

The strategic role of export market orientation in turning innovation capability into export success in diverse markets

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Abstract

This study investigates how export market orientation and innovation capability drive export performance, considering the moderating role of geographical diversification. We argue that export market orientation is crucial for leveraging innovation capability and mitigating the challenges of diversification in foreign markets. Using conditional process analysis on a sample of 161 Brazilian food and beverage exporters, we tested a moderated mediation model. The findings indicate that export market orientation is the key mechanism through which innovation capability translates into superior export performance. Geographical diversification does not moderate this indirect effect, suggesting that market orientation offsets the complexities associated with broader international operations. Overall, innovation alone is insufficient to enhance export outcomes; the learning-by-exporting process - enabled by export market orientation - is essential for improving performance abroad.

Track: International Marketing & Marketing in Emerging Countries