

The Impact of Dynamic Capabilities and Entrepreneurial Orientation on Export Performance

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Abstract

This study aims to provide a comprehensive understanding of the internal capabilities that drive superior export outcomes in international markets. We focus on two interrelated constructs that have gained increasing attention in the international business and strategic management literature: dynamic capabilities and entrepreneurial orientation. Specifically, we develop a framework to investigate the role of dynamic capabilities on entrepreneurial orientation and the role of entrepreneurial orientation on export performance. We distinguish between financial, strategic and achievement export performance to capture both the short-term economic outcomes and the long-term positioning of firms in international markets. The study draws on data collected by a structured online questionnaire administered to a sample of Portuguese manufacturing firms actively engaged in export activities. The survey instrument was designed to capture key constructs such as dynamic capabilities, entrepreneurial orientation, and export performance, using validated multi-item scales drawn from the existing literature. The results demonstrate that dynamic capabilities have a significant positive effect on entrepreneurial orientation, indicating that firms with greater ability to sense and seize opportunities and reconfigure internal resources are more likely to adopt innovative, proactive, and risk-taking behaviors. In turn, entrepreneurial orientation was found to have a significant positive impact on export performance, encompassing both financial, strategic and achievement dimensions. Collectively, these findings highlight the strategic importance of investing in dynamic capabilities development as a precursor to fostering an entrepreneurial culture within the firm. They also emphasize that entrepreneurial orientation serves as a critical conduct through which firms can translate internal strengths into superior export performance.

Keywords: dynamic capabilities, entrepreneurial orientation, export performance

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