

Dynamic managerial / entrepreneurial capabilities

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The questions for today

- Why do dynamic capabilities matter?
- Why do dynamic managerial / entrepreneurial capabilities matter?
- Why do they matter for startups?
- How to use them?
(Practical Implications)





Dynamic capabilities are **the firm's** ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments (Teece et al. 1997).

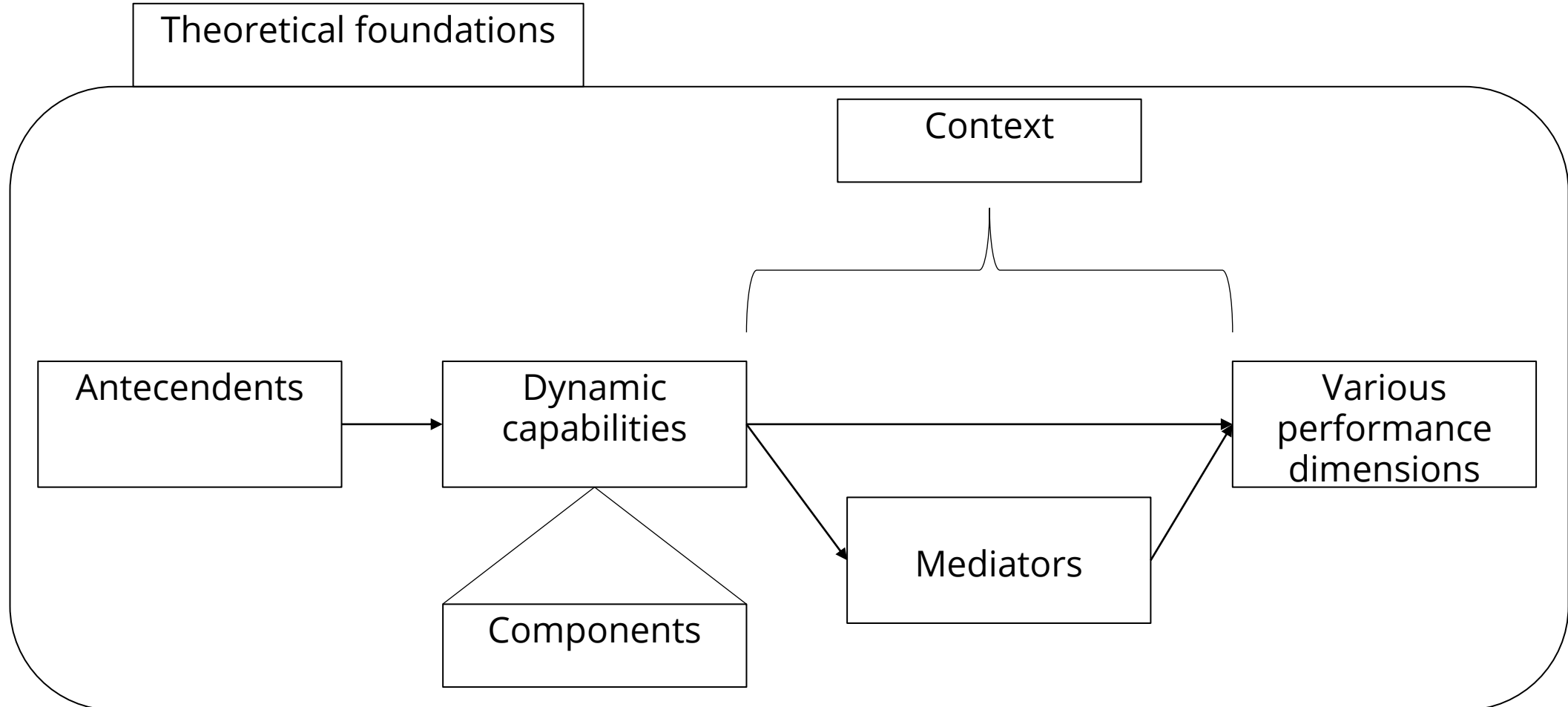
Dynamic entrepreneurial / managerial capabilities are capabilities that **enable managers** to build, integrate, and reconfigure organizational capabilities and resources (Adner & Helfat 2003).

Why do
dynamic
capabilities
matter?

Dynamic capabilities can lead to competitive advantage **directly or indirectly.**

Dynamic capabilities are necessary (but not sufficient!) **for creating competitive advantage** in the long run

Dynamic capabilities matter. Do dynamic *managerial* capabilities?





Why do dynamic managerial capabilities matter?

Higher-order (eg.: dynamic) capabilities found in organizations often **depend on** the psychological and social characteristics of the **entrepreneurs**

The **founders of an organization are especially important in the development of dynamic capabilities**: they perceive and interpret the changes and opportunities in the environment through their unique, subjective lenses

Why is it important for startups?

Startup is growth.

Startup is change.

Dynamic capabilities are all about growth. They are all about change.





Q&A

