

Complexities, contingencies and contextuality in the internationalization processes of SMEs

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Coping with the business environment

- Complexity, diversity
- Acceleration in technology, markets and way of thinking
- Non-linear processes, implicit causalities
- Interlinked nature, networking, contingencies; 'the butterfly effect'
- Suddenness, brief windows of opportunity
- Unpredictable developments, weak signals, disruptions
- Information overflow, post-truth, source criticism
- How to overcome these challenges?
- How to define, find and select relevant information?
- How to turn the complexity and unpredictability into a benefit?
- How to make beneficial decisions fast?
- How to prepare for constant and unpredictable change?
- How to focus one's actions in the complex context?
- How to combine quick actions and long-term strategy?

<p>Key partners Who are the key partners? Who are the key suppliers? Which key resources are acquired from partners? Which key activities partners perform?</p>	<p>Key activities What key activities the value propositions require? What are the key distribution channels? What are the key customer relationships? What are the key revenue streams?</p>	<p>Value propositions What value is delivered to the customers? What customers' problems are solved? What is offered to different segments? What customer needs are satisfied? What is the minimum viable value proposition?</p>	<p>Customer relationships How to get, keep and grow customers? Which customer relationships are established? How are customer relationships integrated into the business model? How much do the customer relationships cost?</p>	<p>Customer segments For whom is the value created? Who are the key customers?</p>
	<p>Key resources What key resources does the value proposition require? What resources do the distribution channels require? What resources do the customer relationships require? What resources do the revenue streams require?</p>	<p>A TRADEOFF</p>	<p>Channels How to reach the customers? How do other companies reach the customers? Which are the key channels? How are the channels integrated in the customer routines?</p>	
<p>Cost structure What are the key costs inherent to the business model? Which key resources are most expensive? Which key activities are most expensive?</p>		<p>Revenue streams For what value are the customers paying and are willing to pay? What is the revenue model? What are the pricing tactics?</p>		

SME internationalization – the Finnish context

- Entrepreneurial ecosystem
 - Domestic start-up creation
 - Support of high growth firms
 - Restructuring national innovation strategy
- Collective opportunity
- Networked resources
 - To overcome liability of outsidership
 - To leverage scarce resources
 - For faster internationalization



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