COMPRESSING BORDERS:

A COMPARATIVE STUDY OF TRADITIONAL AND BORN-DIGITAL EMNES' INTERNATIONALIZATION

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INTRODUCTION

The research explores how EMNEs expand internationally in the digital era, as part of the International Business Capstone. It compares traditional and born-digital EMNEs through two case studies:

- Company A (Lebanon, Wine)
- Company B (Greece, Fintech)

The study explores the applicability of the Uppsala model and business model adaptations.

OBJECTIVE

To explore:

- How born-digital and traditional EMNEs navigate internationalization
- Whether born-digital EMNEs bypass or compress the stages of the Uppsala Model
- How these firms adapt their business models for international growth

METHODOLOGY

- Comparative case study
- Semi-structured interviews with two managers
- Thematic content analysis to extract patterns and insights





FINDINGS

- Company A:

Gradual expansion starting with the UK market. Relied on physical product experience and market relationships.

- Company B:

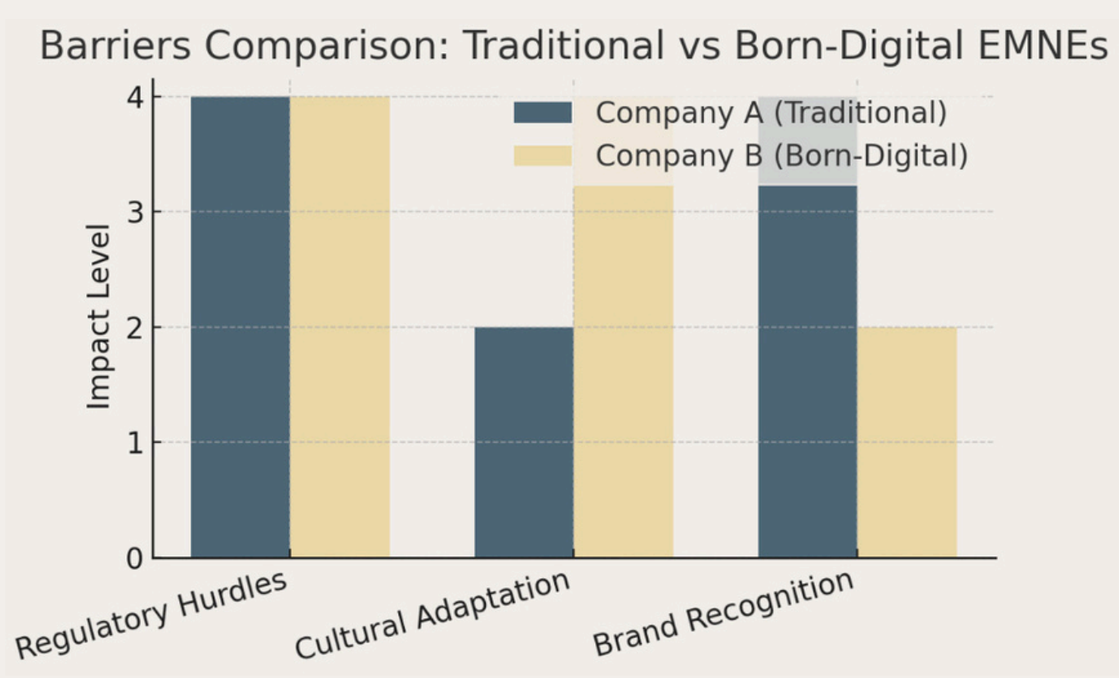
Rapid expansion using digital tools and networks. Entered the German market within 6 months.

IMPLICATIONS

- Traditional EMNEs follow a gradual Uppsala path.
- Born-Digital EMNEs compress stages but still face learning curves.
- Both adjust their business models

CONCLUSION

- Born-digital EMNEs scale faster by leveraging digital tools and AI but still face regulatory and cultural barriers.
- Traditional EMNEs expand more cautiously, relying on experiential knowledge and structural changes
- Born-digital and traditional firms adapt differently, focusing on platform tweaks versus broader structural changes
- Digital firms need a blended Uppsala approach, as tech moves fast but foreign market learning stays gradual



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