

# Cross-Functional Capabilities and Export Marketing Strategy Implementation of Emerging Market Firms

**Shahin Assadinia**  
University of East Anglia  
**Vita Kadile**  
University of Leeds  
**Matthew Robson**  
Cardiff University

Cite as:

Assadinia Shahin, Kadile Vita, Robson Matthew (2019), Cross-Functional Capabilities and Export Marketing Strategy Implementation of Emerging Market Firms. *Proceedings of the European Marketing Academy*, 48th, (9002)

Paper presented at the 48th Annual EMAC Conference, Hamburg, May 24-27, 2019.



# Cross-Functional Capabilities and Export Marketing Strategy Implementation of Emerging Market Firms

## **Abstract**

Building on the insights from the institutional theory and dynamic capabilities, this study investigates the relationships of cross-functional capabilities with export marketing strategy implementation and, ultimately, its influence on export performance. This study utilizes multiple-informant and time-lagged primary data from 218 exporting firms in Nigeria to contribute to an understanding of how export marketing capabilities can be implemented to drive export performance. The results suggest contrasting moderating effects of psychic distance and competitive intensity on the cross-functional capabilities to export marketing strategy implementation relationship. This research contributes to the international business and marketing literature by advancing the knowledge on marketing capabilities and strategy implementation, and highlights managerial implications for international business.

**Keywords:** *Cross-functional capabilities; Export performance; Emerging markets*

**Track:** International Marketing & Marketing in Emerging Countries