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Impact of marketing effectiveness and capabilities, and export market orientation on export performance

Evidence from Turkey

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Abstract

Purpose – The purpose of this paper is to examine the relationships between marketing effectiveness, marketing capabilities, export market orientation and export performance.

Design/methodology/approach – The research analyses whether export market orientation, marketing effectiveness and marketing capabilities are antecedents of export performance with structural equation modelling. Data to test the model were obtained through a structured survey of 443 export companies operating in the Aegean region of Turkey. After explanatory and confirmatory factor analysis, the structural model was tested.

Findings – The findings suggest that export market orientation has a significant impact on marketing capabilities and marketing effectiveness, and that marketing effectiveness has a significant impact on export performance. This indicates that export market orientation is central to the development of marketing capabilities, while marketing effectiveness contributes to explaining export performance.

Research limitations/implications – There are several limitations of the research. The first significant limitation is that the variables had various sub-dimensions. The second limitation is about sampling of the research that it is not specific to a particular sector.

Practical implications – This paper provides useful insights to exporters on market orientation, focal dimensions of marketing effectiveness and marketing capabilities that would help them enhance their export performance.

Originality/value – Using the resource-based view, this paper contributes to the explanation for export performance by assessing the role of export market orientation behaviour on marketing capabilities and marketing effectiveness.

Keywords Export market orientation, Export performance, Marketing capabilities, Marketing effectiveness

Paper type Research paper



Introduction

As a result of global economic trends and the pressures of the foreign trade deficit that many countries face, firm behaviour and export performance (EXP) in export markets have become important research areas (Katsikeas *et al.*, 1996). A significant number of these studies focus on the reasons that lead companies to export. Focusing on the initial stage, the internationalisation process, such studies have contributed to the literature on export marketing. However, in terms of the development of exporting at the national level, determining particular firm behaviours and their relationship to EXP is paramount for both the public and private sectors (Katsikeas *et al.*, 1996). In line with this significance, policies are needed to improve exporting companies structurally to increase their countries' share of foreign trade.

Marketing activity has become crucial for enterprises because successful marketing enables companies to gain and retain customers, so they allocate significant resources to this area. Moreover, costs incurred during the export process can be reduced to a great extent by means of marketing techniques (Keh *et al.*, 2006). Hence, it has become necessary to establish business processes that ensure marketing effectiveness (ME). It is obvious that activities to increase ME can only be attained with the participation of all business functions (He and Wei, 2011). Market orientation has an important status owing to the fact that international markets have a more complex structure compared to domestic markets. Due to this complexity, the need for companies to generate and disseminate market intelligence and responsiveness has increased. As a consequence, market-oriented companies could be more successful in understanding the needs and desires of customers in international target-markets, and enduring the strategies and capabilities of competitors and external powers (He and Wei, 2011). As Lancaster and Massingham (2011, p. 11) state:

developing a marketing orientation requires a focus on customers, competitors, the changing environment and company culture. Achieving it is expensive and time-consuming, but the result can be extremely significant amid the uncertainties following the worldwide economic downturn and greater competitiveness in modern-day commerce.

The more thoroughly companies analyse the characteristics of the international environment, the more they can develop their competitive power. A competitive industrial environment forces companies to enhance their distinctive capabilities, which leads them to create innovative and superior value for their customers (O'Cass and Weerawardena, 2010).

Several empirical studies have examined the relationship between EXP, ME, marketing capabilities (MC) and export market orientation (EMO). Previous studies show that the firms can achieve better performance in international markets through deliberate marketing strategy implementation (Cavusgil and Zou, 1994), the EMO behaviour was a significant predictor of export growth performance (Cadogan *et al.*, 2003), more successful firms display stronger links between marketing and R&D (Ghosh *et al.*, 1994), competitor orientation and management commitment have a significant and positive relationship with marketing competency (Aziz and Yasin, 2004). Zou *et al.* (2003) and Nalcaci and Yagci (2014) conducted studies on the effects of export MC on EXP. Zou *et al.* (2003) suggested several ways through which firms can improve their positional advantage and performance in export markets by developing their MC; Nalcaci and Yagci (2014) showed that EXP is affected by the use of informational and

financial resources, managerial capabilities and customer relations capabilities. Brooks and Simkin (2011) studied on measurement of ME on theoretical basis where Alpay *et al.* (2012) analysed the relationships between innovation, ME and business performance. In the study, it is indicated that all dimensions of innovativeness have positive relationship with MC and the ME fully mediates the effects of strategic innovativeness and product innovativeness on firm performance and it partially mediates the effects of process and behavioural innovativeness. Koo *et al.* (2016) has underlined that the MC influence the relationship between market orientation and performance. In this study, export marketing strategies were found to have positive influence on EXP. Appiah-Adu *et al.* (2001) revealed a positive relationship between ME and business performance. We specifically aim to contribute to export marketing literature using the resource-based view framework to investigate how MC influence EXP (Zou *et al.*, 2003, Nalcaci and Yagci, 2014) by initially assessing the effects that EMO has on MC and effectiveness, before assessing their impacts on EXP among Turkish firms.

Starting in the 1980s, the economic development model in Turkey has transformed from that of import substitution industrialisation to an outward-looking and free-market economic model. Over time, a series of implementations encouraging economic reform and export have been undertaken so as to access the world market (Akgüç Alici and Şengün Ucal, 2003). Turkey's post-1980 EXP was restructured within the framework of the implementations formed during the period of inward-oriented growth before 1980. During the period 1980-1995, GDP growth was 7 per cent annually, and in 1980 exports amounting to US\$2.1 billion reached US\$21.6 billion in 1995. Establishment of the customs union in 1996, initiation of accession negotiations between Turkey and the European Union and the financial crisis of 2000-2001 caused an important transformation in the Turkish economy. Moreover, another series of implementations (such as training, e-commerce, participation at fairs, etc.) were conducted to support manufacturing exporters. As a result of these developments, total exports in the period 1996-2008 increased by 15.3 per cent annually and GDP growth increased by 4.35 per cent on average annually (Vural and Zortuk, 2011; Utkulu *et al.*, 2004). According to data of the Turkish Exporters Assembly (TEA, 2015), exports in Turkey reached US\$147 billion in 2014. Therefore, Turkey is prioritising export and continuing reforms to develop public and private institutions. Interdependency of economies and the recent economic crisis have made countries more intensely aware of the importance of exporting. In addition, enterprises' survival depends on risk sharing and the formation of different income areas. Therefore, analysis of elements affecting EXP has become more important (Nemkova, 2013).

The following sections will discuss the concepts of ME, MC, EMO and EXP.

Literature review

Marketing effectiveness

Dynamic market conditions force firms to seek constant competitive advantage for assessing the results of their activities (such as marketing, finance) economically and effectively. Such assessment provides firms with valuable information, in particular, market knowledge has become a major asset of firms, and key to retaining their competitiveness today (Hou and Chien, 2010). Clearly, a marketing-oriented approach requires effective marketing research. This requires not only identifying the markets and their characteristics, but also analysis of the effectiveness of marketing functions.

Therefore, the research should have enough capacity to include resources and skills of the organisation, and its status compared to competitors (Trustum, 1989). The process in question starts with the identification of customer groups or customers who are involved with the marketing system. It should often include not only end users, but also mediators and stakeholders, depending on their roles within the marketing system (Layton, 2011).

One of the most important duties of marketing research is the evaluation of efficiency and effectiveness regarding marketing activities (Kotler and Keller, 2006). Sheth and Sisodia (2002) expressed that marketing is more effective when it becomes more customer-oriented. The value of offerings depends greatly on planning and implementation of marketing activities in accordance with their purpose. Thus, it is necessary to analyse the holistic marketing objectives and effectiveness of companies from a critical point of view. Therefore, each firm should analyse its ME on a periodical basis, and reviews its strategic approach to the market which in turn may lead to important advantages. ME depends on the extent to which the marketing activities entail the five main features of market orientation. These features consist of customer philosophy, integrated marketing organisation, sufficient marketing knowledge, strategic orientation and operational effectiveness (Kotler and Keller, 2006, p. 719). Hence, ME depends on the successful development of marketing plans at various levels of the organisation, and the ability to implement these. Specifically, in terms of ME, managers are required to be skilful regarding their marketing approach, and the organisation and determination of profitable strategies based on information sources (Appiah-Adu *et al.*, 2001).

ME has been studied by various researchers (Appiah-Adu *et al.*, 2001, Nwokah and Ahiauzu, 2009; Žostaiene and Vaičiulėnaitė, 2010; Solcansky and Simberova, 2010; Daukševičiūtė *et al.*, 2011), with the result that there are a number of definitions of the concept. In this study, ME is defined as “the ability of the organisation to meet short-term goals that might positively impact financial performance such as sales growth, improvement of gross margins, successful new product introduction” (Mavondo *et al.*, 2005; Mavondo, 1999).

According to Loudon *et al.* (2005), companies should periodically review their overall ME. The issues to be analysed during evaluation of ME are summarised as follows (Lancaster and Massingham, 2011, p. 447):

- the extent to which the company is customer oriented;
- the extent to which the different functions are integrated with the marketing functions, and the extent to which the marketing functions themselves are coordinated one with another;
- the effectiveness of Marketing Information Systems;
- the extent to which there is a strategic perspective to marketing planning, the quality of current strategies and the efficiency of contingency planning; and
- the extent to which marketing plans are communicated to lower levels, the speed of response to marketing developments and the use of marketing resources.

Marketing capabilities

Strategic management and marketing literature state that the capabilities of companies in functional fields may have positive effects on performance, and great interest has

been shown in trying to discover the relationship between the industry environment and firm capabilities (Day, 1994; Di Benedetto and Song, 2003; Man, 2009; O’Cass and Weerawardena, 2010; Al-Aali *et al.*, 2013). As Day (1994, p. 38) defines:

capabilities are composite bundles of skills and accumulated knowledge employed through organizational processes that enables firms to coordinate their activities and utilize their assets which are evident in typical activities such as new product development, service delivery, etc.

Helfat and Peteraf (2003, p. 999) defined capability as “an organizational skill as the ability of an organization to perform a coordinated set of tasks, utilizing organizational resources, for the purpose of achieving a particular end result”. Drawing from Day’s (1994) capabilities framework, Hooley *et al.* (2005) stated that the most important market-based resources organisations have is outside-in or customer-linking capabilities. Customer-linking capabilities can enable companies to develop sustainable competitive advantage due to the fact that there is complex relationship between the supportive resources; it takes time to develop them; and such relationships are essentially based on tacit knowledge and interpersonal capabilities, and thus are difficult for competitors to imitate. In this sense, MC should be perceived as a process based on unification of intangible and tangible resources so as to produce valuable outcomes (Griffith *et al.*, 2010; Vorhies and Harker, 2000).

In the past decades a new model of competition has begun to be discussed as a result of resource-based view (Peteraf, 1993). One of the notions from this field is that competition leads to competence (O’Cass and Weerawardena, 2010). If companies learn how to overcome competitive practices, they can potentially improve distinctive capabilities and these improved capabilities can turn into a significant competitive advantage (Peteraf, 1993). Capabilities enable activities undertaken during business processes to be carried out; thus, capabilities and organisational processes are strongly intertwined (Day, 1994). To this end, the same approach, in which O’Cass and Weerawardena (2010) consider organisational learning as a capability, can be applied within the scope of marketing capability. A competitive industrial environment can enable companies to improve distinctive capabilities, particularly MC, which enables them to create more innovative and superior offerings for their customers (O’Cass and Weerawardena, 2010).

MC include an integrated process pertaining to the use of tangible and intangible resources so as to understand complex consumer needs, diversify products and obtain superior brand equity (Al-Aali *et al.*, 2013). MC can be defined as:

the integrative processes designed to apply the collective knowledge, skills and resources of the firm to the market-related needs of the business, enabling the business to add value to its goods and services, adapt to market conditions, take advantage of market opportunities and meet competitive threats (Vorhies, 1998, p. 4).

MC allow companies to benefit from the advantage of inside-out and outside-in resources by implementing effective and efficient marketing programmes (Di Benedetto and Song, 2003). Morgan *et al.* (2009) stated that MC include the components of pricing, product management, distribution management, marketing communication, selling, marketing planning and marketing implementation. According to the Vorhies *et al.* (2009), MC are analysed as a two-dimensional concept, namely architectural capabilities and specialised capabilities. Integration of architectural capabilities and specialised capabilities within the company is likely to make the sustainable competitive advantage

possible. Specialised MC focus on the use of resources for task-specific marketing activities (marketing communications, personal selling, pricing, product development) while architectural capabilities focus on the use of resources for marketing purposes and include capabilities which enable direct coordination of the specialised MC (Vorhies *et al.*, 2009).

Export market orientation

Market orientation commands a large amount of research interest because of its usefulness in increasing business performance in both domestic and export markets (Murray *et al.*, 2011). Market orientation represents superior skills in understanding and satisfying customers (Day, 1994). Three main streams stated in the literature toward market orientation:

- (1) customer-focused perspective which includes a set of beliefs that puts customer's interest first (Deshpande *et al.*, 1993; Alhakimi and Baharun, 2009);
- (2) behavioural perspective which can be described as the ability of the organisation to generate, disseminate and use superior information about customers and competitors (Kohli and Jaworski, 1990); and
- (3) cultural perspective which includes the coordinated application of inter-functional resources to the creation of superior customer value (Narver and Slater, 1990).

A large number of empirical studies suggest that market orientation is positively associated with firm performance (Narver and Slater, 1990; Ruekert, 1992; Jaworski and Kohli, 1993; Deshpande *et al.*, 1993; Baker and Sinkula, 1999; Farrell, 2000; Harris, 2001; Lonial and Raju, 2001; Kara *et al.*, 2004; Murray *et al.* 2011). In addition to that, market orientation is a source of competitive advantage via capability building by knowledge generating, coordinating and integrating among functional units (Jaworski and Kohli, 1993; Murray *et al.*, 2011). In line with these suggestions, this study focuses on the behavioural perspective of market orientation since it is widely used to examine its relationship in terms of performance, effectiveness and MC derived from market orientation (Murray *et al.*, 2011).

On the other hand, MC contribute to firm performance via firms' differentiated abilities in capitalising on their market orientation, based on the connection with market orientation and performance (Murray *et al.*, 2011). The logic here is that the practice of market orientation allows the organisation to have a good knowledge of what customers want and need. This knowledge gives them the ability to coordinate with their suppliers and all relevant organisational functions in producing innovative products and systems that best satisfy those customers' needs. Other studies explain the link between market orientation and performance through its role in relationship marketing (Webb *et al.*, 2000). Since relationship marketing is about building customer loyalty through satisfying customer needs, success in relationship building requires a market orientation.

Drawing on market orientation literature, EMO is one of the latest concepts in international marketing, as typically studies on market orientation have been in the context of domestic markets (Olimpia *et al.*, 2006). Cadogan *et al.* (2003) refer to EMO as a process that entails the generation of market intelligence pertinent to the firm's export operations; the dissemination of this information to appropriate decision makers; and

the design and implementation of responses directed towards export customers, export competitors and other extraneous export market factors affecting the firm and its ability to provide superior value for export customers.

In their study, Navarro-García *et al.* (2014) argue that adapting one's marketing mix to the external environment is important for export success; however, this act alone may not be enough. Rather, success based on such adaptation is dependent on retaining relevant information on the idiosyncrasies of different markets. Hence, EMO is not only about adapting the marketing mix; rather, it has to involve a proactive acquisition of information about customer needs, at the same time ensuring that this information is available at all levels where it is necessary for the decision-making process associated with the cross-functional coordination of export activity (Navarro-García *et al.*, 2014).

Export performance

Performance is a guide for any firm in analysing its level of success, both in the domestic and international arenas (Lages, 2000). Assessing EXP is of interest in international trade both at the macro policy and micro levels. At the macro level, the importance is due to the fact that governments around the world are concerned about ways to improve their firms' EXP, given that exports are considered as the engine of economic growth (Diamantopoulos, 1999). At the micro level, firms recognise that domestic strategies and performance will not guarantee international success, especially with the world becoming increasingly globalised.

There is no consensus on the definition and conceptualisation of EXP (Navarro *et al.*, 2010). EXP is defined "as a composite outcome of a firm's international sales, which includes three dimensions: export sales, export profitability, and export growth" (Shoham, 1998; Maurel, 2009). Each of three dimensions includes an objective and subjective component which are equally important (Shoham, 1998). However, we use the definition by Cavusgil and Zou (1994) which broadly defines EXP as the extent to which the firm achieves its objectives when exporting a product to a foreign country.

Research on EXP dates back to early 1960s (Tookey, 1964) and numerous studies have focussed on the determinants of EXP (Zou and Stan, 1998; Morgan, 1999; Leonidou *et al.*, 2002; Wheeler *et al.*, 2008). These studies emphasise that EXP is determined by both internal and external factors (Cavusgil and Zou, 1994, Grandinetti and Mason, 2012; Sousa *et al.*, 2008). In addition to these two factors, Mysin (2013) underlines the impact of control mechanisms on EXP. However, in terms of conceptualisation, researchers are of the agreement that EXP is multi-dimensional in nature (Sousa, 2004). Broadly speaking, EXP has been measured in three different ways depending on the conceptualisations of the construct: first, financial, where export sales, sales growth, profits and intensity (export/sales ratio) are used as the measure of performance. Secondly, EXP has been conceptualised to capture strategic performance, hence the measures used include market share, strategic goals, etc. Lastly, EXP has been conceptualised to capture perceptual and attitudinal orientation of the manager towards exporting. The measures used include scales for perceived export success and satisfaction in an export venture (Zou *et al.*, 1998). In this study, we use one of the most common approaches of measuring EXP, i.e. an aggregation of manager's satisfaction with other performance measures (such as export sales growth, firms image and awareness, profitable) into a single measure (Katsikeas *et al.*, 2000; Navarro *et al.*, 2010).

In terms of market orientation in particular, various authors acknowledge that one route to superior EXP is for firms to adopt market-oriented behaviour in their export activities. In studies addressing the influence of an EMO on EXP, the prevailing view between the two variables is positive (Cadogan *et al.*, 2003; Akyol and Akehurst, 2003; Sanjeev *et al.*, 2003; Kropp *et al.*, 2006). In this study, the aim is to build on this latter research. In the following section, we discuss how the concepts of EMO, ME, marketing capability and EXP are related.

Conceptual framework and hypotheses

The conceptual framework of this study is based on its aim and the literature review and is shown in Figure 1.

Export market orientation and marketing effectiveness

Market orientation is a great requirement to continuously obtain superior customer value, and establish and maintain key competencies (Slater and Narver, 1994). Market orientation provides the information needed to conduct operations that enable a firm to achieve ME. It helps an organisation analyse its capabilities to benefit from the changes and respond to changing environmental conditions. Thus, it makes it easier for companies that obtain accurate information about their markets to create changes in their practices and marketing activities. According to Lancaster and Massingham (2011), developing a market orientation is of great importance for improving ME and requires a focus on customers, competitors and the changing environment.

Ellis (2005) found that market orientation has a positive impact on competitive performance while marketing practices positively affect satisfaction. Market orientation has been found to significantly affect ME (Ghorbani *et al.*, 2014). EMO has been found to have a moderating role in the relationship between marketing mix adaptation and EXP (Navarro-García *et al.*, 2014). In his study, Julian (2010) indicated that market orientation has a significant impact on performance. Nwokah and Ondukwu (2009) revealed that competitive intelligence has significantly affected ME. Hence, in this study we hypothesise that:

H1. EMO has a positive effect on ME of exporting firms.

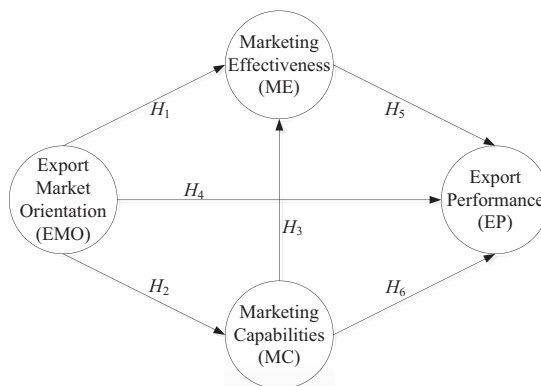


Figure 1. Conceptual framework and hypothesis

Export market orientation and marketing capabilities

According to contingency theory, everything depends on the environment and there is no phenomenon of success that is common to all companies owing to the uniqueness of conditions. Since it is based on market information, EMO is considered to be one of the resources and capabilities at firm level (Theodosiou *et al.*, 2012). MC include the capability to effectively process information regarding competition and customers as well as prices, market segmentation, target market selection and integrated marketing activities. Therefore, developing appropriate MC depending on market orientation may be contingent on the level of competition in export markets (Murray *et al.*, 2011). Previous studies have observed the relationship between market orientation and MC. For example, Morgan *et al.* (2009) confirmed a positive relationship between market orientation and MC; Açıkdılli (2013) found that MC have a partial effect on EMO; Murray *et al.* (2011) studied the relationships among the market orientation, MC, competitive advantage and performance and the relationships were confirmed. Hence, in this study we expect that:

H2. EMO has a positive effect on MC of exporting firms.

Marketing capabilities and marketing effectiveness

It is assumed that capabilities are of considerable importance in the activities of a firm and, thus, make a significant contribution to effectiveness (Rungi, 2014). Theodosiou *et al.* (2012) suggest that all kinds of MC are drivers of significant ME. To effectively allocate resources for supporting diversification at the product-market level, firms require MC, which would provide numerous benefits they wish to deliver to their customers, and a high level of structural and specialised MC leads to an improved level of ME (Vorhies *et al.*, 2009). Hence, we expect that:

H3. Marketing capability has a positive effect on the ME of exporting firms.

Export market orientation and export performance

EMO is considered as an important determinant in terms of marketing strategy and performance owing to competition intensity and environmental changes (Akyol and Akehurst, 2003). Market-oriented resources affect market performance and provide significant advantages in establishing and maintaining sound customer relations (Hooley *et al.*, 2005). Highly market-oriented firms constantly strive for superior customer value creation and performance improvements (Wang *et al.*, 2013). In their study, Murray *et al.* (2011) stated that in international markets, firms' survival and success highly depended upon the application of market orientation within export context. In this respect, there are a substantial number of studies investigating the relationship between EMO and EXP (Thirkell and Dau, 1998; Cadogan *et al.*, 1999; Raised and Shoham, 2002; Akyol and Akehurst, 2003; Murray *et al.*, 2007; Açıkdılli, 2013; Ahimbisibwe *et al.*, 2013). A large number of these studies provide evidence that EMO is positively related to multiple aspects of EXP (e.g. sales volume, growth in profits, market share, market entry, satisfaction from export venture). Hence, in this study we posit that:

H4. EMO has a positive effect on the EXP of exporting firms.

Marketing effectiveness and export performance

ME is a conceptual construct that has been studied in terms of its relationship with various organisational success criteria such as stability, sustainability, long-term growth, customer satisfaction, competitive advantage, market orientation, sales growth and successful new product introductions (Mavondo *et al.*, 2005; Tuan, 2012). Variables regarding firms' EXP can be divided into two categories as tangible and intangible factors. While the tangible factors consist of distribution channels, exclusive products, delivery time, packaging, etc., the intangible factors consist of attitudes, skills and knowledge (Gilaninia *et al.*, 2013). In their study, Keh *et al.* (2006) indicated that marketing efficiency and effectiveness are key drivers of productivity in the context of service industry. ME is associated with operating efficiency and financial performance. Mavondo *et al.* (2005) show that improving ME generates increasing returns to scale and increasing revenues. In addition, according to Nwokah and Ahiauzu (2008), managerial competencies have a positive and significant effect on ME. Ability to measure marketing performance has a significant impact on firm performance as well (O'Sullivan *et al.*, 2009). Hence, we expect that:

H5. ME has a positive effect on the EXP of exporting firms.

Marketing capabilities and export performance

In line with the resource-based view, it is stated that competitive strategies and performance significantly depend on firm-specific organisational resources and capabilities (Mariadoss *et al.*, 2011). MC are considered as supportive processes for the strategic goals of firms, such that an improvement in MC can enable organisations to achieve its goals (Vorhies, 1998). Hence, the development and deployment of MC can be expected to enhance performance (Julian, 2011). The relationship between EXP and MC was examined by various researchers. Some of the studies focused on the relationship between MC and EXP, which indicated that MC have a significant impact on EXP (Zou *et al.*, 2003; Hajipour *et al.*, 2013). Research studying low-involvement exporters found that product and distribution capabilities significantly affect EXP, while research on high-involvement exporters indicated that promotion and distribution capabilities have a significant effect on EXP (Al-Aali *et al.*, 2013). MC mediate the effect of market orientation on performance (Murray *et al.*, 2011). Market-linking capability and marketing capability have a significant effect on customer-focused performance, customer cooperation performance and financial performance (Chen *et al.*, 2013) and marketing capability has a positive effect on financial performance (Niromand *et al.*, 2012). Hence, we expect that:

H6. MC have a positive effect on the EXP of exporting firms.

A summary of the hypothesised relationships is expressed in the conceptual framework shown in Figure 1.

Research design

Sampling and data collection

The study was based on the development and administration of a self-completed mail survey with a structured questionnaire to key informants at export or marketing manager level in firms. The sampling frame of the research was a list of 3,185 exporting firms in the Aegean region of Turkey, which was provided by Aegean Exporters

Association. There are seven provinces in the Aegean region, amongst which those with the highest export rates are Izmir, Manisa and Denizli that are also amid the top 10 exporting provinces in Turkey.

After mailing out the questionnaires, only 48 firms out of 3,185 completed and sent back the survey questionnaire. Due to a very low response rate (0.02 per cent), we decided to gather data via face-to-face interviews with the firms that accepted to participate in the research via convenience sampling. This effort resulted in completing another 395 interviews with export or marketing managers of firms from the sampling frame. Thus, we obtained data through 443 eligible questionnaires, of which 10.8 per cent is gathered from self-completed mail survey and the remaining 89.2 per cent from face-to-face interviews. Total response rate of the eligible questionnaires can be considered to be 14 per cent.

To test whether there is nonresponse bias regarding early and late responses (or differing data gathering techniques), the extrapolation method suggested by [Armstrong and Overton \(1977\)](#) was employed. This procedure shows no significant differences between early and late responses (and thus self-completed questionnaires and face-to-face interviews), which suggests that nonresponse bias may not be a problem.

Measures

The research analyses whether EMO, ME and MC are antecedents of EXP with structural equation modelling. Accordingly, the variables used to test the structural relationships between dependent and independent variables were developed using theoretically tested scales. The scales used to develop the structured questionnaire and their definitions are explained below. All measurement items in the scales were on a Likert scale anchored by 1 = “strongly disagree” and 7 = “strongly agree”, except for the EXP scale, which was anchored by a seven-point Likert scale anchored by 1 = “very poor” and 7 = “exceptional”. The scales used in this research are presented in the [Appendix](#).

- *Marketing effectiveness* as a construct was measured on a scale consisting of 33 items. They included five dimensions: customer philosophy, operational efficiency, strategic orientation, adequate marketing information and integrated marketing organisation. The items in the measure were adapted from [Appiah-Adu et al. \(2001\)](#) and [Webster \(1995\)](#).
- *Marketing capabilities* was measured by employing a scale consisting of 29 items addressing seven dimensions: pricing capabilities, product capabilities, distribution capabilities, marketing communication capabilities, selling capabilities, marketing planning capabilities and marketing implementation capabilities. The scale items for this construct were adapted from [Morgan et al. \(2009\)](#).
- *Export Market orientation* as a construct was measured by the EMO scale, consisting of 12 items addressing three dimensions: export information generation, export information dissemination and export responsiveness. All of the items related to the EMO scale were adapted from previous studies focusing on the topic ([Chung, 2012](#); [Cadogan et al., 2003, 2006](#)).
- *Export performance* was measured with the help of a scale consisting of nine items, which were adapted from studies of [Navarro et al. \(2010\)](#) and [Okpara \(2009\)](#).

Analytic technique

After data screening, exploratory and confirmatory factor analysis for each construct was computed. Following this, the reliability, convergent and discriminant validity of measures were assessed. Finally, the structural model was estimated to test the hypotheses.

Results*Descriptive statistics*

The sample consists of 443 firms, of which 81 per cent were small- and medium-sized enterprises. In terms of export activity, 60 per cent had been carrying out export activities for more than 10 years and 79 per cent were active at both national and international levels. In terms of industries, 21 per cent were in furniture, 21 per cent in textiles and leather, 11 per cent in mining and 7 per cent in machinery and metal goods. In terms of export destination, 46 per cent of the firms exported to Eastern Europe, 43 per cent to Western Europe, 35 per cent to the Middle East and 21 per cent to Central Asia. The characteristics of the responded firms are shown in [Table I](#).

Validity and reliability

Exploratory factor analysis was applied to data so as to determine the number and structure of factors and conduct validity and reliability analysis. Factor analysis

Characteristics	Category	(%)
Employment size	1-50	51.9
	51-250	30.7
	>251	17.4
Years of export activity	Under 5 years	34.2
	Between 6 and 10 years	27.5
	Between 11 and 15 years	16.5
	Between 16 and 20 years	9.40
	Above 21 years	12.4
Number of country markets	Under 5 countries	46.5
	Between 6 and 10 countries	25.0
	Between 11 and 15 countries	09.8
	Between 16 and 20 countries	07.9
	Above 21 countries	10.7
Market level	National and International	82.7
	International	17.3
Export destination	Eastern Europe	46.7
	Western Europe	43.1
	Middle East	35.0
	Asia-Pacific	05.4
	Middle Asia	21.0
	North Africa	14.2
	South Africa	09.9
	North America	11.1
	South America	07.2
Oceanian	02.0	

Table I.
Characteristics of
respondents

enables assessment of the factorial validity of the items making up the scales by telling the extent to which they seem to be measuring the same concepts or variables (Bryman and Cramer, 2005). During factor analysis, 33 items for ME, 29 items for MC, 12 items for EMO and 9 items for EXP were included in the analysis. All constructs were assessed separately by employing exploratory factor analysis. In line with the identification of the key factors, principal component analysis and the varimax rotations technique were used. In addition, Bartlett's Test of Sphericity (BTS) was used to assess data compliance related to factor analysis. It was determined that the bivariate correlation coefficients between variables ($p < 0.001$) are statistically significant, and thus that the data are pertinent in terms of factor analysis according to the BTS values obtained. Lastly, Kaiser's measure of sampling adequacy was used and the results were determined to be within acceptable limits (Harrison-Walker, 2001). According to the results of exploratory factor analysis, values of BTS and KMO of each construct are statistically significant (<0.01) and range from 0.91 to 0.93.

As a result of the exploratory factor analysis, ME showed a four-factor structure while MC revealed five, EMO had three and EXP had a single-factor structure. The factor solutions obtained were parallel with the theoretical structure. However, the items used to measure the dimension of integrated marketing organisation of ME, and marketing planning capability and marketing implementation capabilities also had cross-loaded to other dimensions. Therefore, the cross-loaded items were excluded from the analysis. In addition, the items with a factor loading lower than 0.5 were also excluded from the analysis. Consequently, 18 items related to ME, 7 items related to MC, 3 items related to market orientation and 2 items in relation to EXP were excluded from the analysis due to factor loadings lower than 0.5. The indicators of all scales are shown in the Appendix.

The total variance values explained range from 0.66 to 0.88. These values, which can be regarded as high, are considered to be good for validity assessment, and the factor loadings regarding all the scales were higher than 0.6 and significant as well (Grewal *et al.*, 1998).

For assessing internal consistency, Cronbach's alpha and item-to-total correlation calculations were taken into consideration. As a basic rule, it is recommended that the value of item-to-total correlation should be more than 0.5, and the generally agreed lower limit for the Cronbach's alpha value is 0.7 (Nunnally and Bernstein, 1994; Hair *et al.*, 1998). In this study, item-to-total correlations for the included items were higher than 0.5 and Cronbach's alpha values were higher than 0.7. Therefore, it is possible to say that internal consistency is maintained. The results of exploratory factor analysis and correlation analysis are presented in Tables II and III.

Validity refers to the extent to which an empirical measure adequately reflects the real meaning of the concept under consideration (Babbie, 2010). In this regard, content validity and construct validity were analysed in terms of the research data. Construct validity is based on the logical relationships among variables (Babbie, 2010). Convergent validity and discriminant validity were also assessed to analyse construct validity. Content validity refers to the subjective agreement among professionals that a scale logically reflects the concept being measured (Zikmund and Babin, 2010). Since the items in the scales were formed on the basis of the literature review, the scales were adapted by referring to the opinions of academics in the marketing field. Convergent validity assesses the degree to which two measures of the same concept are correlated

Dimensions and factors	FL	Item-to-total correlation	α
<i>Marketing effectiveness (ME)</i>			
Customer Philosophy (CP)	0.640-0.831	0.553-0.690	0.80
Operational Efficiency (OE)	0.652-0.781	0.544-0.721	0.81
Strategic Orientation (SO)	0.622-0.810	0.709-0.816	0.88
Ad. Marketing Info.	0.680-0.849	0.717-0.836	0.90
<i>Marketing capabilities (MC)</i>			
Pricing Capabilities (PC)	0.662-0.781	0.713-0.769	0.88
Product Capabilities (PC)	0.639-0.767	0.716-0.825	0.89
Distribution Capabilities (DC)	0.820-0.862	0.829-0.902	0.94
Mar. Communication Cap. (MC)	0.606-0.857	0.634-0.854	0.87
Selling & Planning Capabilities (S&P)	0.576-0.805	0.706-0.849	0.93
<i>Export Marketing orient. (EMO)</i>			
Export Int. Generation (EIG)	0.745-0.854	0.824-0.902	0.93
Export Int. Dis. (EID)	0.681-0.795	0.811-0.824	0.90
Export Responsiveness ER	0.826-0.873	0.875-0.912	0.94
<i>Export performance (EXP)</i>			
Export Performance (EP)	0.753-0.870	0.648-0.776	0.91

Notes: FL: factor loadings, α : Cronbach's alpha

Table II.
The results of
exploratory factor
analysis

	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
CP	5.84	0.93	1												
OE	5.62	0.96	0.63	1											
SO	5.40	1.14	0.49	0.61	1										
AMI	5.31	1.27	0.42	0.53	0.72	1									
PC	5.30	1.31	0.47	0.48	0.49	0.42	1								
PRC	5.40	1.31	0.49	0.50	0.43	0.28	0.68	1							
DC	5.20	1.36	0.35	0.40	0.35	0.28	0.52	0.58	1						
MC	4.95	1.50	0.32	0.33	0.46	0.41	0.57	0.54	0.57	1					
S&P	5.42	1.16	0.51	0.56	0.53	0.47	0.64	0.68	0.55	0.62	1				
EIG	5.10	1.45	0.46	0.52	0.49	0.54	0.60	0.49	0.50	0.46	0.60	1			
EID	5.08	1.38	0.45	0.49	0.48	0.50	0.59	0.46	0.47	0.45	0.59	0.81	1		
ER	4.81	1.60	0.39	0.49	0.53	0.50	0.60	0.48	0.51	0.54	0.54	0.71	0.75	1	
EXP	5.58	1.21	0.56	0.48	0.50	0.43	0.41	0.42	0.33	0.36	0.41	0.39	0.33	0.32	1

Note: $p < 0.001$ (two-tailed)

Table III.
Correlation matrix
and descriptive
statistics

(Hair *et al.*, 1998). Within this scope, the correlation values between the constructs were analysed and the correlation values obtained were determined to be statistically significant ($p < 0.01$). In addition, convergent validity is another way of expressing internal consistency. Highly reliable scales exhibit convergent validity (Zikmund and Babin, 2010). Within this framework, scores of Cronbach's alpha coefficients were used to assess convergent validity. All the test values obtained were higher than

recommended level ($\alpha > 0.7$). According to these results, it is possible to say that the convergent validity is satisfactory. In addition, these test results, in terms of construct reliability and convergent validity, the composite reliability (CR) and the average variance extracted (AVE) were calculated manually with the help of the formulas suggested by Fornell and Larcker (1981). The values of CR were higher than 0.7 indicated that they had good construct reliabilities, and the values of AVE were higher than 0.5 indicating adequate convergent validity. The results of the analysis are given in Table IV.

Discriminant validity represents how unique or distinct a measure is. A scale should not correlate too highly with a measure of another construct (Zikmund and Babin, 2010). Discriminant validity is the degree to which two conceptually similar concepts are distinct; the empirical testing of discriminant validity depends on the correlation values among measures but this time the summated scale is correlated with a similar but conceptually distinct measure (Hair *et al.*, 1998). Another method to assess convergent and discriminant validity is exploratory factor analysis. Accordingly, when the factor loadings of the items constituting a similar structure is 0.60 and more, it points out to convergent validity being established; or when the factor loading is less than 0.30, it means that discriminant validity is established (Bhattacharjee, 2012). Another assessment in terms of discriminant validity is that the average variance of each latent variable explained is higher than the square or the correlation between the latent variables explaining the model. Hence, it is observed that variance values of the latent variables explain a range between 0.48 and 0.83 and the square of correlation between the variables ranges from 0.03 to 0.67. In general, it is possible to say that the squares of

Observed variables	SL	<i>t</i> values	Significance	AVE	CR
<i>Marketing Effectiveness (ME)</i>					
Customer Philosophy (CP)	0.66-0.73	14.61-17.85	$p < 0.01$	0.52	0.81
Operational Efficiency (OE)	0.57-0.85	14.92-21.12	$p < 0.01$	0.54	0.82
Strategic Orientation (SO)	0.76-0.86	18.40-21.99	$p < 0.01$	0.66	0.89
Ad. Marketing Info. (AMI)	0.76-0.86	17.92-21.90	$p < 0.01$	0.68	0.90
<i>Marketing Capabilities (MC)</i>					
Pricing Capabilities (PC)	0.76-0.82	18.32-20.54	$p < 0.01$	0.63	0.87
Product Capabilities (PRC)	0.80-0.86	19.67-22.14	$p < 0.01$	0.69	0.90
Distribution Capabilities (DC)	0.85-0.93	22.18-25.38	$p < 0.01$	0.79	0.94
Mar. Communication Cap. (MC)	0.67-0.92	15.45-24.46	$p < 0.01$	0.72	0.88
Selling & Planning Cap. (S&P)	0.74-0.86	17.80-23.47	$p < 0.01$	0.71	0.94
<i>Export Marketing Orient. (EMO)</i>					
Export Int. Generation (EIG)	0.86-0.91	22.32-24.86	$p < 0.01$	0.81	0.93
Export Int. Dis. (EID)	0.85-0.88	22.08-23.84	$p < 0.01$	0.75	0.90
Export Responsiveness (ER)	0.97-0.82	22.70-24.86	$p < 0.01$	0.80	0.93
<i>Export Performance (EXP)</i>					
Export Performance (EP)	0.71-0.85	16.61-20.50	$p < 0.01$	0.60	0.91

Table IV.
The results of
confirmatory factor
analysis

Notes: SL: standardized loadings, AVE: average variance explained, CR: composite reliability

the latent variables are lower than the variance value explained and thus establish discriminant validity (Fornell and Larcker, 1981).

Following the exploratory factor analysis and validity analysis, we conducted the confirmatory factor analysis to analyse the fit values of the measurement model. Confirmatory factor analysis provided the fit indices of the measurement model ($\chi^2_{(1299)} = 4089.02, p = 0.000; \chi^2/df = 3.14; RMSEA = 0.085; SRMR = 0.058; NNFI = 0.96; CFI = 0.97, GFI = 0.91$). The fit indices showed that the relationships between the observed and latent variables are significant and the measurement model has a good fit, and thus is suitable for testing the structural model. AVE related to each latent variable; range of t values and standardised factor loadings are given in Table IV.

Structural model

After confirmatory factor analysis, we tested the overall fit of the structural model which investigates the correspondence of the observed input matrix with the proposed model as well as produces the necessary outputs for hypothesis testing. The structural model is presented in Figure 2. The overall fit indices of the research model showed good fit values with no substantive differences and the Goodness-of-Fit Index exceeded the recommended value of 0.80 ($\chi^2_{(143)} = 530.88, p = 0.00; \chi^2/df = 3.7; RMSEA = 0.078; SRMR = 0.042; NNFI = 0.97; CFI = 0.98, GFI = 0.89$). Therefore, the structural model of the research was an adequate representation of the entire set of casual relationships.

We furthermore examined the estimated coefficients of causal relationships between constructs that validated the hypothesised effects. Table V illustrates the estimated path coefficients and their significance levels in the structural model. The coefficients of four of the six proposed paths are significant in terms of explaining the relationship between the constructs.

The results in Table V support $H1$ (path coefficient = 0.34; $p < 0.01$), meaning that EMO positively influences ME. In addition, the results of the structural model also support $H2$ (path coefficient = 0.78; $p < 0.01$) denoting that EMO has a positive effect on MC. EMO explains 60 per cent of the variation in MC and 12 per cent of the variation in

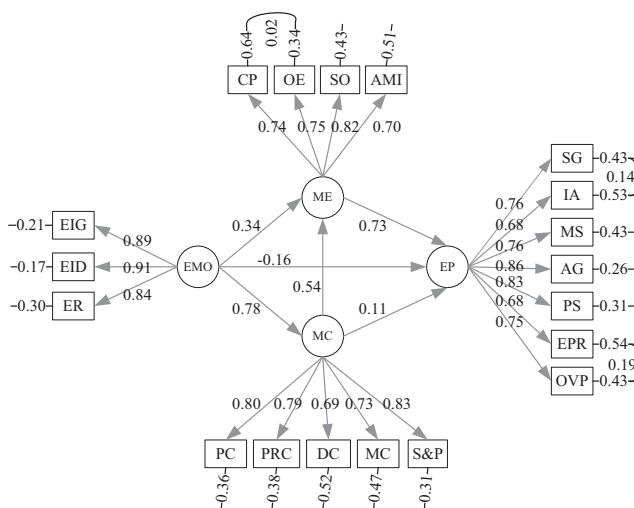


Figure 2. Structural model

Construct/structural path	<i>t</i> values	Path coefficient	<i>R</i> ²	Significance	Results
<i>Marketing effectiveness</i>					
<i>H1</i> . Export market orientation → Marketing effectiveness	4.88	0.34	0.12	<i>p</i> < 0.01	Supported
<i>H3</i> . Marketing capabilities → Marketing effectiveness	7.12	0.54	0.29	<i>p</i> < 0.01	Supported
<i>Marketing capabilities</i>					
<i>H2</i> . Export market orientation → Marketing capabilities	15.01	0.78	0.60	<i>p</i> < 0.01	Supported
<i>Export performance</i>					
<i>H4</i> . Export market orientation → Export performance	-1.93	-0.16		<i>p</i> < 0.01	Rejected
<i>H5</i> . Marketing effectiveness → Export performance	6.48	0.73		<i>p</i> < 0.01	Supported
<i>H6</i> . Marketing capabilities → Export performance	1.11	0.11	0.52	<i>p</i> < 0.01	Rejected

Table V.
Path results

Notes: Model fit ($\chi^2_{(143)} = 530.88$, $p = 0.00$; CMIN/DF = 3.71; RMSEA = 0.078; SRMR = 0.042; NNFI = 0.97; CFI = 0.98, GFI = 0.89)

ME. Thus, in case of exporting firms, the research shows that EMO is a significant antecedent of both MC and ME. Furthermore, the results of the structural model support *H3* (path coefficient = 0.54; $p < 0.01$) as well, which expresses the positive influence of MC over ME. In this case, it is possible to suggest that MC are a notable antecedent of ME, which improves the effectiveness of various marketing activities ranging from developing marketing plans to new product introduction for meeting short-term goals that might positively impact financial performance of the firm.

However, the proposed *H4* is not supported by the results of structural model (path coefficient = -0.16; not significant) meaning that EMO does not have a significant impact on EXP. As Table V shows the results of the structural model verifies a positive influence of ME over EXP since *H5* is supported. This implies that ME is one of the significant antecedents of EXP. Additionally, the results of the structural model do not support *H6* (path coefficient = 0.11; not significant) expressing that MC do not have a positive effect on EXP. In an overall sense, the model explains 52 per cent of the variation in EXP through mainly ME. However, depending on the tested hypotheses *H1*, *H2* and *H3*, EMO and MC have an indirect effect over EXP through the mediation of ME.

Discussion

The main purpose of our study is to test whether EMO, ME and MC are antecedents of EXP. In an overall sense, the results provide support for the conceptual framework. The theoretical constructs operate largely as hypothesised and explain a significant proportion of the variation in EXP.

The conceptual framework suggests that exporting firms would improve EXP by enhancing ME with the aid of building and sustaining export-oriented organisational behaviour, and fostering and integrating MC. The model hypothesised that EMO would

have a positive effect on EXP. Some of the previous studies verified the positive impact of EMO on EXP (Cadogan *et al.*, 1999, 2002, 2003; Raised and Shoham, 2002; Akyol and Akehurst, 2003; Murray *et al.*, 2007; Açıkdilli, 2013). On the other hand, Julian *et al.* (2014) identified market orientation as an important variable in firm performance, but were not certain how effective market orientation was on firm performance, although they suggested that it has an effect on performance through mediator variables rather than a direct effect. Our research supports the findings of Julian *et al.* (2014) in terms of the positive effect of EMO on EXP, and hence this relationship requires further testing. In terms of the relationship between MC and EXP, we suggested that MC have a significant effect on EXP. Some previous research showed that MC significantly affect some aspects of performance (Chen *et al.*, 2013; Niromand *et al.*, 2012) and directly EXP (Zou *et al.*, 2003; Al-Aali *et al.*, 2013; Hajipour *et al.*, 2013). However, in our study, MC do not have a direct impact on EXP, but through kind of a mediation, which we will discuss later. The unsupported two hypotheses may be partly due to the fact that the sample is dominated by a large number of small- and medium-sized firms. These small- and medium-sized firms may be low involvement or indirect exporters and therefore they do not need to directly deal with the export markets.

ME is a significant determinant of EXP, as suggested by the conceptual model. This is in line with the findings of Mavondo *et al.* (2005) and O'Sullivan *et al.* (2009). However, the effect of ME on EXP is amplified with the aid of EMO and MC, since the conceptual model reveals that EMO is a significant determinant of both MC and ME. Market-oriented behaviour consists of generating information about export markets, dissemination of this information to the decision makers within the firm and improved responsiveness to changes in international markets in accordance with this information (Cadogan *et al.*, 2003). Market orientation reflects organisational behaviour that establishes and sustains profitable relations with customers. According to Olavarrieta and Friedmann (2008), market-driven behaviour appreciates the value of thorough marketing intelligence. Thus, there is stated to be a positive relationship between a market-driven culture and firms' knowledge-related resources. Therefore, this study adds to past literature by confirming that EMO is an important determinant of marketing strategy and activities (Akyol and Akehurst, 2003) through its positive effect on both MC and ME. This finding is in line with Julian's (2010) findings that support the effect of market orientation on marketing performance and with Murray *et al.* (2011) who suggested that MC mediate the effect of market orientation on performance. The positive influence of EMO on MC and ME provides a basis for organisational behaviour that depend on market information as a source for marketing strategies of exporting firms. At the same time, in terms of resource-based view, these findings suggest that MC and ME are influenced by the firms' market orientation.

Although our findings do not suggest a positive impact of MC on EXP, they support that MC have a positive effect on ME. Exporting firms' expert knowledge about market changes and market segments in export markets enable them to effectively use marketing tools and leads to ME indicating their superior skills in reaching target markets, handling marketing mix elements and managing marketing resources efficiently. Overall, the findings of the study support the functional role of marketing in achieving the short-term goals which would affect firm performance (Mavondo *et al.*, 2005; Mohamad *et al.*, 2011).

Our research showed that the impact of EMO on MC is greater than that of ME. This result suggests that market information acquired as a result of EMO provides knowledge to firms for developing competitive strategies. In other words, this kind of knowledge enables firms to achieve market-based capabilities that are referred as knowledge-related resources. In addition, the research indicates that MC also have a significant effect on ME. As addressed in the literature, ME can be improved by developing distinctive MC and an export market-oriented behaviour. In conclusion, the more accurately companies determine the real demands and needs of their export markets, the more successful are their export operations (Cadogan *et al.*, 2003). MC constitute the basis of successful marketing strategies; and if MC are inimitable, then they play a significant role in creating competitive advantage for the firm (Vorhies *et al.*, 2009).

Managerial implications

This study highlights the importance of EMO, MC, ME and EXP for exporting firms. The concepts discussed would provide useful insights for developing and implementing successful marketing plans and strategies to exporting firms. ME directly affects EXP, thus any improvement in ME would seem to foster EXP of firms. Although they do not have a direct impact on EXP, focusing on EMO and integrating MC with ME would allow exporting firms to achieve better EXP outcomes. Such integration would allow reconfiguration of capabilities, decreasing resource shortages and developing new market offerings (Vorhies *et al.*, 2009). It could be concluded that market orientation and MC affect EXP through the mediation of ME. Thus, it is worth emphasising that exporting firms should address ME seriously and evaluate their ME on a periodical basis. In terms of realising successful export activities in increasingly competitive markets, managers are more and more in need of a model for improved EXP that matches the features of their firms.

Within the scope of strategic marketing control, whether top managers are able to identify the best opportunities in terms of the market, product and channel, and benefit from these opportunities, depends on their use of the ME approach (Kotler and Keller, 2006). According to our research, MC and EMO are significant variables in increasing ME. Hence, it is evident that firms that desire to improve their ME could attain the desired outcome by increasing alongside their EMO behaviour, and MC.

Limitations of the research

The results of this study must be interpreted in the context of its limitations, and future research would be needed to assess the generalizability of our findings. First, this research aims to define significant determinants of EXP. Factors that influence EXP might differ for various industries; however, our research is not specific to a particular industry. So the results might not indicate EXP determinants for specific industries, but further research could investigate industry-specific determinants of EXP. Also, as this study explored the antecedents of EXP, there might be other significant determinants of EXP that did not take into consideration by this research. It is suggested, therefore, that future research could explore other probable factors influencing EXP. Another limitation of the study is that the constructs had various sub-dimensions, such as EMO have three sub-dimensions, MC six and ME five sub-dimensions. In line with the aim of

the research, the analysis was conducted on supra-dimensions instead of sub-dimensions to avoid any confusion. In addition, our research cover exporting firms located in the Aegean region of Turkey; however, they may not be representative of all exporting firms in Turkey.

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Appendix. Measurement scales

Measure

Please indicate how much you agree or disagree with each of the following statement in relation to marketing effectiveness of your company. Seven-point Likert type scale with 1 (strongly disagree) to 7 (strongly agree) scale anchors.

Marketing Effectiveness Scale (Adapted from Appiah-Adu et al. (2001) and Webster (1995)). Loadings

Customer Philosophy	
The firm is customer oriented	0,810
The firm places importance on business image	0,793
The firm recognizes the importance of organizing itself to serve the needs and wants of chosen market	0,704
The firm effectively reaches its target market	0,622
Operational Efficiency	
Management clearly defines and communicates the nature of business	0,781
The firm regularly and systematically seeks improvement	0,678
Management effectively manages marketing resources	0,659
Marketing shows good capacity to react quickly and effectively to on-the-spot developments	0,652
Strategic Orientation	
The firm formulates an annual marketing plan	0,810
The firm engages formal market planning	0,793
The firm is well positioned relative to its competitors	0,704
Current marketing strategy is of high quality	0,622
Ad. Marketing Info.	
Regular marketing research studies of customer, buying influences, etc. are conducted	0,849
Management understand the sales potential and profitability of different market segments/customer	0,820
The latest systematic analysis of market was made recently	0,814
Efforts are expended to measure the cost-effectiveness of different marketing expenditures	0,680

Please indicate how much you agree or disagree with each of the following statement in relation to marketing capabilities of your company. Seven-point Likert type scale with 1 (strongly disagree) to 7 (strongly agree) scale anchors.

Marketing Capabilities Scale (Adapted from Morgan et al., (2009)). Loadings

Pricing Capabilities	
Using pricing skills and systems to respond quickly to market changes	0,781
Knowledge of competitors' pricing tactics	0,743
Doing an effective job of pricing products/services	0,690
Monitoring competitors' prices and price changes	0,662
Product Capabilities	
Developing new products/services to exploit R&D investment	0,767
Successfully launching new products/services	0,738
Ability to develop new products/services	0,717
Ensuring that product/service development efforts are responsive to customer needs	0,639
Distribution Capabilities	
Attracting and retaining the best distributors	0,862
Adding value to our distributors' businesses	0,850
Strength of relationships with distributors	0,824
Providing high levels of service support to distributors	0,820
Marketing Communication Capabilities	
Advertising management and creative skills	0,857
Developing and executing advertising programs	0,799
Public relations skills	0,606
Selling and Planning Capabilities	
Sales management skills	0,850
Providing effective sales support to the salesforce	0,793
Selling skills of salespeople	0,785
Sales management planning and control systems	0,756
Marketing planning skills	0,752
Providing effective sales support to the salesforce	0,720
Brand image management skills and processes	0,576

(continued)

Please indicate how much you agree or disagree with each of the following statement in relation to export market orientation of your company. Seven-point Likert type scale with 1 (strongly disagree) to 7 (strongly agree) scale anchors.

Export Market Orientation (Adapted from Cadogan et al., (2003), (2006); Chung, (2012)).	Loadings
Export Market Intelligence Generation	
We periodically review the likely effect of changes in our export environment (e.g. regulation, technology)	0,854
In this company, we generate a lot of information concerning trends (e.g. regulations, technological developments, political, economic) in our export markets	0,800
We generate a lot of information in order to understand the forces which influence our overseas customers' needs and preferences	0,745
Export Market Intelligence Dissemination	
Important information about our export customers is often lost in the system ^R	0,795
Information about our export competitors' activities often reaches relevant personnel too late to be of any use ^R	0,739
Information which can influence the way we serve our export customers takes forever to reach export personnel ^R	0,681
Export Market Responsiveness	
We are quick to respond to important changes in our export business environment (e.g. regulation, technology, economy)	0,873
We rapidly respond to competitive actions that threaten us in our export markets	0,838
If a major competitor were to launch an intensive campaign targeted at our foreign customers, we would implement a response immediately	0,826

Please evaluate the export performance of your company relative to your major competitor. Seven-point Likert type scale with 1 (very poor) to 7 (exceptional) scale anchors.

Export Performance (Adapted from Navarro et al., (2010); Okpara, (2009)).	Loadings
Growth of export sales	0,870
Awareness and image of firm in foreign market	0,847
Market share associated with export activity	0,831
In last three years, successful growth of export activities	0,829
Achieving the planned export sales	0,792
Successfully made the export process	0,760
Overall export performance	0,753

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