

Determinants of the internationalisation of agrifood firms: The case of olive oil in Southern Spain

CLARA MARTOS-MARTÍNEZ*, MARTA MUÑOZ-GUARASA*

DOI: 10.30682/nm2302b

JEL codes: F10, F21, L80, L90

Abstract

The aim of this article is to identify the conditions for the internationalisation of olive oil producing firms in Southern Spain (province of Jaén), as this region accounts for 20 percent of total world production. To that end, we propose a model and test it with data from four premium extra virgin olive oil producing firms (two Born Globals and two non-Born Globals), combining a case study approach with Qualitative Comparative Analysis (QCA). The results show that firms must develop dynamic capabilities. To do so, firms must combine resources and capabilities; international market orientation, network orientation and entrepreneurship orientation strategies; and human, relational and technological capital. If this happens within the first three years of their incorporation, they can be Born Globals. These results can be extrapolated to other industries. Finally, this paper offers some policy implications for firms, such as: they should become more involved in facilitating the internationalisation process for olive oil firms, promote the olive culture abroad, facilitate access to foreign markets, publicise the health benefits of extra virgin olive oil (EVOO).

Keywords: *Internationalisation, Born Global, International orientation strategies, Dynamic capabilities, Intellectual capital, Case studies, Qualitative Comparative Analysis, Agrifood firms.*

1. Introduction

Globalisation, worldwide competition, technological development and new prospects for growth beyond national borders have forced firms to seek international diversification and strategic global growth. Internationalisation allows these firms to increase production, take advantage of economies of scale, reduce labour costs and product prices, avoid domestic competition, discover new markets, learn new working methods, improve their market position, organise production in a more flexible way, and so on.

Therefore, the more international firms and Born Globals there are, the higher the level of exports and the greater the positive effects will be, both for the business owner and for the economy as whole.

Olive growing is one of the main strategic sectors of the economy in general and of agriculture in particular. It contributes effectively to the achievement of national objectives in the area of economic and social development, food security, balance of payments equilibrium and reduction of the unemployment rate. Moreover, international developments in the sector that have oc-

* Department of Economics, University of Jaén, Spain.
Corresponding author: cmartos@ujaen.es

curred or are still foreseeable show unequivocally that world olive production will increase considerably and that competition will increase with the emergence of new production centres (Mokrani *et al.*, 2011).

According to the International Olive Council-World Trade in Olive Oil (2022), Spain is the first export in the world in olive oil with a share of 37.5% followed by Italy with 21.7%, Tunisia with 14.6%, Portugal with 11.1%, Turkey with 3.4%, Argentina with 5%, Greece with 2.4% and Chile with 2.7%. This production is destined for eight international markets represent around 81% of the imports of olive oils and virgin olive oils around the world, the United States with 36%, the European Union with 15%, Brazil with 8%, Japan with 7%, Canada with 5%, China with 4%, Australia with 3%, and Russia with 3%. In terms of volumes by products category 70,9% of total imports virgin olive oil, olive oil 21,6% and the remaining 7,5% olive pomace oil.

In this paper, we focus on the olive oil industry in the province of Jaén (Southern Spain), a territory that accounts for 20 percent of total world production. Traditionally, firms in the olive sector tend to internationalise gradually (Johanson and Vahlne, 1977). However, the new younger generations with greater knowledge and experience in the international market, as well as with language training, are increasingly encouraging olive firms to internationalise at an accelerated way, which are characterised by internationalisation occurring within three years of incorporation (Knight *et al.*, 2004) and at least 10 percent of total sales generated in foreign countries (Crick, 2009). All of this, together with the growth in international demand due to the increase in production and exports, is leading to an increasing desire on the part of entrepreneurs to make their companies international. Therefore, this paper will propose the keys for companies in the olive sector to become international as soon as possible after their creation.

Thus, this paper tests a theoretical framework in the olive sector, which focuses on developing dynamic capabilities to internationalise. To do so, the firm must use its resources and capabilities and apply International Market Orientation Strategies (IMOS), International Network

Orientation Strategies (INOS) and International Entrepreneurship Orientation Strategies (IEOS). We test whether a firm has achieved these dynamic capabilities through its intellectual capital: specifically, human (HC), relational (RC) and technological (TC) capital.

The aim is thus to identify the conditions for the internationalisation of olive oil producing firms. To this end, we have used a combination of methods: a case study approach and Qualitative Comparative Analysis (QCA). Several studies, such as those by Fainshmidt *et al.* (2020) and Soto-Setzke *et al.* (2020), claim that combining a case study with QCA is appropriate and bridges the gap between qualitative and quantitative research. Thus, this work complements recent research that adopts mixed methods to study international business phenomena.

We studied four premium extra virgin olive oil (EVOO) producing firms in Southern Spain (two Born Globals and two non-Born Globals). This gives us enough cases to understand how the conditions are configured (Thiem, 2014). The data were obtained through personal, semi-structured, recorded interviews with the founders/managers and/or those responsible for the internationalisation process. Finally, through the QCA analysis we can find out the different conditions (resources, capabilities, economic, social and institutional actors, international orientation strategies and dynamic capabilities) that have been necessary and/or sufficient, as well as the combination of them, for companies in the olive sector to internationalise at an accelerated pace and become Born Globals.

2. Theoretical framework

Firms typically follow either a gradual or accelerated internationalisation process (Knight and Liesch, 2016). The gradual model involves internationalisation in stages, where firms first target countries that are physically and culturally closer and then move further afield. Thus, at each stage they reduce uncertainty and expand their investment (Johanson and Vahlne, 1977). The accelerated internationalisation model focuses on Born Globals. They are typically proactive, innovative and competitive (Etemad, 2019).

One of the factors that can influence the pace

of internationalisation is the firm's resources and capabilities. Thus, the starting point has been the theory of resources and capabilities, which is considered to provide a guide to a firm's export activities, as it addresses the sources of competitive advantage (Ledesma-Chaves *et al.*, 2020). However, this theory has proven to be static and fails to account for changes in the environment. The dynamic capabilities model subsequently emerged, in which firm managers "integrate, build, and reconfigure internal and external competences to address rapidly changing environments" (Teece *et al.*, 1997, p. 516). Thus, firms need dynamic capabilities, i.e. assets, processes and structures that enable them to identify and seize new opportunities and renew their asset base, the use of which is essential if they are to compete in international environments (Jiang *et al.*, 2020). Therefore, for firms to internationalise, they need to have dynamic capabilities, which give rise to competitive advantages.

Within this context, Eisenhardt and Martin (2000) argue that firms can achieve competitive advantages from their resources, which are valuable, rare, inimitable and non-substitutable. In order to do so, they have to implement strategies allowing them to create valuable dynamic capabilities that are not easily replicated by other firms. However, we have found no model to date that includes the key elements needed by firms in the olive industry to be Born Globals. Thus, this paper complements the existing literature by testing our theoretical framework in this industry; the framework is based on the fact that firms have to develop dynamic capabilities in order to go international. To do so, they must use their resources and capabilities and apply International Market Orientation Strategies (IMOS), International Network Orientation Strategies (INOS) and International Entrepreneurship Orientation Strategies (IEOS). We test whether a firm has achieved these dynamic capabilities through its intellectual capital: specifically, human (HC), relational (RC) and technological (TC) capital.

Intellectual capital is taken from the intellectus model (Bueno *et al.*, 2008), which originated as a practical tool for identifying and measuring intangible assets that add value to organisations. Therefore, if firms in the olive industry

have achieved dynamic capabilities (intangible assets) that facilitate their internationalisation process, these will be included in the human, relational and technological capital.

Below we present the research propositions of this paper.

Resources, capabilities and economic, social and institutional actors

According to Spielmann and Williams (2016), harnessing the valuable resources offered by a territory to obtain competitive advantages is critical. Given their importance, we differentiate among resources, which are the means for the provision of future services (Penrose, 1959). In addition, capabilities refer to a firm's ability to deploy resources (Amit and Schoemaker, 1993). Thus, the specific characteristics of the olive industry yield resources such as raw materials (olive groves), infrastructure (olive presses, mills, rural houses, access roads to farms, etc.), an olive-producing culture passed down from parents to children, tradition, knowledge of the industry. It also generates capabilities, understood as the skills, talent and strengths acquired by people related to the cultivation and harvesting of olives and production and processing of EVOO. Lastly, there are the economic, social and institutional actors such as public institutions (for example, local entities), business organisations, associations, auxiliary firms, foundations, competing firms or technology centres. In short, firms in the olive industry can use these resources to gain competitive advantages. In light of the above, the following proposition is presented:

Proposition 1. Resources, capabilities and economic, social and institutional actors are determinants of the internationalisation of olive oil firms.

Drawing on the available resources, capabilities and economic, social and institutional actors, firms in the olive industry must implement the following internationally oriented strategies in order to develop dynamic capabilities:

International Market Orientation Strategies (IMOS)

These are customer-centric, outward-looking

strategies. According to Daengs and Soemantri (2020) the key purpose of market orientation is to provide greater value to the customer based on knowledge derived from customer and competitor analysis, with this knowledge being acquired and distributed across elements of the organisation. Zakery and Saremi (2020) claim that market knowledge can influence the understanding of size, qualitative characteristics, existing infrastructure, legislation, workforce conditions, currency and how financial transactions are conducted.

Therefore, through IMOS, objective knowledge of the foreign market is obtained (by means of market studies, for example), in addition to the knowledge gained from the founder and/or export manager due to their experience of having participated in previous internationalisation processes (for example, knowledge of clients, markets, competitors, institutions, etc.). In light of the above, the following proposition is presented:

Proposition 2. International market orientation strategies (IMOS) have been employed.

International Network Orientation Strategies (INOS)

These are strategies that focus on building international networks. The network model proposed by Johanson and Mattsson (1988) suggests that firms can overcome their limitations in foreign markets by acquiring resources, technology and knowledge through their placement in business networks. Firms can successfully internationalise by building and developing meaningful positions in these foreign networks (Sanyal *et al.*, 2020). Some studies, such as that by Contractor *et al.* (2005), point to a solid network of contacts developed by entrepreneurs as a result of their previous experience, which enables them to internationalise more quickly than others. In light of the above, the following proposition is presented:

Proposition 3. International Network Orientation Strategies (INOS) have been employed.

International Entrepreneurship Orientation Strategies (IEOS)

These focus on the innovative and entrepre-

neurial spirit of the founder. Entrepreneurship represents creative and innovative capability and is the basis for pursuing opportunities for success (Daengs and Soemantri, 2020). Zahoor and Lew (2022) suggest that the propensity to innovate, attitude towards risk and proactivity affect progress in the early stages of firm growth, as well as that entrepreneurial orientation is a necessary condition for sustainable international performance. Employing IEOS offers a conduit for a firm to gain a competitive advantage, as innovative behaviour enables it to introduce new products/services and capabilities ahead of competitors (Dias *et al.*, 2021). Additionally, proactive and risk-taking behaviours facilitate the search for opportunities (Silva *et al.*, 2021).

Therefore, founders should have the following characteristics: (1) autonomy, that is, the independence and freedom to hatch an idea or vision and carry it through to the end; (2) innovativeness, that is, the propensity to come up with and support new ideas, novelty, experimentation and creative processes that can lead to new products, services or technological processes, which can facilitate the process of internationalisation; (3) proactiveness, that is, a forward-looking perspective that accompanies an innovative activity and allows them to think of and envision new means and ends before others do; (4) proclivity or tendency to enter foreign markets, which is associated with their values; and (5) competitive aggressiveness, or the propensity to achieve international market entry by challenging competitors (Kreiser *et al.*, 2002). In light of the above, the following proposition is presented:

Proposition 4. International Entrepreneurship Orientation Strategies (IEOS) have been employed.

Next, we discuss human, relational and technological capital, which we will use to measure the dynamic capabilities gained after carrying out the aforementioned international orientation strategies:

Human Capital (HC)

HC includes the skills, experiences, attitudes and abilities of an organisation's employees

Table 1 - Conditions for business internationalisation.

<i>Factors</i>	<i>Authors</i>	<i>Brief Description</i>	<i>Main Activities</i>
Resources, capabilities and actors	Penrose (1959) Barney (1991) Spielmann and Williams (2016)	Making use of resources, capabilities and economic, social and institutional actors endows firms with possible competitive advantages.	- Using raw materials. - Using the capabilities of personnel in the territory.
IMOS	Daengs and Soemantri (2020) Zakery and Saremi (2020)	Objective knowledge of the international market and experiential knowledge held by managers and/or those responsible for internationalisation.	- Conducting international market research. - Participation in the internationalisation process of previous firms.
INOS	Johanson and Mattsson (1988) Sanyal <i>et al.</i> (2020)	International networking with chefs, distributors, customers, etc.	- Carrying out trade missions. - Attending international trade fairs.
IEOS	Daengs and Soemantri (2020) Dias <i>et al.</i> (2021) Zahoor and Lew (2022)	Founder characteristics—proactiveness, proclivity to enter foreign markets, competitive aggressiveness—and innovative product offerings.	- The founder being inclined to enter foreign markets. - Offering innovative products (organic EVOO).
HC	Kidwell <i>et al.</i> (2020) Zakery and Sameri (2020)	Skills, experiences, employee attitudes, learning and organisational culture.	- Developing skills and positive attitudes towards internationalisation. - Conveying knowledge of the foreign market to the organisation.
RC	Sanyal <i>et al.</i> (2020) Zakery and Sameri (2020).	Relationships in an organisation between the members of the firm and the outside world.	- Maintaining the networks created over time. - Improving customer-supplier relations.
TC	Bendak <i>et al.</i> (2020) Bhattacharya <i>et al.</i> (2021)	Technical and technological management skills by employees and innovative culture.	- Using ICT to improve service. - Producing innovative oil.

Source: Compiled by the authors.

(Zakery and Sameri, 2020), and represents what individuals and groups in the organisation know and their ability to learn and share that knowledge with others for the benefit of the organisation (Kidwell *et al.*, 2020). It should be noted that a firm's HC acquires dynamic capabilities as it gains a better understanding of global opportunities, establish more effective connections to take advantage of these opportunities, make better plans and take more effective actions in international settings, which can become part of a firm's organisational culture. In light of the above, the following proposition is presented:

Proposition 5. The firm has Human Capital (HC) available for its internationalisation.

Relational Capital (RC)

Firms need to develop network capabilities to build relationships in foreign markets (Sanyal *et al.*, 2020). According to Ivanova and Torkeli (2013), network capabilities are defined as the ability of business owners and managers to develop, manage and maintain relationships with key partners such as suppliers, customers and competitors and to manage interactions with them effectively. Therefore, the question of whether a firm has attained dynamic network

capabilities can be answered by measuring by its Relational Capital (RC). This refers to the invaluable relationships between individuals within an organisation and external groups in the form of social capital, and particularly outside the organisation in the form of customer-supplier relationships, as well as networks (Zakery and Sameri, 2020); for instance, with business-supporting public institutions, chefs, importers, distributors, etc. In line with the above, the following proposition is presented:

Proposition 6. The firm has Relational Capital (RC) available for its internationalisation.

Technological Capital (TC)

Knowledge associated with technologies is called Technological Capital (TC). A study by Bhattacharya *et al.* (2021) reports that technological know-how enables a more efficient use of new technologies and helps organisations to be more aware of the nature and potential of technological innovations. They underline the idea that technological knowledge is particularly important in a dynamic, discontinuous and complex landscape. A firm has TC if the staff has technical and managerial technological skills, consisting of the ability to conceive, deploy and exploit ICT to support and improve the organisation and coordinate activities (Gulati *et al.*, 2012). Furthermore, a firm has TC if it has an innovative or entrepreneurial culture, reflecting the degree to which firms in the sector are proactive in exploring new opportunities (Menguc and Auh, 2006). According to Bendak *et al.* (2020), a rapid, innovative response to changes in the environment is vital for any organisation, and a firm's culture contributes to the presence of the different types of innovation. The innovative culture of a firm must therefore involve the search for new products, services or processes. In line with the above, the following proposition is presented:

Proposition 7. The firm has Technological Capital (TC) available for its internationalisation.

To sum up, in accordance with the propositions set out above, in this paper we study the configurations (Table 1) of resources, capabili-

ties, economic, social and institutional actors; IMOS (strategies relating to objective and experiential knowledge of the international market), INOS (network of international contacts) and IEOS (innovative products and characteristics of the founder); and HC (values, skills and attitudes of the firm's HC, organisational learning, organisational culture), RC (expanding the network and maintaining it over time) and TC (technical and managerial skills and innovative culture) that are necessary and/or sufficient for firms in the olive industry to internationalise as quickly as possible after their incorporation.

3. Methods and data

3.1. Materials and methods

In order to understand the conditions that must exist for firms in the olive industry to develop dynamic capabilities and thus go international, we have combined a case study approach with Qualitative Comparative Analysis (QCA), which is appropriate (Schneider and Rohlfing, 2013; Fainshmidt *et al.*, 2020) as it improves the analysis and interpretation of the results (Rohlfing, 2012). One of the challenges involved is integrating the QCA and the case study methods in the pre-QCA and post-QCA phase; that is, during both data collection and data analysis (Medina *et al.*, 2017). By so doing, this methodological approach complements and contributes new knowledge to the existing literature.

To understand QCA, we refer to configurational theory, which identifies the necessary and/or sufficient conditions to achieve an outcome. We thus explore the conditions that can be causally related in a configuration. Consequently, this theory offers a perspective that is not captured in linear analyses (Curado *et al.*, 2018). Moreover, for studying a small number of cases, the QCA method is more useful than the statistical one (Meyer *et al.*, 2018).

Specifically, fuzzy-set QCA (fs/QCA) is the tool used to reveal the possible effects that may occur in the combination of conditions, excluding the isolated effects that each condition may produce (see Ragin, 2000). The fs/QCA technique was developed for small sample or pop-

ulation settings, which offers an advantage for this research, where the sample is small. There are also numerous studies on business strategy and performance that have used fs/QCA, including Kraus *et al.* (2018) and Brenes *et al.* (2020).

3.2. Data

The unit of analysis centres on exporting firms in the olive oil industry in Jaén (Southern Spain). To select the cases, we used information from the Trade Promotion Agency of Andalusia (EXTENDA), an official body for exporting firms in the region. The selection involved the following stages:

- First, we selected the leading firms in the province that had internationalised, distinguishing between those that could be Born Globals and those that could not. We included those that internationalised within three years of their incorporation (Born Globals) and those that needed more time to start this process (non-Born Globals). The next criterion was that at least 10 percent of revenue had to come from overseas.

- Second, we chose small and medium-sized enterprises (SMEs) that produce EVOO – in particular, premium oil – and that have more than 30 employees during the season.

- Third, we decided on the number of cases. To do this, we followed the indications of Yan and Gray (1994), who state that two will suffice. Rosati and Chazarreta (2017) analyse two cases

using QCA. Thus, we chose four exporting firms in the olive industry (two Born Globals and two non-Born Globals). In conclusion, the analysis of four cases is appropriate for gaining an understanding of the configuration of conditions (Thiem, 2014). Table 2 shows the main characteristics of the selected firms.

We then designed a technical data sheet on the research (see, Appendix 1).

3.3. Stages of the research

Our study was carried out in the following stages:

1. We administered a two-part questionnaire (see questionnaire in supplemental file):

a) General firm characteristics (year of incorporation and internationalisation, organisation chart, activities, products and brands, size, overseas revenue, history of the firm, etc.), use of resources, capabilities and economic, social and institutional actors in the territory (tradition, culture, raw materials, etc.), quality (certificates, awards, recognition, etc.), firm's competitive advantages when it comes to exporting.

b) Short questions in which the interviewee was asked to choose from specific responses, set in advance according to the interviewer's knowledge of the subject. This part facilitated the coding of the data for the subsequent QCA.

2. We analysed the information individually between theory and cases.

Table 2 - Characteristics of the firms under study.

Selected Firms	Born Globals		Non-Born Globals	
	Aires de Jaén	Castillo de Canena	Galgón99	El Trujal de la Loma
Year of incorporation	2010	2003	2005	2002
Year of internationalisation	2011	2004	2011	2012
Location in the province	Jabalquinto	Baeza	Villanueva de la Reina	Úbeda
Brand name	Aires de Jaén	Castillo de Canena	Oro Bailén	Spiritu_Santo
Nº of employees during the season	45	60	40	30
Overseas revenues since the beginning of the process	50%	10%	50%	15%

3. We performed the QCA. Most studies do not provide much detail on how qualitative data are transformed into fuzzy sets (see, for example Lam and Ostrom, 2010, on fs/QCA). To define the values of the fuzzy sets we determined the degree of precision. Thus, the data are presented as follows: (0) fully out, (0.33) more out than in, (0.67) more in than out and (1) fully in (Basurto and Speer, 2012). The values of the fs/QCA cases are shown in Table 3.

4. Results

4.1. Case study

From the case study, we have obtained the following results, which are shown below through primary evidence from the interviews:

a) Resources, capabilities and economic, social and institutional actors:

The exporting firms under study use the resources of the territory, such as: employees who know the industry and the product, family tradition, olive culture, raw materials, infrastructure (oil mills, etc.), as well as the skills of the employees for the cultivation and harvesting of olives, and the production and sale of olive oil. However, all firms under study report limited involvement with local institutions, organisations and associations. They highlight their good relationship with other local firms.

b) IMOS, INOS, IEOS and HC, RC and TC:

Aires de Jaén (Born Global)

Aires de Jaén is a family business created in 2010 is responsible for the entire process of cultivation, processing, bottling and sales of olive oil. The third generation opted for internationalisation. Thus, the internationalisation project was carried out by the eldest son, who had managerial experience having worked in another firm in the sector. Furthermore, the firm made major efforts to train and integrate the employees and to create differentiated and dynamic teams adapted to the demands of all foreign markets. The internationalisation process began with the firm’s collaboration with EXTENDA and ICEX (Instituto de Comercio Exterior - the Spanish Institute for Foreign Trade) through trade missions and attendance at many prestigious international trade fairs in the agrifood sector. Before attending, the firm’s participation is planned and prepared according to the client being targeted. The first country the firm exported to was Mexico, and it currently has a presence in more than 52 countries. The sales team is led by a highly qualified, knowledgeable export manager and two export area employees (fourth generation), who have previous experience in other firms, hold university degrees and speak foreign languages, while the employees have technical and technological management skills. *Aires de Jaén* is and strives to be an innovative firm from cultivation to marketing.

Table 3 - Final fs/QCA case values.

Cases	Conditions								Outcome
	Resources and Capabilities	Actors	IMOS ¹	INOS ²	IEOS ³	HC ⁴	RC ⁵	TC ⁶	Born Global ⁷
Aires de Jaén	1	0,33	1	1	1	1	1	1	1
Castillo de Canena	1	0,67	1	1	1	1	1	1	1
Galgón99	1	0,33	0,33	0,33	1	0	0,33	0,33	0
El Trujal de la Loma	1	0,33	0	0,33	0,33	0	0	0,33	0

¹ IMOS: International Market Orientation Strategies.
² INOS: International Network Orientation Strategies.
³ IEOS: International Entrepreneurship Orientation Strategies.
⁴ HC: Human Capital.
⁵ RC: Relational Capital.
⁶ TC: Technological Capital.
⁷ Result 1: being Born Global; Result 0: not being Born Global.

Source: By the authors.

Thus, it grows several olive cultivars and employs traditional, intensive and super-intensive cultivation methods. It has an oil mill and bottling plant equipped with the latest technology. It has tried to adapt its product to each international market. To that end, it has a full understanding of the market it is targeting. It has also received certificates, prizes and international recognition,¹ meaning it meets exacting quality standards. In the field, it is committed to biodiversity and renewable energies, indicating that caring for the environment is a priority objective.

Castillo de Canena (Born Global)

In 2003, the descendants of the Vañó family decided to incorporate the firm, with Francisco and Rosa in charge of producing and marketing EVOO in Spain and abroad. Both had a high level of education, knowledge of foreign languages, experience of having held a marketing management position and of having worked in different national and international financial institutions. From the outset, Rosa carried out market research, travelled and made contacts, studied competitors and discovered that selling premium EVOO was not common and that there was an opportunity in the international market, as well as a marked lack of knowledge about the oil that had to be remedied. In 2004, with the help of a provincial public institution, they attended the Alimentaria international trade fair and secured their first international clients (Denmark and France). During this period they subscribed to the PIPE Plan (Plan de Iniciación a la Promoción Exterior - Plan for the initiation of external promotion) organised by ICEX. In addition, they created new contacts using their own means and resources. From the outset, they have relied on chefs to convey the value of premium oil to private consumers; indeed, in the words of Francisco, “they have been the ones who have decommoditised the product.” They have received certificates, awards and international recognition.² All of this required significant financial and human resources,

as they needed well-trained teams with a clear culture established by the firm. Importers and/or distributors played a notable role. The firm has participated in research, innovation and development projects, with both technology centres and universities, which has allowed it to implement innovative techniques related to the environment, sustainability and bio-dynamism. Moreover, its employees have technical and technological management skills.

Galgón99 (non-Born Global)

Founded in 2005, the firm produces, bottles and sells EVOO from several olive farms acquired in 1999 by the Gálvez González family. Being committed to producing high quality, innovative and environmentally sustainable oil, they created two brands, a premium one, “Oro Bailén,” and a second one for an olive oil that is better value-for-money with a later production date, “Casa del agua”. The founder had no international experience, but holds a degree in Business Science and has a background in olive oil production and processing. He also wanted his firm to be international due to competition in the domestic market, which was one of the reasons he decided to produce premium oil. In 2009, the firm hired its sales and exports manager, holder of a Bachelor’s Degree in Business Administration and Management, as well as a Master’s Degree, and knowledgeable in foreign languages. Moreover, she had already had the experience of participating in the internationalisation process of another firm in the industry. During its first year, the firm carried out a project promoted by ICEX (PIPE) and between 2010-2011 it attended an international fair in Barcelona followed by fairs of greater international renown (in Paris and Germany), which facilitated the creation of a network of distributors all over the world. Furthermore, the firm has also been awarded the certifications, awards and international recognition³ needed to operate in the international market. Japan, the United States and the United Kingdom were among the first countries to which it exported. Its key venture

¹ www.airesdejaen.com.

² www.castillodecanena.com.

³ www.orobailen.com.

has been to market premium oil to both the national and international markets, adapting the packaging, labels and designs to the needs and tastes of international customers. In this firm, all the staff is trained to transmit the olive culture and love for the olive grove to customers.

El Trujal de la Loma (non-Born Global)

In 2002, the firm was created. It was in 2010 when the firm decided to gradually shift from a traditional to an organic cultivation process, using innovative techniques in both cultivation and production. Thus, the first commercial brand, Cortijo Spiritu Santo, was born. Its founder, Juan Molina, wanted the firm to go international given local customers' limited knowledge about organic oil, and once they began to export, he discovered that the international market posed greater difficulties. At that time, therefore, the firm did not carry out any actions aimed at internationalisation, such as market studies, adapting the product to the needs of the foreign customer, etc. In 2008, the current head of the national and international sales department joined the firm; prior to that point, the firm had only shipped occasional exports. In 2012, the first continuous exports to the United States, Canada and The Netherlands began through contacts with importers and national distributors who did business in these markets. Subsequently, the firm relied on EXTENDA and ICEX to attend international fairs. Neither the founder nor the foreign trade manager had experience of participating in prior internationalisation processes. The founder is knowledgeable about the crop as he is an agricultural engineer, while the internationalisation manager holds a Degree in Tourism and speaks some foreign languages. Most employees are hired on a temporary basis. Consequently, there are difficulties in fostering learning and developing an organisational culture. To date, there are still no measures in place to advance and consolidate the firm's position in the international market and the product has not yet been adapted to it, which means that it is very difficult to maintain relations with international customers over time. In spite of this, the fact that this firm produces or-

ganic oil has earned it international awards and recognition, as well as highly valued certifications.⁴ The firm's strong focus on differentiation is enabling it to attract foreign customers.

4.2. QCA analysis

4.2.1. Necessary conditions

The first stage of the fs/QCA indicates whether some of the proposed conditions are necessary for firms in the olive industry to internationalise at an accelerated rate; these firms being Born Globals. For this to be the case, a condition must have a consistency (indicating the degree to which the cases theoretically and empirically support the row of conditions) greater than 0.9 (Schneider and Wagemann, 2010).

The results of the analysis of the necessary conditions are shown in Table 4. The condition "actors" is excluded as it does not turn out to be representative for achieving the outcome. Accordingly, we can say that the rest of the conditions (resources and capabilities, IMOS, INOS, IEOS, HC, RC and TC) are necessary for these firms to be Born Globals, as they present a level of consistency above the threshold of 0.9.

4.2.2. Sufficient conditions

In this stage, we examine whether any combination of conditions (resources and capabilities, $IMOS*INOS*IEOS*HC*RC*TC$) is sufficient for firms in the olive industry to be Born Globals. To this end, we produce the Truth table (Table 5), which includes all possible combinations of causal conditions. The number of cases that fit to each combination of presence (1) and absence (0) is determined, such that each row corresponds to a combination of conditions. Table 5 indicates the consistency, which is the degree to which the cases empirically support the proposed conditions. Low values may indicate that the research model or the cases under study are not a suitable fit.

The findings indicate that of the 266 possible combinations, only 1 guarantees sound results due to its high degree of consistency. Thus, said

⁴ www.cortijoesspiritusanto.com.

Table 4 - Analysis of necessary conditions.

Combination of necessary conditions	Born Globals		Non-Born Globals	
	Coverage	Consistency	Coverage	Consistency
Resources*capabilities	0.5	1	0.5	0
IMOS*INOS*IEOS	0.67	1	0.33	0.5
HC*RC*TC	1	1	0	0
~Resources*~capabilities	0	0	0	0
~IMOS*~INOS*~IEOS	0	0	1	1
~HC*~RC*~TC	0	0	1	1

Note: ~IMOS: absence of IMOS; ~INOS: absence of INOS; ~IEOS: absence of IEOS; ~HC: absence of HC; ~RC: absence of RC; ~TC: absence of TC.

Source: By the authors.

Table 5 - Truth table.

Resources and capabilities	IMOS	INOS	IEOS	HC	RC	TC	Cases	Consistency
1	1	1	1	1	1	1	2	1
1	0	0	0	0	0	0	1	0
1	0	0	1	0	0	0	1	0
N.266								

Source: By the authors.

configuration that enables these firms to be Born Globals is as follows:

Born Global: Resources and capabilities
*IMOS*INOS*IEOS*HC*RC*TC.

The above combination must be achieved within the first three years of a firm’s incorporation if it wishes to be a Born Global. Moreover, it should be emphasised that firms in the olive industry develop dynamic capabilities to become Born Globals.

Therefore, these firms will not be Born Globals if they do not combine resources and capabilities*IMOS*INOS*INOS*IEOS*HC*RC*TC, meaning that there are no alternative configurations to the proposed model that have a high degree of consistency in enabling firms in the olive industry to be Born Globals.

Therefore, the propositions are supported, since each condition is individually necessary for these firms to be Born Globals. The one exception is proposition 1, which is only partially supported, as resources and capabilities are necessary for firms in the olive industry to rapidly internationalise, but economic, social and institutional actors are not.

As we can see, this model allows us to estab-

lish the causal relationships for developing dynamic capabilities, which influence the rapid internationalisation of olive oil firms. To that end, the resources and capabilities of internationalised olive oil producing firms, three internationalisation strategies referred to as IMOS, INOS and IEOS, and the intellectual capital HC, RC and TC have been taken as a reference.

5. Discussion

The findings show that olive oil (premium EVOO) producing firms must develop dynamic capabilities in order to go international. To do so, they must combine resources, capabilities, international market orientation strategies (objective and experiential knowledge of the founder), international network orientation strategies (having a network of customers, distributors, importers, etc.), international entrepreneurship strategies (characteristics of the founder and/or head of internationalisation) together with human capital (skills, capabilities and aptitudes of staff), relational capital (using previous relationships and maintaining them)

and technological capital (technical and technological management skills and entrepreneurial culture). If the firm intends to rapidly internationalise as a Born Global, it must achieve the above combination within the first three years of its incorporation.

There are studies confirming the relationship between the strategic orientations types, such as the one carried out by Jansson *et al.* (2017), who explore the role of market orientation and entrepreneurship orientation in relation to commitment and sustainability in the context of SMEs, finding a positive relationship in both cases. Other studies connect strategic orientations and dynamic capabilities, such as the one carried by Mu *et al.* (2017), who analyse strategic orientation and carry out a study based on the dynamic capabilities of firms. They examine the effect of a firm's ability to connect with external network partners and parts of the firm (network capability). Their findings point to a positive interaction between the capacity and ability to build networks and strategic orientation (market and entrepreneurship).

Zahoor and Lew (2022) analyse the influence of strategic orientations and dynamic capability on the international performance of SMEs. They suggest that the interplay between entrepreneurial orientation and alliance orientation facilitates dynamic capabilities and, in turn, the sustainable international performance of SMEs. Dias *et al.* (2021) investigate how small farms improve their environmental and financial performance through the relationship between dynamic capabilities, entrepreneurial orientation and commitment to environmental sustainability, reporting a positive result. Additionally, Kidwell *et al.* (2020) investigate the relationship between human capital and internationalisation strategies. Cano-Rubio *et al.* (2021) study the internationalisation strategies of family-owned olive oil mills, which are centred on social capital and the context of the family business. For this purpose, they carried out a qualitative study based on interviews. Their research does not include the conditioning factors for these firms to go international; that is, it does not include the strategies they must deploy to internationalise or to be Born Globals.

In this way, although there are studies that explore the positive relationship between strategic orientations and dynamic capabilities, we have not found any research so far that studies the relationship between resources, capabilities and economic, social and institutional actors, internationally oriented strategies (IMOS, INOS and IEOS) and intellectual capital (HC, RC and TC), and there are no similar studies focused on the olive industry. Therefore, in this paper we have added some the necessary conditions for companies in the olive sector to become international in the shortest possible time after their creation.

Economic, social and institutional actors did not turn out to be representative in the analysis, which implies that a firm can internationalise without the involvement of the actors present in a given territory. However, after carrying out this study, we were able to verify that the firms analysed call for greater collaboration with the different actors involved in order to reduce barriers to internationalisation and to facilitate logistical and administrative access to the foreign market. These actors form part of the environment where production takes place and can encourage firms in this territory to embark on internationalisation processes; for example, by providing more information on the foreign market and carrying out international promotion initiatives, including publicising the benefits of a firm's product.

This study paints a picture of innovative and entrepreneurial firms, such as the ones in the EVOO industry that have been internationally successful. It also responds to calls from some researchers to use multiple theoretical frameworks and fs/QCA in studies of early internationalisation (Ciravegna *et al.*, 2018). Schneider and Rohlfing (2013) offer the first comprehensive set of principles for combining QCA and case studies, with a special focus on case selection, as there are few guidelines on how to combine qualitative case studies and QCA. Ho *et al.* (2016) examine the complementarity of four strategic orientations (market, firm, networks and technology) using fs/QCA. Also through the use of fs/QCA, Berné-Martínez *et al.* (2021) study whether internal (human

capital) and external (cooperation and funding) conditions are necessary and/or sufficient for technological innovation to occur.

In short, we make several contributions with this study: first, we analyse a theoretical framework for internationalised firms in the olive oil industry. Second, we analyse how firms in this industry have internationalised and we add the conditions that are necessary for them to be international as quickly as possible after their incorporation, thus being Born Globals. Third, we combine a case study with QCA. This complements and adds new knowledge to the existing literature. Finally, we formulate a set of recommendations for business owners/managers that can help them in the internationalisation of firms in the olive industry, as well as for public institutions.

5.1. *Implications for practice*

Our results are relevant for founders and managers because they shed light on how firms in the olive industry can go international in the shortest possible time. They are also useful for public institutions. Based on these results, we present the following set of recommendations:

- For founders and managers: they should have an entrepreneurial spirit, carry out international market research, have an internationalisation manager who has international experience, create a network of international contacts (clients, chefs, etc.), offer innovative products (premium EVOO), etc.

- For public institutions: they should promote the image and quality of premium EVOO around the world, promote the olive culture abroad, categorise EVOO products according to the harvesting season, facilitate access to foreign markets, etc.

6. Conclusions

Firms in the olive industry can be Born Globals if they develop dynamic capabilities within three years of their incorporation. To do so, they must use the resources (raw materials, infrastructure, tradition, culture, knowledge, etc.) and capabilities based on the talent and skills of the people who live in the territory, and deploy

strategies focused on: having objective knowledge of the international market, and the founder and/or head of internationalisation having experience of participating in previous internationalisation processes (IMOS); establishing a network with clients, distributors, importers, chefs, etc. (INOS); and the founder or manager wishing to internationalise from the outset and offer innovative products (IEOS). The resulting dynamic capabilities, which enable them to be Born Globals, can be measured through human (HC), relational (RC) and technological capital (TC). Thus, employees must have values, aptitudes and attitudes favourable to initiating internationalisation processes, an organisational culture and learning enabling the flexibility to cope with production changes (HC); be able to maintain the network of relationships over time and to expand it (RC); and have an innovative culture and attain technological capabilities and skills (TC).

Lastly, firms that do not combine the above conditions within the first three years of their incorporation are unlikely to be able to internationalise at an accelerated pace, so the process will be gradual, characterised by greater unfamiliarity and uncertainty in the international market as they do not have the necessary dynamic capabilities measured in HC, RC or TC.

This research has certain limitations. For example, the study takes a qualitative perspective. Accordingly, future studies should incorporate a quantitative perspective by applying the fs/QCA method and by increasing the number of internationalised firms studied. On the other hand, the geographical scope could be extended, so we suggest including premium EVOO producing firms from other countries in future research.

Acknowledgements

The authors would like to thank the companies for their participation Aires de Jaén, Castillo de Canena, Galgón99 and El trujal de la Loma, as well as Manuel Parras Rosa, Professor of Business Organisation, Marketing and Sociology, for his reviews and recommendations.

References

- Amit R., Schoemaker P.J., 1993. Strategic assets and organizational rent. *Strategic Management Journal*, 14(1): 33-46.
- Basurto X., Speer J., 2012. Structuring the calibration of qualitative data a sets for Qualitative Comparative Analysis (QCA). *Field Methods*, 24(2): 155-174. <https://doi.org/10.1177/1525822X11433998>.
- Bendak S., Shikhli A.M., Abdel-Razek R.H., 2020. How changing organizational culture can enhance innovation: Development of the innovative culture enhancement framework. *Cogent Business & Management*, 7(1): 1712125. <https://doi.org/10.1080/23311975.2020.1712125>.
- Berné-Martínez J., Arnal-Pastor M., Llopis-Amorós M., 2021. Reacting to the paradigm shift: QCA study of the factors shaping innovation in publishing, information services, advertising and market research activities in the European Union. *Technological Forecasting and Social Change*, 162: 120340. <https://doi.org/10.1016/j.techfore.2020.120340>.
- Bhattacharya S., Agnihotri A., Yannopoulou N., Sakka G., 2021. Technological knowledge and internationalization: evidence from India. *International Marketing Review*, 39(3): 509-528. <https://doi.org/10.1108/IMR-02-2021-0082>.
- Brenes E., Ciravegna L., Acuña J., 2020. Differentiation strategies in agribusiness-A configurational approach. *Journal of Business Research*, 119: 522-539. <https://doi.org/10.1016/j.jbusres.2020.07.048>.
- Bueno E., Salmador M.P., Merino C., 2008. Génesis, concepto y desarrollo del capital intelectual en la economía del conocimiento: Una reflexión sobre el modelo intellectus y sus aplicaciones. *Estudios Economía Aplicada*, 26: 43-63.
- Cano-Rubio M., Lombardi R., Fuentes-Lombardo G., Núñez-Cacho P., 2021. Familiness, business strategy and stakeholder engagement: The internationalisation of Spanish olive oil mills. *Business Strategy and the Environment*, 30(8): 4258-4280. <https://doi.org/10.1002/bse.2868>.
- Ciravegna L., Kuivalainen O., Kundu S.K., Lopez L.E., 2018. The antecedents of early internationalization: a configurational perspective. *International Business Review*, 27(6): 1200-1212. <https://doi.org/10.1016/j.ibusrev.2018.05.002>.
- Contractor F.J., Hsu C.C., Kundu S.K., 2005. Explaining export performance: A comparative study of international new ventures in Indian and Taiwanese software industry. *Management International Review*, 45(3): 83-110.
- Crick D., 2009. The internationalization of born global and international new venture SMEs. *International Marketing Review*, 26(4/5): 453-476. <https://doi.org/10.1108/02651330910971986>.
- Crilly D., 2011. Predicting stakeholder orientation in the multinational enterprise: A mid-range theory. *Journal of International Business Studies*, 42: 694-717. <https://doi.org/10.1057/jibs.2010.57>.
- Curado C., Muñoz-Pascual L., Galende J., 2018. Antecedentes to innovation performance in SMEs: a mixed methods approach. *Journal of Business Research*, 89: 206-215. <https://doi.org/10.1016/j.jbusres.2017.12.056>.
- Daengs A.G.S., Soemantri A.I., 2020. Entrepreneurship orientation strategy, market orientation and its effect on business performance in MSMEs. *Ekspektra: Jurnal Bisnis dan Manajemen*, 4(1): 1-10. <https://doi.org/10.25139/ekt.v4i1.2163>.
- Dias C., Gouveia Rodrigues R., Ferreira J.J., 2021. Small agricultural businesses' performance—What is the role of dynamic capabilities, entrepreneurial orientation, and environmental sustainability commitment?. *Business Strategy and the Environment*, 30(4): 1898-1912. <https://doi.org/10.1002/bse.2723>.
- Eisenhardt K., Martin J., 2000. Dynamic capabilities: what are they? *Strategic Management Journal*, 21(10-11): 1105-1121.
- Etamad H., 2019. Revisiting interactions of entrepreneurial, marketing and other orientations with internationalization strategies. *Journal of International Entrepreneurship*, 17: 1-18. <https://doi.org/10.1007/s10843-019-00243-6>.
- Fainshmidt S., Witt M.A., Aguilera R.V., Verbeke A., 2020. The contributions of qualitative comparative analysis (QCA) to international business research. *Journal of International Business Studies*, 51: 455-466. <https://doi.org/10.1057/s41267-020-00313-1>.
- Gulati R., Sytch M., Tatarynowicz A., 2012. The rise and fall of small worlds: Exploring the dynamics of social structure. *Organizational Science*, 23: 299-596. <https://doi.org/10.1287/orsc.1100.0592>.
- Ho J., Plewa C., Lu V.N., 2016. Examining strategic orientation complementarity using multiple regression analysis and fuzzy set QCA. *Journal of Business Research*, 69(6): 2199-2205. <https://doi.org/10.1016/j.jbusres.2015.12.030>.
- International Olive Council, 2022. *World Trade in Olive Oil* (www.internationaloliveoil.org).
- Ivanova M., Torkkeli L., 2013. Managerial sensemaking of interaction within business relationships: A cultural perspective. *European Management Journal*, 31(6): 717-727. <https://doi.org/10.1016/j.emj.2013.07.007>.
- Jansson J., Nilsson J., Modig F., Hed Vall G., 2017. Commitment to sustainability in small and medi-

- um-sized enterprises: The influence of strategic orientations and management values. *Business Strategy and the Environment*, 26(1): 69-83. <https://doi.org/10.1002/bse.1901>.
- Jiang G., Kotabe M., Zhang F., Hao A.W., Paul J., Lu Wang C., 2020. The determinants and performance of early internationalizing firms: A literature review and research agenda. *International Business Review*, 29(4): 101662. <https://doi.org/10.1016/j.ibusrev.2019.101662>.
- Johanson J., Mattsson L., 1988. Internationalization in industrial systems — a network approach. In: Buckley P.J., Ghauri P.N. (eds.), *The internationalization of the firm: a reader*. London: Academic Press, pp. 303-321.
- Johanson J., Vahlne J.E., 1977. The internationalization process of the firm model of knowledge development and increasing foreign market commitments. *Journal International Business Studies*, 8: 23-32.
- Kidwell R.E., Fuentes-Lombardo G., Sanchez-Famoso V., Cano-Rubio M., Kloepfer K.E., 2020. Human capital in the internationalization of family firms. *Thunderbird International Business Review*, 62(4): 353-369. <https://doi.org/10.1002/tie.22107>.
- Knight G., Liesch P., 2016. Internationalization: from incremental to born global. *Journal of World Business*, 51(1): 93-102. <https://doi.org/10.1016/j.jwb.2015.08.11>.
- Knight G., Madsen T.K., Servais P., 2004. An inquiry into born-global firms in Europe and the USA. *International Marketing Review*, 21(6): 645-665. <https://doi.org/10.1108/02651330440568060>.
- Kraus S., Ribeiro-Soriano D., Schüssler M., 2018. Fuzzy-set qualitative comparative analysis (fsQCA) in entrepreneurship and innovation research – the rise of a method. *International Entrepreneurship and Management Journal*, 14: 15-33. <https://doi.org/10.1007/s11365-017-0461-8>.
- Kreiser P.M., Marino L.D., Weaver K.M., 2002. Assessing the psychometric properties of the entrepreneurial orientation scale: A multi-country analysis. *Entrepreneurship Theory and Practice*, 26(4): 71-93. <https://doi.org/10.1177/104225870202600405>.
- Lam W.F., Ostrom E., 2010. Analyzing the dynamic complexity of development interventions: lessons from an irrigation experiment in Nepal. *Policy Sciences*, 43: 1-25. <https://doi.org/10.1007/s11077-009-9082-6>.
- Ledesma-Chaves P., Arenas-Gaitán J., García-Cruz R., 2020. International expansion: mediation of dynamic capabilities. *Marketing Intelligence and Planning*, 38(5): 637-652. <https://doi.org/10.1108/MIP-05-2019-0269>.
- Medina I., Castillo-Ortiz P.J., Álamos-Concha P., Rioux B., 2017. *Análisis Cualitativo Comparado (QCA)*. Madrid: Centro de Investigaciones Sociológicas (Cuadernos Metodológicos, 56).
- Menguc B., Auh S., 2006. Creating a firm-level dynamic capability through capitalizing on market orientation and innovativeness. *Journal Academic Marketing Science*, 34: 63-73. <https://doi.org/10.1177/0092070305281090>.
- Meyer C., Chen C., Matzdorf B., 2018. Qualitative comparative institutional analysis of environmental governance: implications from research of payments for ecosystem services. *Ecosystem Services*, 34, part. B: 169-180. <https://doi.org/10.1016/j.ecoser.2018.07.008>.
- Mokrani A., Sai M.B., Dhehibi B., 2011. Compétitivité des exportations tunisiennes d'huile d'olive face à la nouvelle concurrence sur le marché mondial: analyses par l'approche shift-share. *New Medit*, 10(4): 13-18.
- Mu J., Thomas E., Peng G., Di Benedetto A., 2017. Strategic orientation and new product development performance: The role of networking capability and networking ability. *Industrial Marketing Management*, 64: 187-201. <https://doi.org/10.1016/j.indmarman.2016.09.007>.
- Penrose E.T., 1959. *The Theory of the Growth of the Firm*. Oxford: Oxford University Press.
- Ragin C.C., 2000. *Fuzzy-set social science*. Chicago: University of Chicago Press.
- Ratten V., Ramadani V., Dana L.P., Ferreira J., 2017. Family entrepreneurship and internationalization strategies. *Review of International Business and Strategies*, 27(2): 150-160. <https://doi.org/10.1108/RIBS-01-2017-0007>.
- Rohlfing I., 2012. *Case studies and causal inference. An integrative framework*. Basingstoke: Palgrave Macmillan.
- Rosati G., Chazarreta A., 2017. El Qualitative Comparative Analysis (QCA) como herramienta analítica. Dos aplicaciones para el análisis de entrevistas. *Relmecs*, 7(1): 1-19.
- Sanyal S., Hisam M.W., Baawain A.M.S., 2020. Entrepreneurial orientation, network competence and human capital: The internationalization of SMEs in Oman. *The Journal of Asian Finance, Economics and Business*, 7(8): 473-483. <https://doi.org/10.13106/jafeb.2020.vol7.no8.473>.
- Schneider C., Rohlfing I., 2013. Combining QCA and process tracing in set-theoretic multi-method research. *Sociological Methods and Research*, 42(4): 559-597. <https://doi.org/10.1177/0049124113481341>.
- Schneider C., Wagemann C., 2010. Standards of good practice in Qualitative Comparative Analysis

- (QCA) and Fuzzy-Sets. *Comparative Sociology*, 9(3): 397-418. <https://doi.org/10.1163/156913210X12493538729793>.
- Silva G.M., Gomes P.J., Carvalho H., Gerales V., 2021. Sustainable development in small and medium enterprises: The role of entrepreneurial orientation in supply chain management. *Business Strategy and the Environment*, 30(8): 3804-3820. <https://doi.org/10.1002/bse.2841>.
- Soto-Setzke D., Kavili M.C., Böhm M., 2020. *On the use of qualitative comparative analysis in information systems research - A critical review*. Paper presented at the 28th European Conference on Information Systems (ECIS2020), Marrakesh, Morocco. It goes with the territory: Communal leverage as a marketing resource. *Journal of Business Research*, 69(12): 5636-5643. <https://doi.org/10.1016/j.jbusres.2016.03.071>.
- Teecce D.J., Pisano G., Shuen A., 1997. Dynamic capabilities and strategic management. *Strategic Management Journal*, 18(7): 509-533. [https://doi.org/10.1002/\(SICI\)1097-0266\(199708\)18:7<509::AID-SMJ882>3.0.CO;2-Z](https://doi.org/10.1002/(SICI)1097-0266(199708)18:7<509::AID-SMJ882>3.0.CO;2-Z).
- Thiem A., 2014. Membership function sensitivity of descriptive statistics in fuzzy-set relations. *International Journal of Social Research Methodology*, 17(6): 625-642. <https://doi.org/10.1080/13645579.2013.806118>.
- Yan A., Gray B., 1994. Bargaining power, management control, & performance in United States-China joint ventures: A comparative case study. *Academy Management Journal*, 37(6): 1478-1517.
- Zahoor N., Lew Y.K., 2022. Sustaining superior international performance: strategic orientations and dynamic capability of environmentally concerned small and medium-sized enterprises. *Business Strategy and the Environment*, 31(3): 1002-1017. <https://doi.org/10.1002/bse.2931>.
- Zakery A., Saremi M.S., 2020. Knowledge and intellectual capital in internationalizing SMEs, case study in technology-based health companies. *Journal of Intellectual Capital*, 22(2): 219-242. <https://doi.org/10.1108/JIC-02-2020-0048>.

Appendix 1 - Fact Sheet

<i>Research objective</i>	To verify the necessary and/or sufficient conditions that lead firms in the olive industry to develop dynamic and competitive capabilities.
<i>Methodology</i>	Holistic comparative study of four cases of firms.
<i>Unit of analysis</i>	Internationalised firms in the olive oil industry offering premium EVOO.
<i>Geographical scope</i>	Southern Spain (Jaén).
<i>Sample type</i>	Theoretical and logical (capacity for analytical generalisation of the analysed phenomenon).
<i>Case studies</i>	Four olive oil firms in Jaén: - <i>Aires de Jaén and Castillo de Canena</i> (Born Globals). - <i>Galgón99 and El Trujal de la Loma</i> (non-Born Globals).
<i>Data collection</i>	- Document review (e.g. cultural, technological, etc.). - Conducting interviews: personal, open-ended, semi-structured, face-to-face and recorded. - Direct observation.
<i>Data sources</i>	- Internal: documents (memos, reports and internal studies), files (web pages, presentations), in-depth interviews, questionnaires, real-world physical context. - External: specialised publications, databases (ICEX-Spanish Institute for Foreign Trade, EXTENDA, Chambers of Commerce), press publications.
<i>Interviewees</i>	Founders/managers/those responsible for internationalisation.
<i>Fieldwork</i>	Interviews were conducted with the following people in 2021. - <i>Aires de Jaén</i> : 19 th March 2021, with the person in charge of exports. - <i>Castillo de Canena</i> : 13 th April 2021, with the manager. - <i>Galgón99</i> : 26 th March 2021, with the head of sales and exports. - <i>El Trujal de la Loma</i> : 23 rd March 2021, with the founder and manager and with the sales and exports manager.
<i>Methods of analysis</i>	Individual and Comparative Case Analysis. Comparative Qualitative Analysis (fs/QCA).

Source: Compiled by the authors.