family Businesses.” *International Journal of Globalisation and Small Business* 1 (2): 122.

Micheels, E. T., and H. R. Gow. 2010. “The Impact of Alternative Market Orientation Strategies on Firm Performance: Customer versus Competitor Orientation.” In *No 61738, 2010 Annual Meeting*, July 25–27, Denver, Colorado, Agricultural and Applied Economics Association, Also available at https://EconPapers.repec.org/RePEc:ags:aaea10:61738.

Miller, D., and I. Le Breton-Miller. 2007. “Kicking the Habit: Broadening Our Horizons by Studying Family Businesses.” *Journal of Management Inquiry* 16 (1): 27–30.

Mokhber, M., T. G. Gi, S. Z. A. Rasid, A. Vakilbashi, N. M. Zamil, and Y. W. Seng. 2017. “Succession Planning and Family Business Performance in SMEs.” *Journal of Management Development* 36 (3): 330–47.

Morgan, R. E. 1999. “Environmental Determinants of Export Decision Making: Conceptual Issues Regarding the Domestic Market.” *European Business Review* 99 (5): 323–31.

Narver, J. C., S. F. Slater, and D. L. MacLachlan. 2004. "Responsive and Proactive Market Orientation and New-Product Success." *Journal of Product Innovation Management* 21 (5): 334–47.
Newbert, S. L. 2008. "Empirical Research on the Resource-Based View of the Firm: An Assessment and Suggestions for Future Research." *Strategic Management Journal* 28 (2): 121–46.
Newman, A., D. Prajogo, and A. Atherton. 2016. "The Influence of Market Orientation on Innovation Strategies." *Journal of Service Theory and Practice* 26 (1): 72–90.
Paul, J., S. Parthasarathy, and P. Gupta. 2017. "Exporting Challenges of SMEs: A Review and Future Research Agenda." *Journal of World Business* 52: 327–42.
Pehrsson, A. 2016. "Firm's Strategic Orientation Market Context, and Performance Literature Review and Opportunities for International Strategy Research." *European Business Review* 28 (4): 378–404.
Penrose, E. 1959. *The Theory of the Growth of the Firm*. London: Basil Blackwell.
Perdreau, F., A.-L. Le Nadant, and G. Cliquet. 2015. "Human Capital Intangibles and Performance of Franchise Networks: A Complementary View Between Agency and Critical Resource Perspectives." *Managerial and Decision Economics* 36: 121–38.
Peteraf, M. A. 1993. "The Cornerstones of Competitive Advantage: A Resource-Based View." *Strategic Management Journal* 14 (3): 179–91.
Pinho, J. C., and C. Prange. 2016. "The Effect of Social Networks and Dynamic Internationalization Capabilities on International Performance." *Journal of World Business* 51: 391–403.
Powell, T. C. 2001. "Competitive Advantage: Logical and Philosophical Considerations." *Strategic Management Journal* 22 (9): 875–88.
Priem, R. L., and J. E. Butler. 2001. "Is the Resource-Based "View" a Useful Perspective for Strategic Management Research?" *Academy of Management Review* 26 (1): 22–40.
Pukall, T. J., and A. Calabrò. 2014. "The Internationalization of Family Firms: A Critical Review and Integrative Model." *Family Business Review* 27 (2): 103–25.
Rodriguez, C. M. 2009. "Learning from Exporting: New Insights, New Perspectives." *International Marketing Review* 26 (1): 110–3.
Romanello, R., M. Karami, S. Gerschewski, N. Evers, and C. He. 2022. "International Opportunity Development of Born Global Firms: The Role of Institutions." *Critical Perspectives on International Business* 18 (3): 303–37.
Ruokonen, M. 2008. "Market Orientation and Product Strategies in Small Internationalising Software Companies." *The Journal of High Technology Management Research* 18 (2): 143–56.
Sanchez-Famoso, V., N. Akhter, T. Iturralde, F. Chirico, and A. Maseda. 2015. "Is Non-Family Social Capital Also (or Especially) Important for Family Firm Performance?" *Human Relations* 68 (11): 1713–43.
Sarstedt, M., J. F. Hair, J. H. Cheah, J. M. Becker, and C. M. Ringle. 2019. "How to Specify, Estimate, and Validate Higher-Order Constructs in PLS-SEM." *Australasian Marketing Journal* 27 (3): 197–211.
Shane, S., and S. Venkataraman. 2000. "The Promise of Entrepreneurship as a Field of Research." *Academy of Management Review* 25 (1): 217–26.
Shapiro, B. P. 1988. "What the Hell is 'Market-Oriented." *Harvard Business Review* 66 (6): 19–25.
Schilke, O. 2014. "On the Contingent Value of Dynamic Capabilities for Competitive Advantage: The Nonlinear Moderating Effect of Environmental Dynamism." *Strategic Management Journal* 35 (2): 179–203.

Schilke, O., S. Hu, and C. E. Helfat. 2018. “Quo Vadis, Dynamic Capabilities? A Content-Analytic Review of the Current State of Knowledge and Recommendations for Future Research.” *The Academy of Management Annals* 12 (1): 390–439.

Shi, H. X., C. Graves, and F. Barbera. 2019. “Intergenerational Succession and Internationalisation Strategy of Family SMEs: Evidence from China.” *Long Range Planning* 52 (4): 1–18.

Short, J. C., G. T. Payne, K. H. Brigham, G. T. Lumpkin, and J. C. Broberg. 2009. “Family Firms and Entrepreneurial Orientation in Publicly Traded Firms – A Comparative Analysis of the S&P 500.” *Family Business Review* 22 (1): 9–24.

Sirmon, D. G., and M. A. Hitt. 2003. “Managing Resources: Linking Unique Resources, Management, and Wealth Creation in Family Firms.” *Entrepreneurship Theory and Practice* 27 (4): 339–58.

Slater, S., and J. Narver. 1995. “Market Orientation and the Learning Organization.” *Journal of Marketing* 59 (3): 63–75.

Srivastava, R. K., L. Fahey, and H. K. Christensen. 2001. “The Resource-Based View and Marketing: The Role of Market-Based Assets in Gaining Competitive Advantage.” *Journal of Management* 27 (6): 777–802.

Stanley, L. J., F. W. Kellermanns, and T. Zellweger. 2017. “Latent Profile Analysis: Understanding Family Firm.” *Family Business Review* 30 (1): 84–102.

Stieg, P., B. Cesinger, G. Apfelthaler, S. Kraus, and C. F. Cheng. 2018. “Antecedents of Successful Internationalization in Family and Non-Family Firms: How Knowledge Resources and Collaboration Intensity Shape International Performance.” *Journal of Small Business Strategy* 28 (1): 14–27.

Sundaramurthy, C. 2008. “Sustaining Trust Within Family Businesses.” *Family Business Review* 21 (1): 89–102.

Sundaramurthy, C., and M. A. Dean. 2008. “Family Business Openness to External Influence and International Sales: An Empirical Examination.” *Multinational Business Review* 16 (2): 89–106.

Swinth, R. L., and K. L. Vinton. 1993. “Do Family-Owned Businesses Have a Strategic Advantage in Internacional Joint Ventures?” *Family Business Review* 6 (1): 19–30.

Tan, A., P. Brewer, and P. W. Liesch. 2007. “Before the First Export Decision: Internationalisation Readiness in the Pre-Export Phase.” *International Business Review* 16 (3): 294–309.

Teece, D. J., G. Pisano, and A. Shuen. 1997. “Dynamic Capabilities and Strategic Management.” *Strategic Management Journal* 18: 509–33.

Tokarczyk, J., E. Hansen, M. Green, and J. Down. 2007. “A Resource-Based View and Market Orientation Theory Examination of the Role of “Familiness” in Family Business Success.” *Family Business Review* 20 (1): 17–31.

Varadarajan, R. 2020. “Customer Information Resources Advantage, Marketing Strategy and Business Performance: A Market Resources Based View.” *Industrial Marketing Management* 89: 89–97.

Vahlne, J.-E., and J. Johanson. 2017. “From Internationalization to Evolution: The Uppsala Model at 40 Years.” *Journal of International Business Studies* 48 (9): 1087–102.

Weerawardena, J., G. Mort, P. Liesch, and G. A. Knight. 2007. “Conceptualizing Accelerated Internationalization in the Born Global Firm: A Dynamic Capabilities Perspective.” *Journal of World Business* 42 (3): 294–306.

Wernerfelt, B. 1984. “A Resource-Based View of the Firm.” *Strategic Management Journal* 5: 171–80.

Wiedersheim-Paul, F., H. C. Olson, and L. C. Welch. 1978. "Pre-Export Activity: The First Step in Internationalization." *Journal of International Business Studies* 9 (1): 47–58.
Williams, D. A. 2008. "Export Stimulation from Micro- and Small Locally Owned Firms from Emerging Environments: New Evidence." *Journal of International Entrepreneurship* 6 (3): 101–22.
Yeoh, P.-Y., and I.-S. Jeong. 1995. "Contingency Relationships Between Entrepreneurship, Export Channel Structure and Environment: A Proposed Conceptual Model of Export Performance." *European Journal of Marketing* 29 (8): 95–115.
Zachary, M. A., A. McKenny, J. C. Short, and G. T. Payne. 2011. "Family Business and Market Orientation Construct Validation and Comparative Analysis." *Family Business Review* 24 (3): 233–51.
Zachary, R. K., and C. S. Mishra. 2011. "The Future of Entrepreneurship Research: Calling All Researchers." *Entrepreneurship Research Journal* 1 (1): 1–13.
Zahra, S. A., D. O. Neubaum, and M. Huse. 1997. "The Effect of the Environment on Export Performance Among Telecommunications New Ventures." *Entrepreneurship Theory & Practice* 22 (1): 25–46.
Zahra, S. A., R. D. Ireland, and M. A. Hitt. 2000. "International Expansion by New Venture Firms: International Diversity, Mode of Market Entry, Technological Learning and Performance." *Academy of Management Journal* 43 (5): 925–50.
Zhou, L., B. R. Barnes, and Y. Lu. 2010. "Entrepreneurial Proclivity Capability Upgrading and Performance Advantage of Newness Among International New Ventures." *Journal of International Business Studies* 41 (5): 882–905.
Zou, S., and S. Stan. 1998. "The Determinants of Export Performance: A Review of the Empirical Literature Between 1987 and 1997." *International Marketing Review* 15: 333–56.