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THE ROLE OF EXTERNAL CRISES IN INTERNATIONAL SMES BUSINESS MODELS: AN INSTITUTION-BASED VIEW

Susanne Durst, Lasse Torkkeli, Antti Ainamo

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INTRODUCTION

Institutions are among the most important determinants of how international entrepreneurship and internationalization of small and medium-sized enterprises (SMEs) unfold: To successfully exploit opportunities and to operate in international markets, firms need to consider the environment in which they operate, and it is the institutional environment in particular that can determine the international performance of SMEs (Sadeghi et al., 2019; Torkkeli & Fuerst, 2018). Moreover, the home country's institutional environment impacts capability development in internationally operating SMEs (Torkkeli et al., 2019), while the host country's institutions can both enable and constrain their internationalization process (Nuhu et al., 2021). Institutions, therefore, underlie both the home and host country operations of SMEs.

Research has also well established that the institutional environments impact business model change (Provance et al., 2011; Vaskelainen & Münzel, 2018). An “institutional environment defines, creates and limits entrepreneurial opportunities, and thus affects entrepreneurial activity rates” (Urbano and Alvarez, 2014, p. 704). The role of institutions is also important for internationally operating (internationalizing) SMEs because business models can determine not only their success in international markets (Asemokha et al., 2019) but also determine the earliness and speed with which they expand their international activities (Hennart, 2014; Hennart et al., 2021). Against the foregoing background, it is not surprising that researchers of international entrepreneurship have taken an interest in institutions as an important determinant of how the internationalization of SMEs is framed (Torkkeli et al., 2019; Yan et al.,

2020). However, to our knowledge, there has been a paucity of earlier research in the fields of international entrepreneurship when it comes to assessing business model change of internationally operating SMEs from an institutional perspective: Studies connecting the dots have been scarce. Therefore, our aim in this paper is to respond to this research gap by exploring how the institutional environment impacts international SMEs to change their business models at a time when the institutional environment is particularly pertinent. The COVID-19 pandemic has been a global external shock and a time of crisis that has exerted pressures and restrictions on international entrepreneurship worldwide (e.g., Zahra, 2020), and thus provides a fitting timely context in which to ground this study (Wenzel et al., 2020). The research question we seek to respond to is: Why and how does the institutional environment during a crisis impact business models in international entrepreneurship? We approach this question by taking an institution-based view of strategy (Peng, 2009) to propose a conceptual framework blending strategy responses in times of crisis (Wenzel et al., 2020) with business model change (Priono et al., 2020). This study contributes to the literature on international entrepreneurship and business model change by linking them conceptually with an institution-based view of times of crisis, doing so with a particular focus on internationally operating SMEs.

The study continues as follows. We begin by outlining the role of institutions in international entrepreneurship; for internationally operating SMEs in particular. We then move on to discuss the literature on times of crisis and business model change in this context, specifying theoretical linkages between these three streams of research literature and why it makes sense to link them with a framing of the current COVID-19 pandemic. The outcome of these efforts is a conceptual framework describing how institutional dimensions can impact business model change and change of internationally operating SMEs during a time of crisis. The paper concludes by outlining the theoretical contribution of this paper and with suggestions on how future research can apply the conceptual framework empirically.

INSTITUTIONS AND INTERNATIONALIZATION OF SMES

Institutional theories, which are the focal point of the present paper, focus on the impact of institutions on organizations, groups of individuals, and individuals (Peng et al., 2009; DiMaggio & Powell, 1983; Scott, 2013), or vice versa (Selznick, 1957), or both (Selznick, 1996; Djelic & Ainamo, 1999, 2005). These are contexts that consider local contexts of social cognition (e.g., national, cultural, and organizational contexts), histories within and across such contexts, path dependencies that thus may develop, as well as any small room for discretion that may or may not result (Djelic-Salles & Quack, 2003; Djelic & Ainamo, 1999). Classic texts define institutions as collectively providing regulative, normative, and imitative “pillars” or sets of more or less taken-for-granted myths, ceremonies, assumptions, or foundations that characterize social cognition and ways of organizing in the local economy and society (Scott, 2005; Meyer & Rowan, 1977; DiMaggio & Powell, 1983). The precise configurations of these pillars at the disposal of local contexts vary from one such context to another. Some of the pertinent institutions are more formal than they are informal, while others are more informal than formal (North, 1991). Informal institutions refer to constitutions, regulations, contracts, etc.; the latter is about myths, ceremonies, norms of appropriate thinking and behavior, attitudes, values, conventions, tradition, and legacy; in short, about culture. Local cultural “schemas” and “scripts” (Hargadon & Douglas, 2001) and, by extension, also business models (Zott & Amit, 2013; Djelic & Ainamo, 1999) build on all three of the above pillars.

In an institutionalist world view, the particular set of institutions taken for granted in any society defines, creates, and limits entrepreneurial opportunities, and thus affects entrepreneurial activity rates (Urbano & Alvarez, 2014: 704; Zott & Amit, 2013; Djelic & Ainamo, 1999). This clarifies that opportunities and possibilities for exploitation of entrepreneurial opportunities are driven by institutions (North, 1990; Hargadon & Douglas, 2001).

Institutions also influence the transaction costs that will have to be paid for using any more or less local market (Jackson & Deeg, 2008; North, 1990). They are associated with the risks and returns associated with entrepreneurial activities by firms, in general, and across countries, in particular. Going back to North's classification of informal and formal institutions, entrepreneurs can work with home-market institutions and those of international markets informally (such as

through normative control in the form of kin relations, ingroups and outgroups, and trust) or formally (such through law and regulations and their enforcement).

The array of opportunities and possibilities at the disposal of an SME as to how to make changes in its organizational strategy and resources may thus be influenced by local institutions and thus vary from one local context to another. In addition, institutional theories hold that times that are *not* normal -- that is, at times of crisis, for example -- sometimes call for, or at least allow for, radical innovation (Djelic & Ainamo, 1999; Ainamo, Dell'Era & Verganti, 2021), even if many of the dominant institutions in economy and society may still not be possible to ignore (Phillips et al., 2011; Hargadon & Douglas, 2001).

Our understanding of a crisis is based on the definition by Cater and Beal (2014) who define it as “a low-probability situation with significant consequences for the organization, a high degree of uncertainty, and a sense of decision-making urgency” (p. 65). A crisis, for us, can further be seen as positive and negative. Viewed positively, a crisis is an opportunity to increase an organization’s adaptability to generate new knowledge and competencies to sustain in the long run (Osiyevskyy et al., 2020). In the same vein, and following Doern et al. (2019), a crisis can provide the impetus for developing new opportunities and resource gains. Yet, a crisis can also mean the end of the company (Bullough & Renko, 2013). The pandemic has led to an increasing number of studies that have investigated the patterns and strategies of entrepreneurial activity in a crisis situation (e.g., Clauss et al., 2021; Durst & Henschel, 2021, Durst et al., 2021). Recent crisis research has stressed the importance of resilience (Bullough & Renko, 2013; Bullough et al., 2014; Branicki et al., 2018); innovation appears to be crucial for strengthening organizational resilience in crises (Caballero-Morales, 2021), thus, a circumstance that can bring about a change in the business model (Priyono et al., 2020). Moreover, it has been stressed the importance of firms being capable of mobilizing resources so that they can recognize and exploit new opportunities in an environment characterized by high volatility and uncertainty (Battisti & Deakins, 2017), an environment that characterizes international markets for SMEs (Bai et al., 2022; Hilmersson et al., 2015). Therefore, we assume that internationally operating firms will try to be agile and resilient in the face of a crisis and the changes it entails for the external environment by changing (pivoting) their business model. The firms may benefit from their alleged features, e.g., being more flexible and quicker when it comes to decision-making in times of changing environments (Morrish & Jones, 2020). On the other hand, the actual room for

manoeuvre is also strongly influenced by the external environment, so that it can be assumed that a successful (planned) change in the business model is also very strongly influenced by any changes in institutions (Thukral, 2021). Ahlström et al. (2020) have studied the applicability and viability of institutional theories in times of crisis such as the current COVID-19 pandemic. Institutional theories thus take it that times of normalcy are different from times of crisis as spaces for agency and change.

In sum, there appears general agreement in the international entrepreneurship domain that institutions and the institutional environment of entrepreneurial firms have an impact on their internationalization (Phillips et al., 2011; cf. e.g., Jones et al., 2011; Kiss et al., 2012; Szyliowicz & Galvin, 2010). Home country institutions impact the internationalization of firms (e.g., Marano et al., 2016). Host country institutions affect whether the strategies and governance of large international companies are the same or different from their home country (Yan et al., 2012; Phillips et al., 2011). What has been less studied on why and how institutions impact on internationalization of SMEs (see e.g., Torkkeli et al., 2019, for an exception). What has been even less studied is how institutions impact on business models of internationally operating SMEs at a time of crisis.

BUSINESS MODEL CHANGE AND INTERNATIONALIZATION OF SMES

Scholars may have long argued over the exact definition of what does or does not constitute a ‘business model’, or a part thereof. From the perspective of entrepreneurship, business models can be seen as narratives and devices that allow entrepreneurial firms to attract resources, explore markets (Doganova & Eyquem-Renault, 2009), and enter foreign markets more rapidly (Hennart, 2014).

Studies have found business models of SMEs as enabling forces for internationalization, for instance, Hennart (2014) argued that it is the business model of new small enterprises that enables their internationalization soon after they are founded. Recent research has highlighted the role of business model *change* in the international growth and expansion of SMEs. Abrahamsson (2016) argues that business model change constitutes a determinant of growth for

rapidly internationalizing enterprises, while Asemokha et al. (2020) examine internationally operating SMEs in general and find that changes in business models are related to both capability development and subsequently increase in international performance of SMEs. Rissanen et al. (2020) also point out that the domestic market environment can help SMEs to strengthen the part of their business models related to value proposition so that they are better able to cope with the risks that operating internationally entails.

Internationalizing enterprises are found to be characterized by the three elements of ‘focus,’ ‘locus’ and ‘modus’ in their business models (Onetti et al., 2012). In addition to business models drive and SMEs’ international business development in the above ways, SMEs (nascent as well as mature ones) are also otherwise embedded into legal, socio-economic, and socio-cultural institutional environments that influence their behavior (Oftedahl et al., 2017), contributing in many instances more to the stability of their business models rather than to their development or change (Amit & Zott, 2013; Djelic & Ainamo, 1999). Against this background, we expect that the institutional environment impacts business model change in international SMEs in three main ways, namely through regulation, local norms, and “mimesis” or imitation (cf. Scott, 2005).

To approach business model change at a time of crisis we consider Wenzel et al.’ (2020) strategic responses to crises as suitable. Based on a review of articles published in the journals of the Strategic Management Society (SMS) that addressed how firms respond to crises, Wenzel and his colleagues proposed four strategies for responding: “retrenchment”, “persevering”, “innovating”, and “exit”. Retrenchment involves cost-cutting measures which hold the danger of reducing the scope of a company’s business activities. This response seems to support a firm in surviving a crisis in the short run. Because of the path dependencies of the administrative heritage of the tradition and legacy of the country of origin, slack resources, as well as large investments sunk into their operations, we expect that many firms SMEs will focus on “retrenchment” as a strategy to defend their earlier market position in times of a crisis (Wenzel et al., 2020).

Persevering, on the other hand, is about the preservation of the status quo of a company’s business activities. This may be realized through debt financing and seems to be a suitable response to the crisis in the medium run. In the long run, however, it may threaten the company’s survival. Innovating means that the firm focuses on strategic renewal as its response to a crisis,

which may be the inevitable solution for a company to survive in the long run. Finally, exit stands for the discontinuation of a company's business activities; a response that is not limited to a crisis, but which could be chosen at any time. These dynamics then result in three types of business model change:

First, business models are based on adapting or resisting new regulations brought about by a time of crisis. The "rules of the game" in any economy and society are key ingredients of any economic performance (North, 1990; Djelic & Quack, 2003). It is not uncommon that rules of the game developed in one national context, crystallized according to the national "regulative pillar" (Scott, 2005) are exported from one national context to others (Fligstein, 1993; Djelic, 1998). In turn, SMEs in the host or recipient country context will quickly or slowly adapt to such importation, or persistently resist change, whether the importation happens during a "normal" period or a time of crisis.

Second, business models are based on persevering with local norms. As the second type of business models, we expect business models that are based on host country norms. In this set of business models, the local norms are the maintainer of stability or mechanism of change more so than local or global regulation or best practices from near or distant other localities; they are the driver of business model innovation or stability (Bidmon & Knab, 2018) as previous research has shown that firms' strategies and behavior depend often on the local culture and business practice (e.g., Henschel & Durst, 2016; Phillips et al. 2011; Djelic & Ainamo, 1999). Because of this embeddedness in local norms and culture, we expect that these firms will "persevere" in their host country environment as a response to an external crisis (Wenzel et al., 2020); i.e., these firms will attempt to "weather out the storm" (Levinthal, 1994).

Third, business models are based on "mimesis" or imitation and innovation of best practices. Practice also shows that a business model created in one locality for a particular reason is sometimes very difficult to transfer to another locality (Djelic & Ainamo, 1999). However, this does not mean that best practices could not "travel" from one context to another (Sahlin & Wedlin, 2008; Djelic & Ainamo, 2005), while at other times the business model dominant in a given context is hardly changed (Phillips et al., 2011). In such institutional environments, the opportunity for internationally operating SMEs to a crisis could be what Wenzel et al. (2020) call "innovation", which means that the company concerned engages in strategic renewal as it is considered the only solution to survive in the long-term. Indeed, Covid 19 has produced a

multitude of examples of how entrepreneurial SMEs have radically adapted (had to adapt) their business models to survive (Durst and Henschel, 2021).

Regardless of the strategy chosen in an internationally operating SME in a crisis, i.e., retrench, persevere, or innovate, not every SME will succeed with its choice, whether lack of success is because of formal institutions, informal institutions, both, or because of a lack of organizational resources or capabilities. The SME not successful will be forced to discontinue its international business operations, thus going for an “exit” (Wenzel et al., 2020).

PROPOSITION OF THE CONCEPTUAL FRAMEWORK

The preceding discussion has provided the relevant basis for proposing a framework that brings together the institution-based view of strategy with the changing business models of internationally operating SMEs. We argue that the presence of an external crisis, such as the Covid-19 pandemic, is an interesting and relevant moment to explain business model change in such firms. This pandemic has been a crisis that has required entrepreneurial SMEs to be resilient by responding strategically through retrenchment, perseverance, and/or innovation to avoid going out of business; hence an exit. More precisely, in addition to the internal environment, the external environment, i.e., formal and informal institutions (and lack thereof; see Webb et al., 2020) determine not only the resilience and scope for actions of firms in which they are embedded but also the available institutional support and mechanisms in that society available to the firms (Korber & McNaughton, 2018) which in turn impacts business model change. Thus, we argue that it is evident that a conceptual framework aiming to explain the impact that external crises can have on business model change in internationally operating SMEs would do well to account for the institutional environment when doing so.

Consequently, we next move on to dig deeper into the role of institutions and business model change in entrepreneurship and management of small businesses. As implied earlier, a crisis such as COVID-19 means discontinuity in how the institutional framework across different national economic, and societal contexts works. By bringing together all the above-mentioned and taking inspiration from Wenzel et al.’s (2020) four strategies for responding to crises, we

propose a conceptual framework consisting of four types of business models for responding to crises by internationally operating SMEs considering the institutional environment of the host country (see Figure 1).

<INSERT FIGURE 1 ABOUT HERE>

The four different business models, which we labeled as I, II, III, and IV, highlight the circumstances or situations the organization is exposed to in the institutional environment in times of an external crisis. Type I business models would thus be very innovative and mainly found in countries and regions characterized by strong formal and informal institutional dimensions as well as strong social norms (Díaz-García & Jiménez-Moreno, 2010). This means that institutional dimensions are present here that serve the continuous support of entrepreneurial activities as a whole and that emphasize a future-oriented and sustainable development of societies and their citizens. Business models of type IV, on the other hand, would be characterized by ill- or poorly functioning formal and informal institutions which fall even further in the event of a crisis, contributing to a strong focus on retrenchment. The international SMEs of Type IV are on their own and cannot rely on the support of institutions at home or abroad. In this case, the fate of the company lies in the hands of the management and its ability to make decisive and quick decisions to increase the company's ability to survive. Wrong decisions can be fatal in that they can mean the end of business activities abroad and, in the worst case, even the end of all operations. Wrong decisions are however high in these companies as they are led by decision-makers who are generally critical of innovations and are among the last to adopt new methods or technologies. The business models of Types II and III represent perseverance and exit, respectively. The Type II business model is closer to Type I in that it also has stable institutions, but in comparison to Type I companies, they tend to take a wait-and-see approach rather than react proactively to the new reality. Changes to the business models are made because there is no other way. Conversely, the Type III business model is closer to Type IV, the institutions are more unstable (non-existent or under-developed). Similarly, the firms' entrepreneurial skills are more developable, this applies to both national and international operations, which also increases the risk of wrong decisions and thus an exit. A danger that was and is particularly great in the case of transnational crises of the Covid type.

The different business models as proposed here also differ in the way resilience is understood in the companies, in the Type I business model resilience goes far beyond a narrow focus on economic resilience but takes into account other levels of resilience as well to increase the likelihood of having business models that are better prepared for present and coming crises. While in the case of business models of Type IV the primary focus is on economic survival often simply due to a lack of alternatives, i.e., due to missing/underdeveloped institutions and entrepreneurial and managerial skills and competencies.

DISCUSSION

The purpose of this study has been to develop a conceptual framework for describing how, during a time of crisis requiring internationally operating firms to exhibit resilience, the underlying institutional environment can come to trigger a business model change in SMEs. In doing so, we have focused on SMEs that are already operating internationally. The main emphasis on internationalized businesses and international SMEs in particular being quicker to react to crises than those SMEs that only operate in the domestic market is based on recent research on internationally operating SMEs (e.g., Saarenketo et al., 2022) that found them to exhibit agility in responding to the COVID-19 pandemic and the restrictions it brought businesses. International SMEs can be more agile than domestic ones in this regard since the international SMEs are operating in different institutional, societal, and market environments which allows for contingency planning: Rapid changes to the institutional environment (e.g. by a crisis such as the pandemic) in one market mean international SMEs can pivot their focus to one or several of the other markets in which they are operating - a choice that domestic SMEs do not have. Since the institutional environment can change to different extents at different times, international firms are faced with having to adapt their strategies in (at least) two different environments (i.e., their home country and in one or more host countries). The main challenge SMEs face is having to balance their strategies and business models between those distinct environments while still having the inherent challenges (lack of resources relative to large multinationals) and the advantages (relative agility compared to large companies).

It is well known that SMEs often have special resources and capabilities for business development to cope with - and perhaps even thrive in - moments of crises (Doern et al., 2019). Small enterprises have through time been driven by a proactive orientation towards fast growth, even in and through recessionary periods (Greene & Rosiello, 2020; Ahlström et al., 2020). At the same time, they are also highly sensitive to external threats (Doern et al., 2019; Herbane, 2019). Therefore, we have argued that the COVID-19 pandemic provides a timely contextual phenomenon under which such theoretical development is, we argue, more important than ever. We next discuss possible theoretical, managerial, and policy implications of our proposed theoretical framework. Then the limitations of this study are discussed and some potential avenues for future research are presented.

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From a theoretical perspective, this study is viewed as a starting point to integrate the literature streams on business models (Zott & Amit, 2013; Massa et al., 2017; Baden-Fuller & Haefliger, 2013; Amit & Zott, 2001; George & Bock, 2011; Teece, 2010) and on the role of institutions in entrepreneurship and small business management (Acs et al., 2008; Estrin et al., 2013; Urbano & Alvarez, 2014; Webb et al., 2020) in the domain of international entrepreneurship research. The proposed framework is viewed as a complement to the work of Tolbert et al. (2011) that linked institutional theory and entrepreneurship research, not only by incorporating into this discussion dynamics on business model change (Djelic & Ainamo, 2005; Hargadon & Douglas, 2001; DiMaggio, 1988) but by doing so in the timely context of an ongoing global crisis. This “new normal” makes new requirements for institutions and

entrepreneurial firms alike (Ahlström et al., 2020), which makes theoretical integration such as the framework proposed in this study both important and timely.

The present study also joins ongoing discussions (e.g., Morgan et al., 2020; Priyono et al., 2020) in the literature on entrepreneurial firms, and small businesses in general, about business model changes during major external shocks such as the COVID-19 pandemic. The study by Morgan et al. (2020), for example, outlined how business model pivoting in SMEs works in response to major shocks, while the one by Priyono et al. (2020) focused on transformation paths for business models of SMEs during the pandemic. The present study complements and extends those studies, by grounding the discussion on the theoretically robust and relevant basis of the institution-based view, and by extending the discussion to the context of international entrepreneurship, where business model change and institutions have tended to be examined separately, and in which the pandemic has been noted to have pronounced effect on enterprises (Zahra, 2021). Consequently, the present study contributes to the literature by proposing that the institution-based view can provide a useful lens through which business phenomena during crises, such as the COVID-19 pandemic, can be explained.

From managerial and policy perspectives, Covid-19 has shown us all how fragile and ill-equipped organizations and states are. We have seen the need for easily and quickly adaptable business models. Entrepreneurial small firms might be in a better situation in such an environment considering the characteristics which are often assigned to these companies such as being flexible but also being used to working with uncertainty. At the same time, COVID-19 has shown that there is a need for considering multi-levels of resilience. The current crisis has made it clear that it is not enough to view resilience just from one perspective, e.g., an economic view as a consequence of the financial crisis of 2008, but that additional views such as an environmental perspective. This new understanding has consequences for business models and will also influence the institutional dimensions, which underlines that both internationally operating SMEs as well as policymakers will need to understand 1) the impact of institutional dimensions on business models in general and 2) the possible implications of any changes in this context both in the home country as well as in host countries.

In addition, the framework highlights the importance of developing a strong institutional basis - in both the formal and informal sense - to increase the likelihood that international enterprises exhibit the kind of flexibility, adaptivity, and innovativeness in their business model

design that allows them to weather crises such as the COVID-19 pandemic has proven out to be. As poorly or ill-functioning formal and informal institutions are more likely to result in the prevalence of passive, rigid business models, it stands to reason that strengthening the role of a well-functioning institutional environment in a country may also have an indirect effect of resulting in more resilient business models - and thus increasingly resilient international entrepreneurial activities - originating in the country. SMEs should similarly understand that institutions in the society in which they are operating can and will have an indirect impact on the resilience of their business models, and thus consequently, on the resilience of their businesses abroad.

A conceptual study such as this is bound to also have **its limitations and thus also offers numerous avenues for future research**. First of all, being a conceptual paper, empirical testing of the proposed model is an avenue for future studies. While we have developed the proposed conceptual integrative framework from the central literature on institutional and entrepreneurial theories, the next logical step will be to test this proposed framework empirically. While the present study has outlined the basis through which to proceed with empirical testing on this topic, the developed conceptual framework includes four distinct categories with which to categorize cases in future empirical research on the topic. However, we acknowledge that continuums between the business model change types are also possible, and suggest that qualitative, quantitative, and mixed-methods methodologies can prove suitable for this purpose. Given the topic, there is a clear need for longitudinal studies, too.

Second, the central concepts discussed and applied in this study have already been to an extent operationalized before: entrepreneurial resilience by several studies (Wach et al., 2016; Fatoki, 2018; Santoro et al., 2018), the extent of business model change (Clauss, 2017), and the impact of institutions through country institutional profiles (Busenitz et al., 2000) on outcomes in SMEs (e.g., Torkkeli & Fuerst, 2018). Garrido et al. (2014) have even provided specific guidelines for measuring the impact of institutional environments *through the institution-based view*. Future research could also seek to validate a scale for the four types of business models for responding to crises (retrenchment, persevering, innovating, and exit) based on the framework put forth in the present study, as doing so would allow for direct comparison of the expected outcomes (e.g., performance, international expansion, or firm growth) over time.

A third limitation of the study relates to the definitional plurality of concepts and definitions in extant literature: While the central tenets of (neo-)institutional theory and the institution-based view are, to a large extent, unambiguous and robust, the same cannot be said of the body of literature on business models, which has been criticized on lack of agreement on interpretation and definitions of business models (e.g., Massa et al., 2017). As outlined in the literature review section of the present study, lately business model literature seems to have started to convene on Teece's (2010) seminal work on the topic. However, the discussion is still far from being settled, and the emerging studies aiming to operationalize business models and business model change (e.g., Clauss, 2017) tend to apply different dimensions when doing so.

CONCLUSION

In conclusion, we suggest that the research on business models could benefit from founding the conceptual discussion on an underlying theoretical basis, such as we have done in this study by applying the institutional theory and the institution-based view and seeking contextualization to propose more accurate business model dynamics fit for each context. As we have proposed in this study, crises such as the COVID-19 pandemic can be one such apt context, when examined through the lens of institutions, business model change, and international entrepreneurship.

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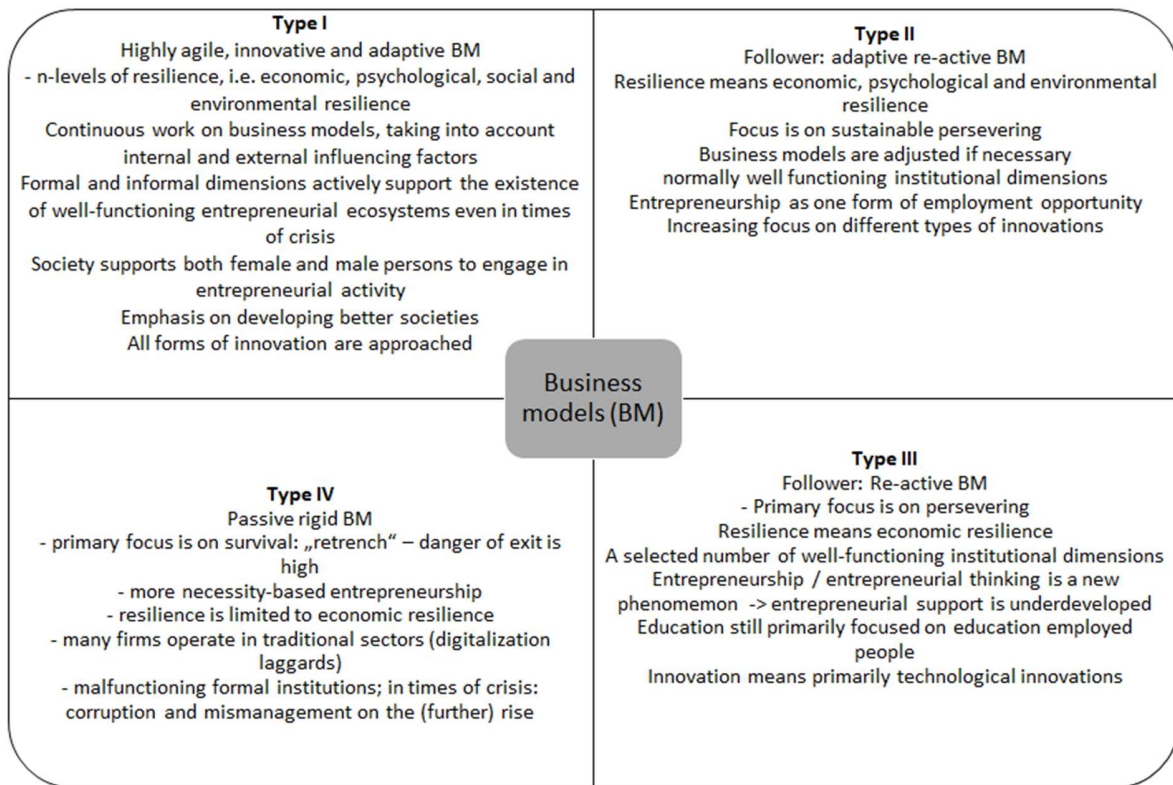


Figure 1. The Conceptual Framework