

# Marketing capabilities and market effectiveness of the exporting SMEs, a two-country study

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## **Abstract**

Despite the increasing importance of the dynamic capabilities perspective within the resource-based theory of the firm, the role of exporting SMEs' marketing capabilities is still underexplored. The literature offers mixed results concerning their influence on SME performance. On the other hand, during the crisis, the role of exports in maintaining economic growth has been crucial. Thus, the study's objective is to test a relationship between various marketing capabilities and the market effectiveness of small manufacturing exporters. To achieve it, we conducted a logistic regression analysis using data from our CATI/CAWI study conducted in February 2021 on 109 Polish and 41 Finnish exporting SMEs. Our preliminary findings indicate that their marketing capabilities in terms of pricing and promotion contribute to market effectiveness abroad. Surprisingly, product adaptation to the local market needs decreases the chances of acquiring market effectiveness.

**Keywords:** *export marketing capabilities; market effectiveness; small and medium-sized enterprises*

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