

MIRRORING BACK: HOW MIDDLE-SIZED MULTINATIONAL ENTERPRISES INNOVATE BY INTERNATIONALIZATION

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Abstract

We studied how the internationalization strategies of Middle Size Multinational enterprises (MMNEs) in culturally distant markets can affect their marketing innovation process. The hypothesis is that the internationalization strategy of MMNEs could push a circular innovation process, called “mirroring back” fostering to marketing innovation. Two stages qualitative study has been done. In the first stage, we included ten companies investigating two specific factors: “mirroring effects” and “acquainted markets”. In the second stage three case studies, out of ten, have been used to analyze the internationalization process of MMNEs, showing the “mirroring back” effect. Research results illustrates how and why MMNEs internationalization strategies differ from the more established strategies of multinational and global companies. Entering culturally distant and large markets affect the MMNEs innovation pace. The results show how MMNEs, through mirroring back strategies, are more prone to innovate the home market business model by internationalization. Getting international in cultural distant markets can help MMNEs to innovate their marketing strategies, been forced to think differently.