

The family effect in the relationship between marketing strategy and international growth

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Abstract

Based on the resource-based view, this study investigates the way marketing capabilities and marketing mix adaptation affect the international growth of manufacturing companies and explore the effect of family over these relationships. The data were collected from 431 Portuguese manufacturing companies from different industries and were analyzed using ordinary least-squares analysis. The results indicate that in general terms both marketing capabilities and marketing mix adaptation enhance the international growth of manufacturing companies, but the effect of family deteriorates those relationships. Moreover, it seems that when companies follow a marketing mix adaptation strategy that weakens the relationship between marketing capabilities and international growth. We also find that the family effect weakens this moderation, that way reinforcing the marketing capabilities - international growth relationship.

Subject Areas: *Cross-cultural and International Marketing; Marketing-Mix Effectiveness; Marketing Strategy*