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*How does knowledge affect the  
internationalization process of a company  
in a new market?*

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## **Abstract**

**Title:** How does knowledge affect the internationalization process of a company in a new market?

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This dissertation analyzes the influence of knowledge in the internationalization process of a company, focusing on the range of existing knowledge and its impact on the different stages of internationalization. The study includes three interviews to a top manager working for COBA since 1993.

Knowledge can derive either from education or experience. Findings show that a proper usage of the different types of knowledge is fundamental to reach success during internationalization, with special concerns regarding the company's lifetime when starting internationalization, and the industry involved. Moreover, the implementation phase of the internationalization process is the one where the influence of knowledge is more felt. The clash with reality can highlight existent flaws of previous decisions made; being crucial the impact of knowledge to enrich the turnaround capacity demanded for a company to re-adapt strategies. The retention of knowledge is considered crucial to preserve the major internal competences, specially leading to competitive advantages when facing external markets, with higher internal levels of uncertainty.

Regarding the relation of COBA with the topic addressed in this dissertation, the main conclusion demonstrates a lack of internal awareness about the impact of knowledge in the internationalization process, despite its occurrence.

The final goal is to reach findings appealing for future literature, as well as to create the awareness of organizations about this reality, leading to a better usage of the different types of knowledge during all the phases of internationalization.