

Entrepreneurial Marketing Orientation of the Polish and Finnish small manufacturers functioning during the pandemic

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Abstract

The paper presents a quantitative study of 219 Polish, and 81 Finnish manufacturing SMEs, surveyed between Dec 2020-Feb 2021. It aims at determining their entrepreneurial marketing orientation (EMO) level, considering the functioning in an economic crisis period. Structural equation modelling was applied to find out about the relationships between variables. The results indicate that main concepts making up the EMO construct are understood in the same way in both countries. Moreover, Finnish firms represent a stronger entrepreneurial posture, than the Polish ones. Among the exporting firms, and those perceiving the current crisis as harmful, higher levels of proactiveness, opportunity focus and risk – taking in marketing were found. The findings provide a new focus on the Central European firms' marketing as a dynamic capability, and they shed light on strategic orientations during crisis.

Keywords: *entrepreneurial marketing orientation; measurement invariance; exporting SMEs*