

10 - Building Strategic Capabilities in Brazilian Firms

Published online by Cambridge University Press: **09 October 2020**

By Maria Tereza Leme Fleury, Cyntia Vilasboas Calixto, Cláudia Sofia Frias Pinto and Afonso Fleury

Edited by Alvaro Cuervo-Cazurra, William Newburry and Seung Ho Park



Chapter Accessibility

[Get access](#)

Summary

In this chapter, we highlight the strategic capabilities that have enabled six Brazilian companies to achieve competitive advantage. We selected firms from different industries and stages of internationalization in order to show a broad perspective of local and international successful firms. WEG and Fanen developed technological capabilities associated to both world-class manufacturing and product innovation, whereas Stefanini and Integration have consolidated knowledge about servicing emerging markets. Grendene's production and operations are its key capabilities for international operations through exports, while innovative design and processes support their strategy in the local markets. The key capabilities of Dr.Consulta are entrepreneurship and innovation. In sum, due to highly turbulent institutional and economic environment, Brazilian firms have had to develop some specific capabilities, especially those related to financial management and organizational flexibility.