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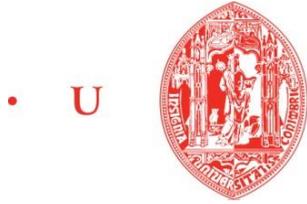
UNIVERSIDADE D
COIMBRA

Caroline Kalil Reimann

**THE INFLUENCE OF MARKETING CAPABILITIES ON
INTERNATIONAL PERFORMANCE:
PORTUGUESE SMES IN THE B2B MARKET.**

**Dissertação no âmbito do Mestrado em Marketing orientada pelo
Professor Doutor Fernando Carvalho e apresentada à Faculdade de
Economia da Universidade de Coimbra.**

Outubro de 2020



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GRATITUDE

The fulfillment of a dream could not be achieved without the unconditional support of the most important people in my life. I dedicate the result of a lot of effort and dedication to my parents and my brother, who even from a distance, supported me, encouraged, and were present throughout the construction of this dissertation. For you all my love, affection, respect, and gratitude.

To my love Vitor, who embarked on this journey with me, understanding my difficult moments and encouraging me to be better each day. Thank you for the words of wisdom, the hugs, and the patience when I needed it most. May this be the first of many adventures together. Love you so much.

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The universe and the good energies that strengthened me gave me the courage and wisdom to move on. This is a job done with a lot of love and dedication, with a lot of respect for everyone who was by my side in some way, and I dedicate, with great pride, my master's dissertation. Gratitude for all.

RESUMO

Objetivo: A presente investigação tem por objetivo analisar a influência das Capacidades de Marketing, definidas aqui como Static, Dynamic e Adaptive, na performance internacional das PMEs portuguesas atuantes no mercado B2B. Também irá analisar os efeitos moderadores da Orientação para o Mercado dentro deste cenário internacional.

Metodologia: Para compreender os efeitos das Capacidades de Marketing na Performance das empresas portuguesas presentes no mercado internacional B2B, desenvolveu-se um estudo quantitativo, utilizando um questionário como método de pesquisa. No total, foram recolhidas 335 respostas válidas das PMEs portuguesas. A análise dos dados foi realizada com o recurso do *software* IBM SPSS versão 25, no programa AMOS e baseou-se no Modelo de Equações Estruturais (MEE).

Resultados: Este estudo mostra o impacto das três Capacidades de Marketing (Static, Dynamic e Adaptive) na Performance Internacional das empresas inqueridas. Essencialmente das componente Product Development e Selling, à nível da variável latente Static Marketing Capabilities, apresentou significâncias consideráveis na performance internacional. Outro resultado considerável está relacionado a componente Efficiency, componente da variável Performance Internacional, na qual recebe os maiores efeitos das três capacidades de marketing aqui estudadas. Os efeitos moderadores do Market Orientation, não foram corroborados no modelo global da pesquisa, formado a partir das análises realizadas.

Limitações e futuros linhas de investigação: A recolha dos dados sob uma ótica *cross section*, acrescida as circunstâncias da pandemia Covid-19, são apontadas como uma das primeiras limitações desta pesquisa. Apesar do inquérito ser baseado em informações das organizações no ano de 2019, os efeitos instáveis do mercado devido à pandemia e a própria extensão do inquérito formulado, também contribuíram para uma redução no número de respostas válidas. Como futuras linhas de investigação, a escolha de estudos longitudinais, incluindo o cenário de outros países e de suas PMEs que atuam no mercado internacional B2B, oferece grandes possibilidades de amplitude nas investigações no campo do marketing internacional B2B, ainda pouco explorado na academia.

Contribuições práticas: Esta pesquisa apresenta ao mercado internacional B2B e líderes da área, capacidades de marketing desenvolvidas nas organizações, que são capazes de contribuir para a performance internacional de uma PMEs. Ela atua como uma ferramenta para que as organizações

e seus líderes, possam tomar decisões quanto as estratégias de marketing no mercado internacional B2B.

Originalidade: Este estudo tem por originalidade, a inserção de três capacidades de marketing (Static, Dynamic e Adaptive), inseridas em um ambiente internacional. Para além disso, inova trazendo a realidade das PMEs portuguesas que atuam no mercado internacional B2B.

Palavras-chave: Static Marketing Capabilities; Dynamic Marketing Capabilities; Adaptive Marketing Capabilities; International Performance; Market Orientation

ABSTRACT

Objective: The present investigation aims to analyze the influence of Marketing Capabilities, defined here as Static, Dynamic, and Adaptive, on the international performance of Portuguese SMEs operating in the B2B market. It will also analyze the moderating effects of Market Orientation within this international scenario.

Methodology: To understand the effects of Marketing Capabilities on the Performance of Portuguese companies present in the international B2B market, a quantitative study was developed, using a questionnaire as a research method. In total, 335 valid responses were collected from Portuguese SMEs. Data analysis was performed using the IBM SPSS software version 25, in the AMOS program and was based on the Structural Equations Model (MEE).

Results: This study shows the impact of the three Marketing Capabilities (Static, Dynamic, and Adaptive) on the International Performance of the surveyed companies. Essentially from the Product Development and Selling component, at the level of the latent variable Static Marketing Capabilities, it presented considerable significance in the international performance. Another considerable result is related to the Efficiency component, a component of the International Performance variable, in which it receives the greatest effects from the three marketing capacities studied here. The moderating effects of Market Orientation were not corroborated in the global research model, formed from the analyzes performed.

Limitations and future lines of investigation: The collection of data from a cross-section perspective, in addition to the circumstances of the Covid-19 pandemic, are pointed out as one of the first limitations of this research. Although the survey is based on information from organizations in 2019, the unstable effects of the market due to the pandemic and the very extent of the survey, also contributed to a reduction in the number of valid responses. As future lines of research, the choice of longitudinal studies, including the scenario of other countries and their SMEs that operate in the international B2B market, offers great possibilities of breadth in investigations in the field of international B2B marketing, still little explored in academia.

Practical contributions: This research presents the international B2B market and industry leaders with marketing skills developed in organizations, which can contribute to the international performance of an SME. It acts as a tool for organizations and their leaders to make decisions regarding marketing strategies in the international B2B market.

Originality: This study has for its originality, the insertion of three marketing capacities (Static, Dynamic, and Adaptive), inserted in an international environment. Also, it innovates bringing the reality of Portuguese SMEs that operate in the international B2B market.

Keywords: Static Marketing Capabilities; Dynamic Marketing Capabilities; Adaptive Marketing Capabilities; International Performance; Market Orientation

LIST OF ACRONYMS

AFC - Confirmatory Factor Analysis
AMC - Adaptive Marketing Capabilities
AMOS - Analysis of a Moment Structures
AVE - Average Variance Extracted
CFI - Comparative Fit Index
CR - Composite Reliability
DMC - Dynamic Marketing Capability
H - Hypothesis
IBM - International Business Machines Corporation
MO - Market Orientation
N - Sample size
N / A - No / Applicable
IP - International Performance
RMSEA - Root Mean Square Error of Approximation
SEM - Structural Equation Model
SPSS - Statistical Package for the Social Sciences
SMC - Static Marketing Capability
SRW - Standardized Regression Weights
X² - Chi-square
X² / df - Chi-square / degrees of freedom

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INTRODUCTION

Studies related to marketing skills become increasingly relevant and necessary as to the understanding of their effects on organizations (Samiee & Chirapanda, 2019), especially when these capabilities are placed in an international environment (Sheth J. , 2020), in which, they are justified by the complexity that the international market involves, raise the level of demand in organizations as to the need to develop essential capabilities that aim to increase their competitive advantage (Grant R. , 2006) (Prahalad & Ramasway, 2004) (Munuera-Alemán & Rodríguez-Escudero, 2002) (Hamel & Prahalad, 1995). It is for these reasons that over the years, it has been realized that investigations relate the results of international performance to international marketing (Kowalik, Danik, & Francioni, 2020) (Arunachalam, Ramaswami, Herrmann, & Walker, 2018) (Yang & Gabrielsson, 2018) (Laurell, Achtenhagen, & Andersson, 2017).

Supported in the literature as creating value for the organization, marketing capabilities (Martin, Javalgib, & Ciravegnac, 2020), face two difficulties, one when they are exposed to the international B2B environment, which, due to the complexities between commercial relationships, raise the need to build a brand, and studies have already pointed out the importance of building a strong brand within this context, whether through marketing skills and / or the relationships established between stakeholders (Herbst & Merz, 2011). The second is related to small and medium-sized companies - SMEs, which, when starting an internationalization process requires the organization and its managers, to bring together different internal capacities and resources (logistics, marketing, relational resources with suppliers, among other areas) and the need for these competencies, makes internationalization complex and risky, for small and medium-sized companies (Evers, Andersson, & Hannibal, 2012) (Morgan-Thomas, 2009). Driven by the advances of globalization and aiming to obtain security over the horizon of their corporate growth, companies, choose to start an internationalization process (Karavdic, 2005) (Andersson, Gabrielsson, & Wictor, 2004), and that decision making regarding business efforts towards an international objective is often one of the few alternatives for the growth of the company or even its survival in the market (Maias, 2013) (Coviello & Munro, 1997) (Oviatt & McDougall, 1997).

Seen as a more strategic and relational marketing (Bocconcelli, et al., 2018), B2B marketing, when well worked in organizations, can be a tool capable of bringing competitive advantage, differentiation in the international market, and optimization of internal and external resources (Prior & Keränen, 2020), determining factors for the success or failure of small and

medium-sized enterprises (Lu & Beamish, 2001). It is for these reasons that uniting these universes, marketing capabilities, international performance, B2B relationships, and SMEs, in research, becomes complex, but at the same time essential and relevant, not only in the academic scope, but international marketing of organizations (Österlea, Kuhna, & Henseler, 2018) (Prior & Keränen, 2020)

2. LITERATURE REVIEW

2.1 Introduction

To understand the analyzes carried out in this study, it was necessary to build a bibliographic review through different authors who support the theories addressed here, so that, the reasoning was initially built by chapters of macro analyzes, moving to more specific chapters that address the variants and moderators of the theme of this research. The first part of this study, fits the market of B2B companies, its growth within the global economy, and the relevance with which it has been conquering, together with researchers and professionals in the area in the last three decades (Hadjikhani & LaPlaca, 2013), including in the development of the companies' marketing sector (Herbst & Merz, 2011).

As a part of the research within the B2B universe, the second chapter includes a presentation and exploration of small and medium-sized companies, the challenges and opportunities that emerge given the specific characteristics of this business model (Gilmore, Carson, & Grant, 2001).

Going deeper into the universe of this research, the third chapter, consist of an introduction to internationalization, the theories emerging over the years, business motivations, the characteristics that differentiate this process in each organization, presenting different policies and behaviors throughout the process (Piercy, 1981) (Cavusgil S. , 1984). Here, the strategies determined for the internationalization processes and their applications in the market are also addressed, its importance grows, due to the representative expansion of organizations with international activities (Acosta, Crespo, & Agudo, 2018). Thus we enter the universe of the international SME market, which are increasingly important players in the international sphere (Ortega, Rialp-Criado, Rialp-Criado, & Stoian, 2015), for its increase in the representativeness of the world economy, through the generation of jobs and innovation, through this, this organization model has dominated the current economies (Lekmat, Selvarajah, & Hewege, 2018) (Katua, 2014). Still within the international context, more from the perspective of the role of international marketing, which, through the emergence of new forms of performance in the foreign market by organizations, was placed at the center of international operations, being perceived as fundamental and capable of influence this new environment in companies (Gnizy I. , 2019) (Morgan, Feng, & Whitler, 2018) (Gnizy & Shoham, 2014), analyzing the need that organizations have in building and developing strategic models and different capacities to operate abroad (Yauch, 2011).

The fourth chapter deals specifically with B2B marketing, its differentiating concept from B2C marketing, with a broader perception in creating relationships between stakeholders in the business, and all the variables that make up the construction of more relational marketing (Prior & Keränen, 2020) (Eggert, Kleinaltenkamp, & Kashyap, 2019) (Cortez & Johnston, 2017). The marketing capacities are described in the fifth chapter, being the same defined in this study, through three different groups, the Static, Dynamic and Adaptive capacities, in which, each one presents specific characteristics, in terms of the use of resources in carrying out tasks specific marketing strategies to achieve the desired results developing within the organization in the internationalization process (Morgan, Feng, & Whitler, 2018) (Morgan, Katsikeas, & Vohiers, 2012)

The sixth chapter corresponds to International Performance, which is closely related to the challenges of organizations in strategically recognizing and taking advantage of market opportunities (Asemokha, Musona, & Torkkeli, 2019) (Zahra, Korri, & Yu, 2005), understanding of performance in an internationalization process, in which it is the result not only of financial investments, but also of a gathering of aspects (Kaleka & Morgan, 2017) that provide the formation of a robust, significant and most importantly, positive results (Borda, Geleilate, Newburry, & Kundu, 2017).

The seventh and last chapter that make up this literary review, is composed of one element that, within the internationalization process, play a different role from the variables described above. As a moderator in the process, that is, they do not act directly affects international performance, but can cause deviations, moderating, or altering their result (Sousa, 2005). Market Orientation has been identified as one of the orientation strategies in recent research (Mu, Thomas, Peng, & Benedetto, 2017), she acts as a complement of the organization's strategic resources (Ketchen, Hult, & Slater, 2007) (Menguc & Auh, 2006), it is responsible for directing the internal resources and strengths of a company given its objective, in this analyzed as the objective of internationalizing. Its concept is considered strategic (Hagen, Zucchella, Larimo, & Dimitratos, 2017) both for company management and marketing (Escandón-Barbosa, Hernandez-Espallardo, & Rodriguez, 2016)

All of these chapters serve as a theoretical basis for the practical realization of this study, intending to expose the opinion of the main authors on the topics addressed here, and expanding them as they will be analyzed in the practices carried out by small and medium-sized companies

in Portugal, at the B2B market, which uses the internationalization process for their corporate growth.

2.2 B2B market

Despite presenting characteristics that resemble the B2C B2B market, structurally the two models interact differently, both with the end consumer and in their development, including here transformations in the marketing activities themselves (Liu, Foscht, Eisingerich, & Tsai, 2018). The identification and accessibility of customers, the level of demand for products, and knowledge of the market are pointed out as some of the main differences between these two business models, which require the organization in a B2B context, the constant construction of customized solutions combined with managing relationships with customers and stakeholders (Abrahamsen, Henneberg, Huemer, & Naudé, 2016) (Hutt & Speh, 2012). Acting in the B2B market, make the organization's marketing capabilities much more challenging, when consumers are found who focus more on aspects related to the price and performance of the products they purchase (Liu, Foscht, Eisingerich, & Tsai, 2018).

Due to its particular and complex characteristics, the first studies on the market started in the 1980s with the investigations of John Wanamaker, who sought to understand the relationship with consumers in this business context (Wanamaker, 1899), this study perspective brought stakeholders such as suppliers, retailers, and customers to the field of consumption, but it took a long time before business relations found their place within the academic and scientific field (Sheth, Garner, & Garret, 1988) (Carratu, 1987). Through unrepresentative steps, the union between business to business relations and the field of marketing occurred, in which it has as its first record to return from 1890, but the most significant works for the area only occurred in the last three decades (Hadjikhani & LaPlaca, 2013), very encouraged by a more globalized, accelerated and competitive market. With the conquest of a relevant space within the industrial marketing research (Håkansson, 1982). The first record that correlates the relationships between organizations, occurred in 1982, which revealed that small social interactions influenced the processes for a long time, and accepted the fact that investments made in the context of building strong relationships in marketing, increased the feeling of trust and consequently interfered in the financial performance of the organization (Palmatier, Dant, & Grewal, 2007). And throughout academic studies involving B2B organizations, the importance of building a strong brand was

sustained (Herbst & Merz, 2011) and consequently of its relations with the components of marketing. Researches related to the expansion in international markets started to return from 1980, but few were the smaller companies that acted in the international market, mainly due to the consequences of limited resources and capacities (Joensuu-Salo, Sorama, Viljamaa, & Varamäki, 2018).

Over the past twenty years, the intensification of global processes in companies, the speed of globalization, the emergence of new markets, technological and economic developments, the decline of barriers to entry into international markets, the need for new consumers, integrations between regions promoting the internationalization of infrastructures (Joensuu-Salo, Sorama, Viljamaa, & Varamäki, 2018) (Aykol, Leonidou, & Zeriti, 2012) among other aspects, they made the internationalization process more and more executed within the corporations, but still, it made it much more complex, due to the addition of so many variables and their rapid transformations. With all these changes, SMEs have managed to advance in their markets, breaking barriers more easily and at lower costs, allowing these types of companies to integrate the international economic scenario through opportunities and to add value more quickly to the chains they integrate internationally (Lejarraga, Rizzo, Overhofer, Stone, & Shepherd, 2014).

These changes in the international business scenario promoted a new vision on the subject among marketers, in which they recognized the importance of establishing good relationships with international partners and consumers (Samiee, Chabowski, & Hult, 2015), through the development of new marketing capacities and competitive strategies, involving in the construction and mainly, in the international management of stronger and more sustainable B2B brands (Leek & Christodoulides, 2011). With growing attention on brand building in the B2B market (Seyedghorban, Matanda, & LaPlaca, 2016) (Leek & Christodoulides, 2011), studies seek to understand how B2B companies can create strong and memorable customer experiences through their marketing capabilities (Österlea, Kuhna, & Henseler, 2018) (Gilmore & Pine, 2002).

Building a strong B2B brand has become an increasingly successful factor in the competitive market, be it domestic or international (Kotler & Pfoertsch, 2007) (Rooney, 1995), it is crucial in establishing partnerships and relationships with stakeholders, influencing the purchase process in the industrial market and negotiations (Sweeney, 2002). The B2B brand, and all the marketing components that help to assign value to the brand, are decisive for a company, even

when it is planning the development of the organization in an unexplored market, as they often occur in the internationalization process (Kotler & Pfoertsch, 2007) (Mudami, 2002).

According to the theory, the marketing capabilities that work through internal or external inputs to the organization are characterized by influencing the sustainability of a company in the international market (Morgan & Slotegraaf, 2012) (Fang & Zou, 2009) (Srivastava, Shervani, & Fahey, 1999) (Day G. S., 1994), to ensure competitive advantages and good relationships with stakeholders in the B2B context. To seek the answers applied to the practice, this study will move, along with some Portuguese companies with B2B relations in the foreign market, a reflection on the real influence and intensity of this influence on international performance, under the analysis of three marketing capacities, determined by Static, Dynamic, and Adaptive (Day G. , 2011).

2.3 Small and Medium enterprises

The scenario of small and medium-sized enterprises, in all European countries, is becoming increasingly relevant for the development of the world economy and market, because, according to the Annual Report of Small and Medium Enterprises in Europe 2018-2019, there was a significant increase in the value-added by these organizations and, consequently, in the expansion in terms of job creation. According to this same report, the European Union has 25 million SMEs registered in the non-financial sector, responsible for generating 56.4% of the wealth of the 28 Member States. Portugal is currently, with its economy closely linked to this business representation, in which it has 888,421 SMEs registered, representing the second country in the European Union with the largest number of business representations in these proportions (European Commission, 2019).

SMEs present can present potential relation with the growth of the competitive advantage in the market, either by their capacity for flexibility and by their ability to respond more quickly to market changes (Lekmat, Selvarajah, & Hewege, 2018) (Kajalo & Lindblom, 2015). To be confirmed by the SMEs companies that are generating a very strong global economy, and they should not be considered as reduced versions of large corporations, but in a way that they present differences in the use and collection of financial resources and non-financial, organizational structuring and its management (Lu & Beamish, 2006) (Oviatt & McDougall, 1997).

Likewise, and reinforcing these differences between business proportions, international expansions cannot be considered only under the dominance of large companies, more and more,

SMEs are on this path, forming an initial process of their development, through a globalized, interconnected, and borderless economy (Stray, Bridgewater, & Murray, 2001) (Karagozoglu & Lindell, 1998) (Oviatt & McDougall, 1994). For this to occur, to mitigate the risks arising from this process, such companies need, combined with academic studies and their evidence, to understand the best paths and strategies that result in significant predictions, that is, return through positive results, and beneficially, be able to root their survival in the market (Joensuu-Salo, Sorama, Viljamaa, & Varamäki, 2018) (Johanson & Vahlne, 2009) (Goerzen & Beamish, 2003).

2.4 Internationalization

Internationalization is a phenomenon resulting from different actions and developments in the market and from the companies that operate in it over the years. Due to different factors, internationalization is a complex process, in which many companies integrate into their business system, whether they are global or small and medium-sized. Operating on the international market, in a globalized world, is one of the most common strategies aimed at survival and achieving high-performance growth, this phenomenon is an activity that is increasingly present in the global economic scenario, motivated or pressured by advances in globalization, technology, and even the market's competitiveness (Gnizy I. , 2019) (Spyropoulou, Katsikeas, Skarmeas, & Morgan , 2018). The growing movement, in displacing and involving the operations of an organization for an overseas market (Piercy, 1981) (Turnbull, 1985) (Luostarinen R. , 1980), drew the attention of scientific research, to seek to understand possible origins of this displacement, the motivations, mechanisms and internal capabilities necessary for the process to occur smoothly and with the least possible negative impact since the central objective is consistent taking advantage of opportunities to achieve better international performance (Asemokha, Musona, & Torkkeli, 2019) (Zahra, Korri, & Yu, 2005) (Hymer, 1976).

The multidimensional conceptualization itself (Mota, 2007) which understands the definition of the internationalization of companies, highlights the plurality of aspects that integrate this phenomenon. And this is clear in the face of the diversity of authors who approach internationalization from different shreds of evidence, expanding and encompassing a multi-signification of the process beyond the border aspects. Within the literature, from the

representative studies on internationalization, two theoretical currents that influenced strategic development were identified (Da Costa, Añez, Mol, & Damasceno, 2017).

The first theoretical current formed from the relationship of internationalization with its economic return, and it was initiated through the studies of Hymer in 1960 and 1976, which composed the Theory of Market Power. This theory focused on the need for the organization to first consolidate itself in its local market, and only then, after this foundation, decide to move to an international market, either through an economy of scale or collusion (Hymer, 1976). As an evolution to the next theory, called Buckley and Casson's Internalization Theory (1976), a perception added that highlights the need for internationalization through maximizing efficiency resulting from a reduction in costs and/or risks in carrying out such a process (Buckley & Casson, 1976).

After this evolutionary and historical consideration of the models presented, we find the beginning of the second theoretical current, which, differently from the first models, fails to highlight only the relationship between production and economic return of the internationalization process, and are directed to studies that encompass business behaviors, attitudes and perceptions (Hemais & Hilal, 2002) in the face of advances in this process. This current was initiated by researchers Johanson and Vahlne in 1977, in which their studies focus on analyzing the gradual advances of integration, acquisition, and use of the knowledge obtained on the new markets, as a model to internationalize in an increasingly and gradually. Called the Uppsala Internship Model, its main support is the development of knowledge and progressive commitment in the foreign country (Johanson & Vahlne, 1977). These are some of the theories that have advanced over the years, intending to bring new insights into corporate behaviors and strategies in the face of the decision to go international. With the volatility of current economic markets, decision-making requires an increasingly broad and complex analysis of different aspects that corroborate the success or failure of this process.

Internationalization processes are used by different organizations to expand in the global market, which is a dynamic and evolutionary process, resulting in a performance resulting from investments and organizational learning (Douglas & Craig, 2011) (Kamakura, Ramón-Jerónimo, & Vecino, 2012). The internationalization processes in a broad way, consist of increasing the organization's value-added activities in a market abroad (Meyer, 1996), and is used as a resource to expand business strategies, often perceived by the core business, as a condition of business

sustainability (Alexandre & Estima, 2013). Internationalization processes expose organizations to multiple environments, with different characteristics, requiring adjustments to strategic priorities, and these issues will be necessary as the organization advances in the process, in the face of market competitiveness, potential partnerships and how to coordinate everything so that company can enjoy its full potential in the market (Etemad, 2019).

The growing trend of globalization of markets and the consequent increase in the intensity of competition has led to the emergence of new strategies within companies, in which to equate activities in international trade (Acikdilli, Mintu-Wimsatt, Kara, & Spillan, 2020) (Welford & Prescott, 1994) (Welch & Luostarinen, 1988). The multiplicity of aspects that must be previously analyzed makes it difficult to make decisions regarding internationalization, aspects such as the competitive conditions existing in the domestic and global environment; the economic, social, cultural, legal, and political situation of the destination country; the capacities, resources, and skills existing in the company (Mota, 2007), should be part of this initial analysis. In addition to understanding these aspects, it is also recommended that the strategic objectives are aligned with how the company will enter the international market (Morgan, Feng, & Whitler, 2018) (Terpstra & Sarathy, 1994), precisely because the right choice for each company, enables the acquisition or not of competitive advantage in the market (Osland, Taylor, & Zou, 2001), essential point for its international development.

To be able to extract all the potential benefits of the new market, the organization must be equipped internally with strong resources, which can be defined as assets, capabilities, organizational processes, attributes, information and knowledge of the company (Gnizy I. , 2019) (Barney J. , 1991), that it acquires and improves throughout its existence. The presence of these resources are fundamental points for the implementation of the internationalization of companies, and organizations need to be able to transfer such resources to the foreign market (Gnizy I. , 2019) (Ibeh & Wheeler, 2005) (Balabanis, Theodosiou, & Katsikea, 2004), this because, the main support of the competitive advantage in the market are the sources of capacities of an organization, formed from the resources that it has (Hunt S. , 2000) (Collis & Montgomery, 1995) (Barney J. , 1991). The strength with which these resources build a competitive advantage depends on attributes such as its rarity, difficulty in imitation and replacement and how valuable it is for the company, in addition to being also considered as a business force in the design and implementation of strategies (Grant R. , 1991) (2005) (Barney J. , 1991).

Resources are so important for strategic organizational development, that from the 90s, North American studies conceived the Resource-Based View of the Firm - RBV, which related the company's growth and success, with ownership and use effectiveness of a set of competencies (a combination of tangible and intangible resources) and capacities (grouping or combination of tangible and intangible manageable resources), emphasizing the internal aspects that corroborate this performance (Penrose, 1959). In the last decades, the functions of externalizing the organization and its resources, have grown significantly (Gnizy & Shoham, 2018), and makes the approach highlights that the resources in which the organization commands (internal), develops, and the competitive advantage that results from this combination in which it has ownership, must be superior to those presented by its competitors in the market (Barney J. , 1991). It is compatible with the speed and intensity of changes in the market, that this vision based on resources, is also built dynamically and able to respond to the market at the same speed, but effectively (Mugnol, 2013) (Koponen & Pohjola, 2007). Traditionally, the RBV theory offers an adequate theoretical foundation regarding the activities of marketing capabilities in construction and competitive advantage and consequently the performance itself (Roach, Ryman, Jones, & Ryman, 2018) (Kozlenkova, Samaha, & Palmatier, 2013) (Barney, Ketchen, & Wright, 2011)

2.4.1 Internationalization of SME'S

The processes of globalization, advances in technology, communication, transport and so many other components related to internationalization, have allowed the barriers to entry and changes of organizations to be smoothed over the years, given the growing increase in the number of companies that decide to act abroad (Acosta, Crespo, & Agudo, 2018) (Covin & Miller, 2014). As a result, more SMEs are looking to the international market for a way to expand their business (Davcik , Cardinali, Sharma, & Cedrola, 2020) (Santoro, Ferraris, & Giacosa, 2018), and taking into account its specific characteristics of this business model (Laufs & Schwens, 2014) (Ripolles & Blesa, 2012), researchers understand the greatest need to study the internationalization processes of SMEs (Musteen, Datta, & Butts, 2014).

Because of the panorama of internationalization processes, SMEs are, through this decision, finding a way to achieve their growth and increase the return on their investments (Zahra, Ireland, & Hitt, 2000). Through the intention of advancing to foreign markets, the potential of this path questioned, given that, due to organizational dimensions and, consequently, a smaller

proportion of resources, skills, and capacities, SMEs normally fail to evaluate the market as a whole, failing to fully exploit international opportunities (Buckley P. , 1999). Analyzed from this point of view, several researchers, in recent years, seek, through their studies, to find answers as to the characteristics of the behaviors that enable SMEs to develop from the internationalization processes, even finding an apparent scarcity of resources, if compared to large companies (Nakos, Dimitratos, & Elbanna, 2018) (Oura, Zilber, & Lopes, 2016) (Brouthers, Nakos, & Dimitratos, 2015).

Through internationalization, SMEs are faced with a new path to expand their market, exploring niche markets with similar characteristics in different countries, thus enabling an increase in their profits (Santoro, Ferraris, & Giacosa, 2018) (Musteen, Datta, & Butts, 2014) (Luostarinen R. , 1979) and its visibility in the global market. Within the relationship of SMEs and internationalization, in contrast to the resources it holds, it is necessary to consider that the growing globalization of current markets (Gnizy I. , 2019) (Coviello & Munro, 1997) (Oviatt & McDougall, 1997), the speed of advances in technology (Karavdic, 2005) and the conditions with which companies can respond to these changes, have become the pillars of the organization's success or failure in this process (Morgan-Thomas, 2009). These considerations are relevant, as the internationalization process is sustained based on a well-structured analysis of the external market and the company's internal competences. Possible accelerations and shortcuts in decision making, lack of knowledge, information and the management of this process are some of the difficulties faced by SMEs and, when practiced, can be disastrous for the future of these companies (Qian, 2002) (Buckley P. , 1999) (Karagozoglu & Lindell, 1998). At the same time, an SME also has advantages within the internationalization process, offering greater flexibility and speed in responding to market opportunities, in addition to having easier customization with its network of contacts, a key point in building lasting relationships with customers, stakeholders (Lekmat, Selvarajah, & Hewege, 2018) (Kajalo & Lindblom, 2015) (Brito & Lorga, 1999).

Carrying out a historical cross between the models of internationalization and the characteristics of SMEs in the process, researchers argue that the most appropriate model corresponds to Nordic studies, both the Uppsala Model and the Networking Model, or another model that indicates an advance in the process by stages, such as the Cavusgil Stages Model (Viana & Hortinha, 2005) (Gankema, Snuif, & Zwart, 2000). The choice of these models is justified by the need for SMEs to evolve in the process through more consistent steps so that they find, form

or seek the necessary tangible and intangible resources, so that internationalization is carried out, bringing a return on investments, a satisfactory performance. It is also argued that it is through exports and/or direct investments (Reynolds, 1997), that most SMEs manage to start their internationalization, providing an acceleration of the process, with lower initial investments, but with gains in the medium and long term in terms of experience in the international market (Karami & Tang, 2019) (Root, 1994) (Zahra, Neubaum, & Huse, 1997). To enter the market more easily and avoid problems, such as the fact that they are foreign companies, researchers indicate the need to build good relationships and alliances with partners and stakeholders in the new market (Lu & Beamish, 2001). From this scenario, the need for SMEs to invest in essential resources for the development of internationalization is evident, aiming at their sustainability in the face of an increasingly competitive market (Santoro, Ferraris, & Giacosa, 2018).

2.4.2 International marketing

Thus, as the international market is expanding, the literature related to international marketing also shows significant growth (Morgan, Feng, & Whitler, 2018), many of them related to the necessary adaptations for the new market and as a consequence of its performance in the international market (Kowalik, Danik, & Francioni, 2020) (Samiee & Chirapanda, 2019) (Arunachalam, Ramaswami, Herrmann, & Walker, 2018) (Yang & Gabrielsson, 2018) (Laurell, Achtenhagen, & Andersson, 2017). It is increasingly necessary for organizations to understand the role of marketing in business, overcoming barriers of an individualized area to the global context of the corporation, aligning business objectives and strategies and reacting as the globalization era evolves among international markets, which has opened doors in foreign trade to expand business activities (Gnizy I. , 2019) (Spyropoulou, Katsikeas, Skarmeas, & Morgan , 2018) (Kayabasi & Mtetwa, 2016), choosing export as one of the main features of this international movement (Quaye, Sekyre, & Acheampong, 2017).

This dynamic evolution of marketing in the internationalization process, constantly requires managers to search for information that may be available, such as target market, details of the economy, challenges that can be found in the politics and / or rules of a new country, this perspective of seeking information, was brought up by the researchers at the Uppsala School (Johanson & Vahlne, 1977; 1990; 2009), in which, internationalization is understood as a

composite of activities arising in sequence or not, and which comprise models in which a company starts its penetration in the international market (Morgan, Feng, & Whiter, 2018).

The premise for such evolutions in the internationalization processes occur precisely for what the Uppsala International Management model points out, the need for the organization's understanding and constant commitment to the market it wants, and such attitudes consider far beyond political and financial issues, but the form of communication, the relationship networks and the culture experienced by the target audience and the intrinsic rules that are promoted in this new market context (Covin & Miller, 2014). In the last review of the Uppsala model, in 2009, the business environment changed, and consequently the internationalization interfaces started to add other elements that configure the current market scenario, whether in B2C businesses or B2B (Liu, Foscht, Eisingerich, & Tsai, 2018) (Johanson & Vahlne, 2009). The strength with which these relationships are established enables substantial benefits, including connections that facilitate international operations (Elango & Pattnaik, 2007), the identification of opportunities in the foreign market (Kontinen & Ojala, 2011) and access to resources, which may include financial resources, technology, knowledge, logistics and other (Sandberg, 2014). The rapid and premature internationalization of companies, suggests that the high level of commitment, develops relevant exchanges between different partners, it is known through academic studies, that new knowledge is also learned through the relationships established, as well as the acquisition of information regarding the mechanism of operation of the new market, it makes that the companies in this process, quickly manage to evolve their capacities of international marketing (Johanson & Vahlne, 2009).

The first manifestation registries using the name international marketing, as funding in Japan during the seventeenth century, with the name *sogososha*, on the intention of establishing support that is not just for an internal process, but external too (Gherasim & Gherasim, 2017). Looking for others theories, that try to explain international marketing, is possible to find similar opinions since 1972, according to V. Terpstra, there is no many distinction perspectives between marketing abroad and international marketing, the differences happen when it talks about the internal and external market, in which the second point, the author includes the strong forces of economy, politicians, legally and market restrictions (Terpstra, 1972). Already the definition for Cateora, understanding that in general, the international marketing has a relation with the performance activities of the organization and the service or products delivered in different

markets (Cateora, 1996), if we read this perception, we can see that the international marketing is composed of different institutional factors, built and developed by organizations, on those efforts characterized a complexity dynamic in the business development (Paul & Mas, 2019). The complexity of this context in the current globalization includes some intensive work on research the new market (Wu & Zhou, 2018), the form and model to how to operate, (Burgel & Murray, 2000) talking here about the logistical part process operation, and not less important, the marketing strategies, that need to be planning and executing with the base on the new culture and customer (Katsikeas, Samiee, & Theodosiou, 2006).

Acting as a driver of international activity, companies that face such risks perceive a more flexible and inviting marketplace, demanding from marketing sectors more international capabilities to adapt to new business models (Andoh, Narteh, Blankson, & Braimah, 2018). The strong and active involvement of companies in international marketing, allows young companies to learn more, acquire market experience and skills to better develop their marketing skills, through assimilations, transformations and more solid adjustments in the face of the new market (Zahra & George, 2002). International marketing is understood as all processes that involve the area to optimize and guide marketing resources, under the competence of the organization, through the opportunities that emerge from the global market (Keegan, Johnson, & Nelson, 1989). However, being committed to the internationalization process in a company requires structural configuration, market, and competitive resources, a realignment in the international market (Cavusgil S. , 1984) (Hadley & Heather, 2003). Recent research shows that the resources developed by different marketing resources, make an international marketing strategy more effective (Gregory, Ngo, & Karavdic, 2019).

Companies operating in the international market need to develop capabilities in the organization (Yauch, 2011), and these capabilities include the Marketing Mix compound, but also capabilities that express high-performance core business activities, enabling the company to direct its efforts to perform in the international market through high returns (Andoh, Narteh, Blankson, & Braimah, 2018), and the way these components are organized and activities may change the effects of the power of the relationship between international marketing strategies and international performance (Hingley, Angell, & Lindgreen, 2015). The impact of the dynamics of these capabilities on the organization, become a competitive advantage in the international market (Ambrosini & Bowman, 2009), they are crucial to raising the positive advantages in international

performance (Zou, Fang, & Zhao, 2003), realizing that the formation of this advantage, is the result of experience and learning within the organization itself, this is the only way to find sufficient genuineness and strength to face international trade without undermining the foundations of business (Kuuluvainen, 2012).

Another element that also contributes to international marketing processes is related to the organization's orientation, which is defined by authors as an enthusiastic vision, action, and perspective (Chandra, Styles, & Wilkinson, 2015), looking at the company's capabilities and resources, including marketing capabilities, on a more tightly integrated, integrated spectrum and reallocated to the characteristics of the international marketplace (Teece D. J., 2007). That is, we cannot look at international business orientation in isolation and as a sufficient mechanism to deliver consumer value and perform well in the new market (Barney J. , 1991). Ways need to be found to capitalize on strategic actions, coupled with the company's significant capabilities for competitive market space and results (Teece D. J., 2007) (Eisenhardt & Martin, 2000) (Morgan, Vorhies, & Mason, 2009). To follow the international business orientation is to find, explore, evaluate the opportunities that arise in the market, aiming at building business sustainability (McDougall, Oviaty, & Shrader, 2003). According to studies, the relationship between business orientation and the organization's capabilities is remarkable (Dess, Lumpkin, & Covin, 1997), but their implementation in the market may occur in different ways. The disparity in organizations occurs when, according to studies, companies that incorporate business orientation into their business model are more likely to develop and find opportunities and new models to present competitive solutions in the marketplace (Lumpkin & Dess, 1996) (Oviatt & McDougall, 2005). International business orientation can be divided into four structures: 1) international perspective (Knight & Cavusgil, 2004), 2) proactive behavior (Oviatt & McDougall, 2005), 3) innovation, 4) risk-taking attitudes and 5) international success (Kang & Han, 2007). However, other authors determine other variables such as capacity management, production, and operation capabilities, marketing and technological capabilities as the determinants for the implementation of international business orientation (Hitt & Ireland, 1984). Empirical evidence indicates that there is a significant correlation between international business orientation and marketing competency and its capabilities (Knight, 2000) so that the rapid international rise has as its factors the meeting of the developed processes, the business orientation and the capacities necessary to deliver essential values to the consumers (Aspelund, Madsen, & Moen, 2007).

This established relationship is due to the mentioned characteristics of the international business orientation (Knight, 2000), it has the task of maintaining and improving the marketing competencies of the organization, precisely because it is related to the search for opportunities in the new exploration market (Cavusgil & Knight, 2015) (Hills & LaForge, 1992). Because of these activities, the performance of the organization is also affected, increasing the active participation of business orientation in the internationalization process of marketing, acting in the core business (Yoon & Kim, 2016).

As pointed out in the literature, and defended by many authors, internationalization and, consequently, international marketing, are fragmented parts of a great process that must be analyzed in the interest of the organization to move forward in the face of an international market. Such are the variables that make up this great system that the demands on the part of the professionals become more and more needy and broad, as an organization needs to move into a new market. In short, the theory shows that, during the internationalization process, an organization's marketing capabilities create a new perspective and are considered as influencing the company's international performance, which when entering a new market acts in an environment moderated by intensity competition and the company's market orientation.

2.5 Marketing B2B

Within the industrial market, in business relations between companies (B2B), studies related to marketing in this sector started around the 19th century, guided by the economic relations generated from the negotiations, aiming at better prices, product quality, and guaranteed deliveries. (Mussi, et al., 2020). Precisely focused on the relationships and behavior of the decision-makers of organizations, which from the 1980s, that B2B Marketing received its notoriety (Hadjikhani & LaPlaca, 2013). Acting with a strategic role in the organization, B2B marketing differs from B2C due to its nature of demand (derivative vs. primary); for the cultural boost of innovation and technology, related to the production of products of high industrial complexity, reduced number of customers compared to individual consumers; high process complexity, emphasis on corporate communication, the importance of the sustainability of relationships built (Österlea, Kuhna, & Henseler, 2018) (Brown, Bellenger, & Johnston, 2007) (Brown, Zablah, Bellenger, & Donthu, 2012) (Lilien, 2016) (Zablah, Brown, & Donthu, 2010). These are some of the big variables that differ and require internal and external resources, and consequently, they affect the organization's

marketing communications, to shape them and adapt them to each new market. (Österlea, Kuhna, & Henseler, 2018).

Such complexities are also a reflection of the significant variations that exist between different organizations/markets relationships. Recent research shows that B2B marketing encompasses a set of potential trends that can affect these established relationships (Österlea, Kuhna, & Henseler, 2018), and in this context, one of the biggest problems is in the construction of the concept of value management (Prior & Keränen, 2020) (Eggert, Ulaga, Frow, & Payne, 2018). Among its different concepts, and considering B2B marketing, value is related to the broad creation of perceptions between different parties interested in a negotiation (Eggert, Kleinaltenkamp, & Kashyap, 2019). In short, B2B marketing involves many aspects, less tangible than B2C, both for its complexity and for the high need for business sustainability, which permeate communication. Such evidence also justifies and raises the relevance of this study in the academic and marketing scope of organizations (Prior & Keränen, 2020).

2.6 Marketing Capabilities

The focus on international marketing, cannot study individual elements in this process like as practiced in traditional marketing, through the marketing mix, which is the core concept that describes how key controllable marketing tools, to create intended permissions in the target segment, is a much-debated basic element in the literary and academic circles (Morgan, Feng, & Whiter, *Marketing Capabilities in International Marketing*, 2018) (Abdul-Hamid, Hinson, Mahmoud, & Tweneboah-Koduah, 2017). The evolution of these tools is noticeable by the addition of elements identified in the marketing mix, through two elements (Frey, 1961), three elements (Kelly & Lazer, 1962), four elements (Kotler P. , 1967) and up to twelve elements (Borden, 1964). Through a standardized, universal marketing toolkit, the marketing mix is regarded as a successful operation and transaction architecture for developing marketing planning in an organization (Abdul-Hamid, Hinson, Mahmoud, & Tweneboah-Koduah, 2017) (Grönroos, 1994). According to one of the main proponents of Marketing Mix, its evolution is characterized by the passage of tools from a more academic perspective (Kotler P. , 1967), for a more practical (Kotler P. , 1984), each tool can be worked separately or combined to form a product or service positioning strategy (Abdul-Hamid, Hinson, Mahmoud, & Tweneboah-Koduah, 2017).

The basic marketing mix tools consist of Price, which means how much the consumer is willing to pay for different needs and the monetary value to get a particular product or service (Koponen, Julkunena, & Asai, 2019) (Abdul-Hamid, Hinson, Mahmoud, & Tweneboah-Koduah, 2017) (Nakhleh, 2012), related to the benefits, qualities and extrinsic aspects of the purchase. Promotion, the second element of the marketing toolkit, is an important part of the core business and marketing activities and processes developed within the organization (Goi, 2011), its relevance goes beyond the need for information that consumers need, stimulating decision making at the time of purchase (Abdul-Hamid, Hinson, Mahmoud, & Tweneboah-Koduah, 2017). For the third element, we have the Product, understood by what is offered by the company in the market, having as components goods, services, people, organizations or ideas, places and physical objects (Kotler P. , 2003). The last element that forms the standardized Marketing Mix, is defined as Place, described as the accessibility and convenience of the products with its consumers, also strategically seen as a place of distribution of the products that help the sales performance (Goi, 2011) (Kotler P. , 2003).

In practice, all the elements that make up the Marketing Mix, has part of the broader international strategy, with a strong correlation. The success of international marketing depends on the good correlation between all marketing elements and the international business objective (Samiee & Chirapanda, 2019). Although we can see with the definition of the theories, that there are similitudes and differences between the theories about marketing in practice and the international marketing, that is applied in most of one country (Lin & Kalwani, 2018). Naturally, that concepts so similar and with similar terminologies naturally present points of connection throughout their process, but cross-border operations push these two concepts away and within a macro scenario, we find the international marketing under the necessary forms of adaptation and correlated with the “cultural factors, values and laws” of the rising new overseas market (Gnizy & Shoham, 2018). To this end, the inclusion of international marketing processes within an organization will require the company to focus more on new specific approaches, trends and intercultural competencies to reduce risk in an international operation (Czinkota & A., 2014) (Hemais & Hilal, 2002). In addition to the new capabilities, an organization must also adopt an international marketing strategy, which will probably be different from that used in the domestic market. For its formation, it is necessary to carry out intense research of the new market, also aligned with the international objectives of the organization (Viana & Hortinha, 2009).

Organizational marketing capabilities are its ability to use internal resources to add, create value for the consumer (Grant R. M., 1996), and within an international context, the definition is reaffirmed, in which the capacities developed by each company to operate in international markets are related to the corporate business model and the relationships established with the target segments (Andoh, Narteh, Blankson, & Braimah, 2018). Due to the latest studies verifying a strong influence and relationship of marketing capabilities on the company's performance (Krush, Sohi, & Saini, 2015) (Mu J. , 2015) (Wilden & Gudergan, 2015) (Vorhies, Orr, & Bush, 2011) and positive evidence as to the effects of these capabilities on competitive advantage (Day G. , 2014) (Day G. , 2011) (Day G. S., 1994) which raises discussions on the subject within the academic sphere, but also within corporations. The connections between performance and marketing capabilities have been studied in the marketing literature (Vorhies & Morgan, 2005), and within the internationalization process, some conclusions were made empirically. According to the author (Day G. S., 1994), by developing marketing capabilities, it is possible to build strong positioning, deliver value to consumers to maintain their loyalty and includes the possibilities to contribute to the performance of the organization (Joensuu-Salo, Sorama, Viljamaa, & Varamäki, 2018).

According to researchers, the conceptualization of marketing capabilities within the organization is related to the ability to use resources to achieve desired results from marketing activities (Morgan, Katsikeas, & Vohiers, 2012). Defined as especially valuable (Dutta, Narasimhan, & Rajiv, 1999), not copyable (Morgan, Vorhies, & Mason, 2009) replaceable, responsible for the creation and sustainability of the competitive advantage in the market and consequently influencing the resulting performance (Krasnikov & Jayachandran, 2008) (Moorman & Rust, 1999). Different marketing skills, developed internally in the organization, promote different results in international performance (Murray, Gerald, & Masaaki, 2011).

Second (Day G. S., 1994), we managed to fit marketing capabilities into three groups, (1) outside-in capabilities, in which the market is observed and distribution channels are related; (2) inside-out capabilities, involves logistics technological development; (3) capacity that involves both universes and is related to the development of new products and customer service, and the relationship that each of these marketing capacities has within the organization, influences how performance will be obtained in the international market.

From a business management perspective, understand what marketing capabilities are most appropriate for the building, growing, and maintaining a business, and many of these responses

are based on the model in which the business is doing its internationalization process and how are organization internally for this to happen (Morgan, Feng, & Whiter, 2018). According to the literature there are seven marketing capabilities analyzed in international markets, defined as “international marketing capabilities” compared to general marketing capabilities (Morgan, Feng, & Whiter, 2018): 1) transnational capabilities for product innovation (Sheng, Hartmann, Chen, & Chen, 2015) (Subramaniam & Venkatraman, 2001), 2) global brand management capability (Matanda & Ewing, 2012), 3) capabilities in overseas exploration market (Lisboa, Skarmeas, & Lages, 2011), 4) international customer support capability (Khavul, Peterson, Mullens, & Rasheed, 2010), 5) adaptive capabilities (Lu, Zhou, Bruton, & Li, 2010), 6) competence in the local market (Wu, Sinkovics, Cavusgil, & Roath, 2007) e 7) and international account management capabilities (Shi, White, McNally, Cavusgil, & Zou, 2005). Understanding of marketing capabilities is still new in academic studies involving the marketing field (Morgan N. , 2012) so different meanings and perspectives are presented in a fragmented way. Some authors group and reorganize the way to analyze marketing capabilities, as proposed by (Vorhies & Morgan, 2003) (Vorhies & Morgan, 2005), through the determination of two categories: (1) Specialized capabilities, closely correlated with the Marketing Mix, the internal processes and routines that involve these components; (2) Architectural capabilities, which are defined at a more strategic and planning and execution level, which target the organization's specialized capabilities and internal resources. Other authors expanded the notions of marketing capabilities, adding a third group, the cross-functional capabilities, which involves the consumer, that is, it includes tools for managing customer relationships and the brand itself (Morgan N. , 2012) (Morgan & Slotegraaf, 2012).

For this study, we selected the grouping model proposed by (Day G. , 2011), in which you classify marketing capabilities into three groups (1) Static Marketing Capabilities (SMC), (2) Dynamic Marketing Capabilities (DMC) and (3) Adaptive Marketing Capabilities (AMC), and below we will explain how each group is composed and what are the possibilities for influence capabilities in an organization's international performance. In this study and according to the author, the Static Marketing Capabilities are related to the elements of the basic Marketing Mix, because these elements, without any relation to the opportunities of the foreign market, that outline the current organizational scenario of the company, explore and uses only such internal resources for its external development, ignoring the possibilities of adapting the external environment (Guo,

et al., 2018) (Benner & Tushman, 2003) (Morgan, Zou, Vorhies, & Katsikeas, 2003) (Barney J. , 1991).

Precisely because of the changeable, transformative and often turbulent character of marketing, researchers understand the Dynamic marketing capabilities (Eisenhardt & Martin, 2000) (Fang & Zou, 2009) (Srivastava, Shervani, & Fahey, 1999) (Teece, Pisano, & Shuen, 1997), in which they are responsible and efficient in connecting the company's internal processes, creating and delivering value to the consumer in the face of market changes, it works as a response to market changes and needs (Morgan, Feng, & Whiter, 2018) (Day G. , 2011) (Benner & Tushman, 2003). Unlike Static Marketing Capabilities, here there is an adjustment, a molding that does not exist in the first defined capacity, that is, Dynamic Capabilities are a quick reaction of the company, using internal resources, to obtain better results in the face of market demand (Baden-Fuller & Teece, 2020) (Morgan, Katsikeas, & Vohiers, 2012). The third and last marketing capabilities is Adaptive, which bears as a characteristic the organization's ability to be proactive about the actions in the market, that is, the company is constantly studying the market, whether international or not, its consumers and consequently the marketing (Hunt & Madhavaram, 2020). This study brings to the organization information that enables changes in marketing strategies, literally a high capability for adaptability. The complexity of this capability is evidenced by the authors, in which they proposed that the Adaptive Marketing Capabilities is formed by three components: (1) the constant ability to observe the market, to bring up emerging trends to be ahead of a competitor, (2) adaptive ability to learn from market experiences and (3) openness to marketing to develop new partnerships, create new relationships with stakeholders, listen to the consumer, use new technologies and expand organizational boundaries (Day G. , 2011) (Haeckel, 1999).

Observing the categorization of marketing capabilities, it is noticed that there are considerable differences between them and that likewise, interfere in their form of relationship with the company's internationalization processes and consequently with its performance in the market. Static, Dynamic or Adaptive, it is evident that the presence of marketing capabilities is essential for the development of the organization, dealing with the theoretical aspects of each capabilities (Morgan & Slotegraaf, 2012).

Marketing strategies are available in the concepts of the organizational level of constructions, with measures, with the use of marketing resources, as companies can generate the

best results within the company's internationalization process (Sun, Price, & Ding, 2018). For the formation of the constructs of measurement of the marketing capacities, a mixture of different constructs was used from the previous literary review, to find the best ways to measure and classify the capacities. This way of composing the measurement of the variables becomes necessary, in which the measures are originally established in English and the back-translation process into Portuguese was necessary (Brislin, 1970).

2.7 International Performance

Brands and companies that are present in different markets are constantly adapting to their activities in the global market. These adaptations are often related to a form of personalization, strategy customization and marketing solutions in other overseas markets (Gnizy I. , 2019). It is through this contextualization allowed by marketing adaptation that it is possible to evaluate the complex functioning of brands, their adaptability, but also remember the challenges they face (Semprini, 2006). The decision making of an organization as to the intensity and level of adaptation required are directly related to determining the internationalization marketing strategy (Schmid & Kotulla, 2011). Authors also put the marketing adaptation strategy as a way to deliver specific planning to different audiences in different markets (Samiee & Chirapanda, 2019).

Despite the differences in standardization and adaptation processes within an organization or the combination of the two concepts, it is argued in different studies that non-adaptation does not have a good result for all types of companies (Gnizy I. , 2019). Choosing to include a marketing adaptation process requires different internal organizational needs and marketing capabilities to achieve the best results expected in the internationalization process (Schmid & Kotulla, 2011; Theodosiou & Leonidou, 2003). To be operating in a foreign market requires a high-level organization of international activity, (Mlinaric & Trapczynski, 2019), but through its presence and use of the adaptive marketing strategy, it is possible to reduce responsibilities abroad and assert legitimacy as a brand (Maruyama & Wu, 2015) (Wu & Salomon, 2016). No matter how complex, planned and executed an international marketing strategy is, if it is not effectively worked out as a sustainable growth strategy for the organization (Paul & Mas, 2019), companies that have elaborated plans for a well-structured internationalization process can answer: who, what, where, how and how fast this implementation will take place in international marketing (Paul & Mas, 2019). Despite the complexity of initiating an internationalization process and the changes required

internally in the organization due to this process, the fact that a company is prepared and is conducive to such a movement, allows its international performance to move towards positive economic performance (Borda, Geleilate, Newburry, & Kundu, 2017). Although several studies analyze the existing intercorrelations that determine international performance (Katsikeas, Leonidou, & Morgan, 2010), there is no fixed concept established regarding the direct relationship of performance and internationalization (Contractor, Kundu, & Hsu, 2003), and this non-existent perspective is related to the multidimensional complexity capable of resulting in international performance (Cavusgil & Zou, 1994) (Shoham, 1998). Research shows that when it comes to the processes and operations of internationalization in organizations, one of the potential outcomes is linked to the positive influence on performance (Paul & Mas, 2019) (Gnizy & Shoham, 2014).

Performance is a result of multiple activities involving the organization. (Kaleka & Morgan, 2017), and applied to the market results from a strategy-based success indicator in the recent past aimed at capturing value in the export market (Kaleka & Morgan, 2017), given this impact, market and/or product performance is closely monitored and influence strategy design is expected, (Pauwels & Hanssens, 2007) that is strategy influences performance, but it also acts as an influencer in the development of international marketing plans.

This performance is related to a multidimensional construction of an organization's international growth (Zhou, Wu, & Barnes, 2012), it is an effective capture of a company's international growth in new markets (Zhou L. , 2007), and according to the literature, performance may involve broad dimensions related to growth in international market share (Bausch & Krist, 2007), the financial effectiveness of this process (Zahra & Hayton, 2008) and foreign market growth (Zhou, Wu, & Barnes, 2012). Understanding the relevance of performance in the internationalization process is essential to determine the effectiveness of the international marketing strategy (Samiee & Chirapanda, 2019).

Empirical studies analyze the relationship between performance and marketing capabilities (Morgan, Feng, & Whiter, 2018) (Vorhies & Morgan, 2005) in practical terms organization leaders must know the most appropriate marketing capabilities in terms of their impact on the organization's performance (Acosta, Crespo, & Agudo, 2018) (Zhou, Wu, & Barnes, 2012).

Within the literary context, authors suggest that organizations can find in their marketing skills, strengths to develop their competitive positioning, essential in markets with high competitive intensity improve the delivery of value to the consumer and maintain or increase their

loyalty to the brand, generating, therefore, reinforcements in the results of organizational performance (Österlea, Kuhna, & Henseler, 2018) (Zou, Fang, & Zhao, 2003 (Day G. S., 1994) (Zou, Fang, & Zhao, 2003). Such developments in this sector, contribute to gain in the international market share and as a result, the marketing capabilities, are crucial to take the organization to competitive advantages and thus to reach performance (Buccieria, Javalgib, & Cavusgil, 2020) (Zou, Fang, & Zhao, 2003) (Srivastava, Fahey, & Christensen, 2001). In the literary review, most of the relationships that involve performance, are identified through the efficiency and effectiveness in which it is produced, it is a result obtained through multiple actions (Gama, 2011). Segundo (Ford & Schellenberg, 1982), organizational performance can be defined through three approaches, i) when a company is oriented towards the achievement of the specified objectives; ii) when this orientation is aimed at obtaining the best resources and guaranteeing, in addition to the focus on strengthening relations with stakeholders; iii) has a more emphatic approach with the processes and behavior of each element in the chain.

2.8 Market Orientation

Another very relevant feature for the development of the marketing process in international markets is the business orientation of the organization, which is defined by authors as an enthusiastic vision, action, and perspective (Chandra, Styles, & Wilkinson, 2015), looking at the company's capabilities and resources, including marketing capabilities, on a more tightly integrated, integrated spectrum and reallocated to the characteristics of the international marketplace (Teece D. J., 2007). That is, we cannot look at international business orientation in isolation and as a sufficient mechanism to deliver consumer value and perform well in the new market (Barney J. , 1991). The orientation towards the international market is one of the complementary strategic resources of the organization (Ketchen, Hult, & Slater, 2007) (Menguc & Auh, 2006) so it is at the center of marketing strategies (Samiee & Chirapanda, 2019). Related to their way of acting in the market and to the very development of culture (Deshpande & Webster, 1989) (Narver & Slater, 1990), working as a central pillar in improving marketing skills, observing the new market through opportunities and reacting sensibly to consumers' needs (Karami & Tang, 2019) (Kang & Han, 2007). Ways need to be found to capitalize on strategic actions, coupled with the company's significant capabilities for competitive market space and results (Morgan, Vorhies, & Mason, 2009) (Teece D. J., 2007) (Eisenhardt & Martin, 2000). To follow the international

business orientation is to find, explore, evaluate the opportunities that arise in the market, aiming at building business sustainability (Gnizy I. , 2019) (McDougall, Oviaty, & Shrader, 2003).

Empirically, studies show that there is a sign of positive effects of market orientation on organizational performance (Kirca, Jayachandran, & Bearden, 2005), and its analysis should not be simplified from the perspective of the previous process of internationalization of a company but seen as the core of the competencies that an organization has (Yoon & Kim, 2016). In the same way, the concept of international market orientation is influenced by other organizational components, such as marketing capabilities, stakeholder relationship capabilities, and strategic management. (Huggis & Thompson, 2015) (Cano, Carrilat, & Jaramillo, 2004) (Cadogan, Diamantopoulos, & De Mortanges, 1999), in which all these elements, acting in an integrated manner, within a context of intense competitiveness and little-known international markets, make this correlation remarkable (Dess, Lumpkin, & Covin, 1997). The exact way in which market orientation influences an organization's international performance is not consensual among authors, but in common, it is seen as a complementary element to the company's competences, building positive effects on marketing capabilities (Morgan, Vorhies, & Mason, 2009), in its dynamics and adaptations (Hernández-Linares, Kellermanns, & López-Fernández, 2018) and allows a direction for best practices in the market (Hult, Ketchen, & Slater, 2005). Through consistent support in the literature, it is possible to show that export market orientation works as an important moderator in different researches (Boso, Cadogan, & Story, 2013) (Cadogan, Sundqvist, Puumalainen, & et al., 2012).

To better understand the performance and influences of market orientation in companies, different authors seek to segment through the structure, composed of four elements: 1) international perspective (Knight & Cavusgil, 2004), 2) proactive behavior (Oviatt & McDougall, 2005), 3) innovation, 4) risk-taking attitudes and 5) international success (Kang & Han, 2007). But other authors determine other variables such as capacity management, production, and operation capabilities, marketing and technological capabilities as the determinants for the implementation of international business orientation (Hitt & Ireland, 1984). Whatever the way of analyzing the market orientation in the academy, what is evidenced in the existence of strong correlations between competencies and marketing skills. (Knight, G. A., 2000) so that it is possible to achieve the desired results in the internationalization process, combining contributory factors that can sustain the business initiative in the international market and deliver the necessary values to

consumers (Aspelund, Madsen, & Moen, 2007). As a key provider for the company's commitment in the foreign market (Knight & Cavusgil, 2004), market orientation, in which it can develop and provide learning about the processes in the foreign market, strengthen the marketing department, its capabilities, in addition to providing the organization with the necessary knowledge regarding the international market (Wright, Westhead, & Ucbasaran, 2007), this research will have a role about the different elements analyzed, a fundamental role as moderator of the studies given the results obtained in the market. Market Orientation has been extensively studied in literature as moderating an organization's marketing capabilities and performance, literature (Fainshmidt, Pezeshkan, Frazier, Nair, & Markowski, 2016) (Karna, Richter, & Riesenkampff, 2016), (Linares, Kellermanns, & López-Fernández, 2020) and its variability in moderating terms that mark it as a factor to be studied (Fainshmidt, Pezeshkan, Frazier, Nair, & Markowski, 2016). Previous research shows the positive relationship of the moderate effect of Market Orientation on marketing capabilities linked to organizational performance (Cacciolatti & Lee, 2016) (Morgan, Vorhies, & Mason, 2009). Authors suggest that the organization's capabilities are complemented by the effects of Market Orientation on performance (Linares, Kellermanns, & López-Fernández, 2020) (Morgan, Vorhies, & Mason, 2009).

3. RESEARCH MODEL

3.1 Conceptual Framework

The conceptual model presented in this research is a graphic representation of a set of concepts and relationships between them, to be examined from the perspective of this study. It was conceived from empirical evidence, to represent a real situation between the relationships of the elements of the internationalization process and influential researched here (Hair J. F., Black, Babin, Anderson, & Tatham, 2009) (Malhotra, 2004) (Schiffman & Kanuk, 2000). Choosing the formulation of a conceptual model is of paramount importance in studies that develop the practice of marketing and its management (Leeflang & Wittink, 2000) (Schiffman & Kanuk, 2000). The structuring of this model occurs from constructs that help in measuring the influence, direct or indirect (Hair J. F., Black, Babin, Anderson, & Tatham, 2009), in the final component, defined here as the international performance. The conceptual model that comprises this dissertation consists of theoretical elements corresponding to the study areas that encompass international

management and marketing, subdivided into the following constructs: Static Marketing Capabilities, Dynamic Marketing Capabilities, Adaptive Marketing Capabilities, International Performance, and Market Orientation. It has the following technical premises: i) it is intended for the investigation of a complex phenomenon based on the measurement of clearly defined elements and the relationships between them; ii) the measurement of the elements of the model is made from the collection of data from the environment, in which the studied phenomenon is manifested; iii) data are collected using a closed-ended questionnaire-type instrument, derived from the theoretical model; iv) the data collected are analyzed using multivariate statistical techniques (Mugnol, 2013).

This research model, shown in figure 1, will be the key support for the formulation of the hypotheses tested in this research, which are probable and provisional responses to a problem, whose adequacy will be verified through the research. (Lakatos & Marconi, 2007). The hypotheses formulated here are supported by the theoretical framework mentioned above and will be tested to determine their validity or not (Lakatos & Marconi, 2007). Next, the hypotheses presented by this research will be presented and substantiated.

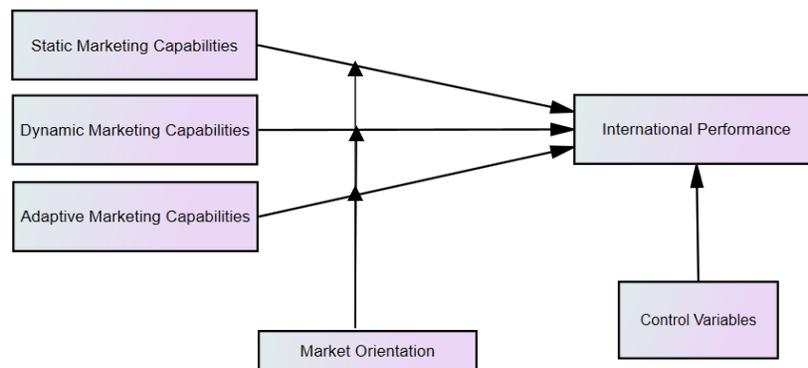


Figure 1: Concept framework linking marketing capabilities to international performance.

3.1.1 Research Hypotheses

Within the perspective that frames the relationship between marketing capabilities and the performance of SMEs organization in the market B2B (Samiee & Chirapanda, 2019) (Hutt & Speh, 2012), it is possible to understand, through a consistent review of the literature, that tangible and intangible resources are fundamental for structuring strategies and obtaining the desired results

(Gnizy & Shoham, 2018) (Morgan, Feng, & Whiter, 2018) (Grant R. , 2006) . Adapting resource-based theory (Barney J. , 1991), it is possible to perceive that, the marketing capacities help in the construction of the performance, this because they can contribute to the maintenance of the sustainable competitive advantage of the company in an international market (Morgan, Feng, & Whiter, 2018) (Hunt & Morgan, 1995). (Day G. S., 1994) (Welch & Luostarinen, 1988) Cross-functional coordination between the resources of the entire company, including the correlation between marketing capabilities and the international objective of the organization is essential for the success of the internationalization process, for the construction of value and the development of competitive advantage (Samiee & Chirapanda, 2019) (Wooldridge, 2002).

The relationship between marketing capabilities and performance points to a positive effect, within an increasingly competitive and volatile market (Martin, Javalgib, & Ciravegnac, 2020) (Kayabasi & Mtetwa, 2016) (Krush, Sohi, & Saini, 2015) (Mu J. , 2015) (Vorhies, Orr, & Bush, 2011) (Wilden & Gudergan, 2015) (Day G. S., 1994) (2011) (2014). In addition to contributing to the construction of a sustainable, non-imitable and non-replaceable competitive advantage (Hitt, Ireland, & Hoskisson, 1999) (Hitt & Ireland, 1984), these resources also have their contributions in the formation of a strong positioning, consistent delivery of value to customers, obtaining their loyalty, essential points for obtaining positive results in the foreign market (Joensuu-Salo, Sorama, Viljamaa, & Varamäki, 2018) (Österlea, Kuhna, & Henseler, 2018) (Day G. S., 1994). Authors point out that organizations seek to improve their performance, through the integration between the components of Static Marketing Capabilities, to realize their competitive advantage (Guo, et al., 2018) (Dutta, Narasimhan, & Rajiv, 2005) (Hooley, et al., 1999) (Hunt & Morgan, 1995) (Day G. , 1994) (Barney J. , 1991), but also improve its delivery to consumers, allowing you to add more value to your product/service and take advantage of the opportunities that the new market offers (Vorhies D. , 1998). The compound formed from Static Marketing Capabilities is important for the development of the strategic process and consequently of the international performance (Roach, Ryman, Jones, & Ryman, 2018) (Toledo, Nakagawa, & Yamashita, 2002) (Vorhies & Morgan, 2005). The use of the aforementioned internal resources, allows the company to explore the market from the components already formed in the marketing sector, being able to ignore the changing aspects of the market and devoting efforts only to the application of the resources of the marketing mix (Guo, et al., 2018) (Bruni & Verona, 2009).

Despite the original article of the Static Marketing Capabilities component being formed by eight factors called Product Development, Pricing, Channel Management, Market Communications, Selling, Market Information Management, Marketing Planning and, Marketing Planning (Vorhies & Morgan, 2005), in this study, the hypotheses were elaborated from the determination of five factors, extracted from the Exploratory Factor Analysis of the data in the SPSS program. Despite the prior knowledge of the variables and their original components (Hair Jr., Black, Babin, & Anderson, 2014), the SMC adjustment model in the Confirmatory Factor Analysis in the AMOS program, did not present consistent results to follow up the analyzes. This whole process is described in detail in chapter five, corresponding to the analyzes in the sample. Thus, the hypotheses regarding Static Marketing Capabilities and International Performance are presented below.

Hypothesis Static Marketing Capability

H1: There is a positive relationship between Static Marketing Capabilities and international performance.

H1a: There is a positive relationship between Product Development and international performance.

H1b: There is a positive relationship between Pricing and international performance.

H1c: There is a positive relationship between Channel Management and international performance.

H1d: There is a positive relationship between Marketing Process and international performance.

H1e: There is a positive relationship between Selling and international performance.

Table 1: Hypothesis Static Marketing Capability

Considered as the skills and competencies of an organization, which help to understand the rapid changes of the global market, the marketing capacities need to be grouped to be able to bring relevant information from the new market, generating and managing the bonds built with customers and stakeholders (Baden-Fuller & Teece, 2020) (Ripolles & Blesa, 2012) (Day G. S., 1994). It is precisely in these principles of changes in the market, that the development of Dynamic Marketing Capabilities, that is, they are different marketing tools capable of connecting and transforming the internal resources of the organization, creating and delivering value to the consumer, in the face of such transformations in the market (Roach, Ryman, Jones, & Ryman,

2018). Dynamic capabilities are seen as a response to changing market needs and needs (Benner & Tushman, 2003) (Day G. , 2011). Such capabilities can be observed from the emergence of new products/services, more efficient processes, or any other change aimed at responding to the international market itself (Fang & Zou, 2009) (Helfat, 1997).

Having the ability to identify, understand and respond to the needs of customers in the international market, is one of the fundamentals to establish a connection with it, and when established, they are essential for the creation of competitive advantage in the market (Morgan, Feng, & Whitler, 2018) (Tajeddini, Trueman, & Larsen, 2006) (Day G. S., 1994). Unlike Static Marketing Capabilities, Dynamic Capabilities gets its name precisely for its characterization, in which multifunctional processes, product development management, the supply chain, and its customers are suited, the situations presented in the market (Xu, Guo, Zhang, & Dang, 2018) (Fang & Zou, 2009). Based on these findings in the literature, the following hypothesis put forward for this research:

Hypothesis Dynamic Marketing Capability

H2: There is a positive relationship between Dynamic Marketing Capabilities and international performance.

H2a: There is a positive relationship between Product Development Management and international performance.

H2b: There is a positive relationship between Customer Relationship Management and international performance.

H2c: There is a positive relationship between Supply Chain Management and international performance.

Table 2: Hypothesis Dynamic Marketing Capability

The opening of the markets in the last two decades brought to the global market competition from the old and new entrants from the disintegration of access barriers to certain previously closed markets (Dalmoro, 2009) (Tapscott & Caston, 1995). With such changes, it is necessary that the organization, when assuming an international objective, needs to adopt its own culture, since it is not abroad to take advantage of only one punctual opportunity, but should think about the sustainability of this business (Gnizy I. , 2019) (Acosta, Crespo, & Agudo, 2018) (Palacios & Sousa, 2004). Exploiting external resources and capabilities, achieving integration and

cooperation between the network of contacts integrated with internal resources, transforms the company's capabilities into adaptable aspects (Gnizy & Shoham, 2018) (Day G. , 2011).

Following the three components previously mentioned in the composition of Adaptive Marketing Capabilities, first, it allows the organization to be vigilant to the market, anticipating possible opportunities, flexing its strategy, adapting proactively when it comes to the future development of the market, resulting in outperform its competitors and reducing disparities between the response issued by the company and changes in the market (Guo, et al., 2018) (Day & Schoemaker, 2008). Second, the adaptability of marketing capabilities allows it to acquire the resource of learning and experimentation, whether through the accumulation of knowledge or the development of the market itself (Day G. , 2014). The third component assists in building more stable relationships through more open marketing, active through the different social networks that you frequent (Day G. , 2011). The existence of open networks of contacts helps the company about the extent of access to resources, bringing together competencies that include the strengthening of long-term partnerships and, consequently, the achievement of results (Dyer & Singh, 1998). This capability differs from Dynamics, although both act under the aspects of market changes, there is a delay in identifying the change and the effective response given to such a transformation (Fang & Zou, 2009). Adaptive Marketing Capabilities respond to the market faster than Dynamic (Hunt & Madhavaram, 2020) (Day G. , 2014). It allows a company to detect, interpret and act on these critical signals in its business environment, faster than competitors, leading to a significant competitive advantage (Ma, Yao, & Xi, 2009) and influential in international performance. Because of this, the following hypothesis is elaborated:

Hypothesis Adaptive Marketing Capability

H3: There is a positive relationship between Adaptive Marketing Capabilities and international performance.

H3a: There is a positive relationship between Vigilant Market Learning and international performance.

H3b: There is a positive relationship between Adaptive Market Experimentation and international performance.

H3c: There is a positive relationship between Open Marketing and international performance.

Table 3: Hypothesis Adaptive Marketing Capability

After understanding that different authors support the idea of the influence of marketing capabilities on the international performance of the organization (Acikdilli, Mintu-Wimsatt, Kara, & Spillan, 2020) (Morgan, Feng, & Whiter, 2018) (Cavusgil & Zou, 1994), this is because these strategies are transformed into skills and competencies capable of accelerating the organizational process and the production of new products/services, determined from the experience and knowledge acquired (Moura & Honório, 2012) (Homburg, Jozi, & Kuehnl, 2015), conceiving direct influence on international performance (Gnizy I. , 2016) (Auh & Merlo, 2012).

Acting in an international context involves more complex components than that of domestic markets. The existence of differences in many dimensions (technological, political, cultural, social and economic), increases the need for the organization to develop and/or increase the creation of market intelligence and the dissemination and capacity to generate effective responses (Acosta, Crespo, & Agudo, 2018) (Covin & Miller, 2014) (Teece D. J., 2007) (Narver & Slater, 1990) (Slater & Narver, 1998) (2000) (Narver, Slater, & MacLachlan, 2004). In addition to the ways already mentioned, which contribute to the construction of competitive advantage, learning and own experience in the international market, researchers argue that a company with market orientation can understand more clearly the needs and desires of customers international markets, in addition to assimilating more clearly the strategies and capabilities developed by its competitors abroad (Chandra, Styles, & Wilkinson, 2015), (Ketchen, Hult, & Slater, 2007) (Menguc & Auh, 2006). It soon becomes clear that market orientation is particularly important in the international environment for building competitive advantage and building effective market responses (Acosta, Crespo, & Agudo, 2018 (Zhou, Li, Zhou, & Su, 2008) (Ruokonen, Nummela, Puumalainen, & Saarenketo, 2008) (Acosta, Crespo, & Agudo, 2018). Because of this construction, Market Orientation has been extensively studied in literature as moderating an organization's marketing capabilities and performance, literature (Fainshmidt, Pezeshkan, Frazier, Nair, & Markowski, 2016) (Karna, Richter, & Riesenkauff, 2016), (Linares, Kellermanns, & López-Fernández, 2020) and its variability in moderating terms that mark it as a factor to be studied (Fainshmidt, Pezeshkan, Frazier, Nair, & Markowski, 2016) (He & Wei, 2011).

Through the orientation towards the international market, the use of tangible and intangible resources, internal or external, is directed to continuously deliver superior value to customers (O'Cass & Ngo, 2012) (Slater & Narver, 1998) making this vision, of value creation, an

institutionalized culture of the organization (Samiee & Chirapanda, 2019) (Wooldridge, 2002). (Narver, Slater, & Tietje , 1998), being a distinct and valuable source for gaining space in the market and differentiating a company from its competitors, leading to superior international performance (Kirca, Cavusgil, & Hult, 2009). As characteristics of companies that are oriented towards the foreign market and manage, together with the other organizational resources, to make a positive entry and support of internationalization, it is possible to identify three particularities, i) culture oriented to the dominant beliefs, values and behaviors of the market international, considering the delivery of superior value to the customer and the continuous search for new sources of competitive advantage; ii) ability to observe the market and establish close relationships with customers and the transformation of the market itself, anticipating opportunities and mitigating potentials and iii) forming a structure capable of responding to customer behavioral changes, that is, organizing a political structure, system, and resources that can quickly meet the needs of customers (Ketchen, Hult, & Slater, 2007) (Menguc & Auh, 2006) (Akyol & Akehurst, 2003) (Day G. , 2001) (Jaworski, Kohli, & Sahay, 2000) (Cadogan & Dinmantopoulos, 1995) (Slater & Narver, 1998). Because of this, the following hypothesis is elaborated:

Hypothesis Market Orientation

H4: Market Orientation has a positive moderating effect on the relationship between Static Marketing Capabilities and Performance.

H4a: Market Orientation has a positive moderating effect on the relationship between Dynamic Marketing Capabilities and Performance.

H4b: Market Orientation has a positive moderating effect on Adaptive Marketing Capabilities and Performance.

Table 4: Hypothesis Market Orientation

4. Methodology

4.1 Introduction

After the development and collection of information for the composition of the theoretical basis of this study, through a bibliographic review of the main and current works involving the areas addressed here, a conceptual model was established that pointed to different relationships

between the dependent and independent variables, named as the hypotheses of this research. From this chapter, the methods and methodological choices determined for this study will be developed, to reveal the background of the international performance of small and medium-sized Portuguese companies with B2B commercial relations, according to the behavior of the responses obtained in the sample.

The first part consists of a description of the focus population of this study, as well as the determination of the data collection method and its initial treatment, aiming at sample preparation for the sequence of analyzes carried out later, defined through an analysis statistics submitted in the statistical programs made available and authorized by the Faculty of Economics of the University of Coimbra, the Statistical Package for the Social Sciences (SPSS 25) and the complementary software AMOS 25, a powerful structural equation modeling (SEM).

4.2 Population

The study context of this research guided by the market of small and medium-sized companies in Portugal, which currently contribute to the more than € 59,000,000,000 (2019) in goods exports worldwide, a 4.1% representation in the increase in exports in 2018, according to statistics from the National Statistics Institute of Portugal. According to data reported by INE, updated in February 2020, Portugal has an increasing number of companies, with 1,295,299 units cataloged. Due to its geographical position, Portugal, seen as an exporter, has as a characteristic a strong relationship with European countries, according to the Ministry of Economy of Portugal, currently, Germany is one of Portugal's main trading partners with 31.4%, followed by Spain with 25.4% and France 12.7% (Marques, 2020). Among the most representative goods in these partnerships are goods related to agri-food, chemicals and rubber, minerals and metals, machinery and transport materials. According to the World Investment Report (2019), Portugal received 2018 US \$ 4,895 million from direct investment by companies and reinvested the only US \$ 271 million in other international markets.

For this research, the Analyze Major Databases from European Sources (AMADEUS) used as a database, a universe in which it is composed of a gathering of detailed information about companies, financial reports, information about directors, and ownership structure among other data, which were filtered by companies with export values above 1 euro in the year 2019. Data cataloged by the Agency for Investment and Foreign Trade of Portugal (AICEP) in the year 2019

were also used, to collect the largest number of companies exporters from Portugal registered in legitimate State media. Such databases represent an approximate number of 35,000 companies that will be surveyed under the means of questioning carried out in this research. The use of a sample of multiple industries was selected to increase the variance of the observed data and strengthen the generalization of the responses obtained (Morgan, Kaleka, & Katsikeas, 2004), in addition to contributing to the reduction of polarized samples, which can distort or compromise the interpretation of results (Morgan, Katsikeas, & Vorhies, 2012).

In this research, we study the small and medium-sized, such choice is based on the fact that SMEs have an important role in the world economy, in many cases acting as central organizations in the economy (Acosta, Crespo, & Agudo, 2018) (Santoro, Ferraris, & Giacosa, 2018) (Ren, Eisingerich, & Tsai, 2014). Another factor that determines this choice is related to the fact that SMEs possibly have different internationalization strategies than large companies (Tsai & Eisingerich, 2010), such strategies are shaped by limited resources or innovation capabilities to start their international activities (Laufs & Schwens, 2014) (Ripolles & Blesa, 2012) (Cassiman & Golovko, 2011), usually SMEs have the presence of international partners and their capabilities to enter the international market (Gnizy, Baker, & Grinstein, 2014). To classify the companies in the determined databases, the classification determined by the European Commission will be used, which characterizes a small and medium-sized company through two components: the number of employees, turnover or total balance sheet, using the scale in Table 5.

Company category	Staff headcount	Turnover	or	Balance sheet total
Medium-sized	< 250	≤ € 50 m		≤ € 43 m
Small	< 50	≤ € 10 m		≤ € 10 m
Micro	< 10	≤ € 2 m		≤ € 2 m

Table 5: Classification of the SME's companies¹

This research will be submitted using the literature and empirical resources collected through an online questionnaire sent to the above-mentioned databases. The choice of an online questionnaire is considered the most appropriate technique for data collection, allowing the research to have no interference in terms of breadth and scope throughout the Portuguese territory

¹ https://ec.europa.eu/growth/smes/business-friendly-environment/sme-definition_en

in a relatively short time. The online questionnaire is also chosen due to the practicality of creation and design, and later by the ease in approaching the quantitative results generated (Cavana, Delahaye, & Sekaran, 2001). An online questionnaire allows you to quickly and efficiently obtain meaningful information, geographically expanded and without adding costs to the survey (Chong, Man, & Kim, 2018).

The construction of the systematic questionnaire was performed using the Limesurvey platform, based on the insights proposed in the literary review, to specify the constructs proposed by the authors, for each analyzed variable, following the precedent established in this line of investigation, we operationalize the main constructs in the conceptual model through the combination of multiple scales (Bollen & Lennox, 1991). An extensive literature review contributes to the construction of the first questionnaire in English (Attachment I), bringing together the different constructs proposed, to expand the possibilities of respondents the same questionnaire received a version in Portuguese, we confirm the translation with different people, who knows the language to guarantee the quality of the questions, to do not lose the meaning given the research objective. All constructs were removed originally from the literary researches carried out. Except for the questions that characterize the enterprises, all constructs used the Likert Scale with five points, to obtain the opinion of the respondents for the indicators, this scale has been widely used to measure behavior and attitudes (Wrenn, 1997) and its ease of application justifies its popularity (Albaum, 1997) in the most current studies. Below we describe the constructs worked on in this research and their respective authors and articles of origin.

Except for the questions that characterize the surveyed companies, in all other constructs the Likert scale with five points was used, to obtain the opinion of the respondents to the indicators, this scale has been widely used to measure behavior and attitudes (Wrenn, 1997) and its ease of application justifies its popularity (Albaum, 1997) in the most current studies.

4.2.1 Scale of measures of variables.

4.2.1.1 Static Marketing Capabilities

To analyze the first variable, called Static Marketing Capabilities, the construct used was the five factors determined from Exploratory Analysis, described in detail in the following chapters, using the original article as a reference (Vorhies & Morgan, 2005), defined as Product Development, Pricing, Channel Management, Selling, and Marketing Process. In this study,

Portuguese companies were asked about Static Marketing Capabilities, relative to their competitors in the international market, using the five-point scale of the Likert scale, in which they represent (1 = strongly disagree; 5 = strongly agree).

4.2.1.2 Dynamic Marketing Capabilities

To measure the second marketing capability defined by Dynamic Marketing Capabilities, the three items pointed out by the authors were used (Fang & Zou, 2009), named: 1) Customer relationship management: which acts in the acquisition and transmission of information with the consumer, developing a relationship with the consumer, offering points of contact after-sales through support, to create an approach to realize the real needs and how best to satisfy them. 2) Product development management: creation and development of new products, solutions, and prototypes tailored to the needs of consumers, to increase the value of the experience with the products and consequently their benefits. 3) Supply chain management: which acts in the qualified selection of suppliers, relationships with logistics processes, working on the design of the product's workflow, managing and integrating both consumers and suppliers. In this study, Portuguese companies were asked about Dynamic Marketing Capabilities, relative to their competitors in the international market, using the five-point scale of the Likert scale, in which they represent (1 = strongly disagree; 5 = strongly agree).

4.2.1.3 Adaptive Marketing Capabilities

The third marketing capability is Adaptive, will be measured from the definitions of (Day G. , 2011), which organizes capabilities into three groups: 1) Vigilant Market capability, which is related to the organization's skills in perceiving market changes and being aware of the moment to act before them, and this relationship goes through what the literature defines, how to see before, to predict before its competitors (Day & Schoemaker, 2006) (Fiol & O'Connor, 2003) (Levinthal & Rerup, 2006). 2) Adaptive Market experimentation capability, in which the author places it as an investment by organizations to experiment with new possibilities, initiatives, as a driver for new insights. The use of prototypes is a means of risking the development of new products and solutions for consumers (Kelley, 2001). 3) Open Marketing Capability, is related to the multiple capabilities of developing network structures (Achrol & Kotler, 1999), that can be established at different levels, technological, sharing or coordination, vertically or horizontally (Klendorfer & Wind,

2009). Relationships that allow the opening of new partners, markets and their consequent opportunities (Dyer & Singh, 1998). According to Day (2011), an organization developing the Adaptive Marketing Capabilities can include technological advances, more complex markets provided by the speed of changes in society, in its strategies and objectives. In this study, Portuguese companies were asked about Adaptive Marketing Capabilities, relative to their competitors in the international market, using the five-point scale of the Likert scale, in which they represent (1 = strongly disagree; 5 = strongly agree).

4.2.1.4 International performance

Among the different dimensions and following the studies, the construct for measuring performance will be adapted in terms of three dimensions by the authors (Jaworski & Kohli, 1993) and (Walker & Ruekert, 1987): 1) Efficiency, the relationship between the necessary inputs used and the performance outputs financial; 2) Effectiveness, derived from the extension of the organizational objectives and those obtained; 3) Adaptability in which the organization can face changes in the market environment. In this study, Portuguese companies will be asked about the organization's position taking into account satisfaction with the company's performance in the international market, in the previous period to the COVID-19 pandemic. Using the five-point scale of the Likert scale, in which they represent (1 = not satisfied; 5 = totally satisfied).

4.2.1.5 Market orientation

Within the selection of measurable constructs in the academic environment for Market Orientation, there are different conceptual definitions of measurement regarding the variable (Narver & Slater, 1990) (Cadogan & Dinmantiopoulos, 1995) (Kohli & Jaworski, 1990) (Lichtenthal & Wilson, 1992) (Ruekert, 1992), but in this study, it will be determined the use of the most used scale in empirical investigations (Jaworski & Kohli, 1993) (Seines, Jaworski, & Kohli, 1996) (Siguaw, Simpson, & Baker, 1998), either by the amplitude of the items sampled (Jaworski & Kohli, 1996) (Kohli, Jaworski, & Kumar, 1993) or by factorial structural stability (Kohli, Jaworski, & Kumar, 1993) (Siguaw, Simpson, & Baker, 1998), both necessary to bring research consistency and meaningful constructs (Kohli & Jaworski, 1990). On the MARKOR scale, the authors manage to gather measurable constructs based on aspects critical to the international market, encompassing basic intelligence activities of the organization (Day &

Wensley, 1988) 20 items determined on the MARKOR scale will be measured, consisting of three sub-constructs: intelligence generation (6 items), intelligence dissemination (5 items), and market responsiveness (9 items). In this study, Portuguese companies were asked, only thinking about their company, about their position with market orientation, using the five-point scale of the Likert scale, in which they represent (1 = strongly disagree; 5 = strongly agree).

4.3 Sample analysis

As mentioned in the previous chapters, for the composition of this study, a structured online survey was prepared on the LimeSurvey platform, which was submitted to a pre-test phase, in which all aspects of the survey were tested (Malhotra, 2004), with 4 professionals in the business management sector, to avoid misinterpretation by respondents (Zikmund, 2006). After the validation of the survey in the pre-test, it was submitted to Portuguese companies during June 2020. A total of 1,313 responses were obtained, of which 362 were considered valid for this study, as they presented complete responses. Of this number, 21 responses represented B2C companies, not considered in this research, resulting in 341 valid responses from companies with B2B commercial relations. The basis of the original information obtained underwent an initial treatment in which the corresponding responses were taken from the larger companies, determined in this study by the following characteristics: i) the number of collaborators (More than 250 employees) and ii) total sales in 2019 (More than 50 million euros). This first treatment carried out six responses with the objective of not including and analyzing different dimensions of companies, mitigating possible distortions in the results obtained. With this, the initial base consists of a sample of 335 responses with similar characteristics.

It was also necessary to reverse answers corresponding to questions in reverse format (MO3, MO5, MO11, MO 12, MO17, MO18 and MO20). In this study, all statistical analyses performed with the SPSS (Statistical Package for Social Sciences) program version 25, and program AMOS.

Before starting the first analyses of the constructs of this study, it is necessary first to understand the set of variables that corresponds to the demographic characteristics of the companies that respond to the survey, such as the age of the company, size, location and the experience in the international market. Studies indicate that the age of a company is a determining and important factor in entrepreneurial attitudes in the international market of an organization

(Brush, 1995), is also responsible for producing a positive effect on international sales growth (Zahra, Ireland, & Hitt, 2000). In the same way as the time of experience in the international market, it is considered an influencer in decision-making in the foreign market (Johanson & Vahlne, 1997), developing in the organization, over the years, maturity in the market for international growth (Welch & Luostarinen, 1993). These exposures show the relevance of demographic variables in the scope of this study. The table below shows the demographic variables that characterize the companies part of the initial sample that underwent above the treatments mentioned.

The sample represented by 335 responses is characterized by small and medium-sized Portuguese companies that carry out international activity through exclusive negotiations with other companies (B2B). As for the location of these companies, the largest concentration is found in the Northern Region of Portugal (40.3%), followed by the Center region of the country (30.1%) and Lisbon and Vale do Tejo (23.9%). Completing this list, and to a lesser extent, are located in Alentejo (4.5%) and Algarve (1.2%), as can be seen in the table below.

CHARACTERISTICS	NUMBER	%
Commercials transactions		
B2B	335	100%
Region in Portugal		
North	135	40,3%
Center	101	30,1%
Lisboa e Vale do Tejo	80	23,9%
Alentejo	15	4,5%
Algarve	4	1,2%

Table 6: Characteristics of samples I

Composing the characterization of organizations, more than 84% have their capital held by Portuguese investors, representing 284 companies. In less representativeness is 3.9% with more than 50% of the capital held by Portuguese investors and completing 11.3% with less than 50% of

investors. Additionally, two other attributes that consider the age of the organization were analyzed, one related to the time of existence, compared to the year 2020, and in another perspective, it evaluates the age of the organization operating in the international market, also taking into account the year 2020. After analyzing in detail, it is possible to conclude that most of them are represented by companies aged between 20 and 40 years of existence in the market (38.5%), followed by those aged between 10 and 20 years (25.3%) and companies up to 10 years old (23.8%).

Regarding the time of activity in the international market, the companies in the sample that present the highest volume are those with up to 10 years of experience (44.17%), in which they can still be subdivided into up to 5 years (19.40%) and up to 10 years (24.77%). In a smaller volume, but with representativeness in the sample, there are companies aged between 10 and 20 years of experience in the international market (27.16%) and between 20 and 40 years (23.58%). The sample shows a more recent performance in the international market, considering the time of their existence in the national market.

The 335 companies were also identified as to the industrial sector they belong to, in which, in their greatest representativeness, organizations are responsible for transforming raw materials into consumer products or industrial equipment, defined as a secondary sector (61.5%), followed by the tertiary sector that corresponds to the provision of services and trade activities in goods (30.1%), as can be seen in the table below.

CHARACTERISTICS			NUMBER	%
Capital holder				
100% Portuguese investors			284	84,8%
Over	50%	Portuguese investors	13	3,9%
Less than	50%	Portuguese investors	38	11,3%
Industrial Sector				
Sector 1			28	8,4%

Sector 2	206	61,5%
Sector 3	101	30,1%

Table 7: Characteristics of samples II

Other important information for this study, characterize the sample organizations regarding their size and turnover in the national and international market. With the highest volume of responses obtained, there are companies between 10 and 50 employees (42.4%) and, between 0-10 (39.1%); corresponding to the objective of this study is seeking to obtain an overview of small and medium-sized Portuguese organizations. Companies with a number between 50 and 250 employees represent 16.4% of the sample and with more than 250, only 2.1%.

As mentioned above, the revenue value for the year 2018-2019 was also one of the characteristics obtained and the sample showed a higher volume with invoices of up to 2 million euros (69%), followed by revenue of up to 10 million euros (21.2%). As for the representativeness of the organizations' revenues, up to 25% has come from the international market (44.8%) according to the sample, followed by up to 75% with 21.2% of the sample representation.

N° of employees		
0-10	131	39,1%
10-50	142	42,4%
50-250	62	18,5%
Annual Revenue (2018-2019)		
Up to €2 million	231	69%
Up to €10 million	71	21,2%
Up to €50 million	33	9,8%
% sales in the international market		
Up 25%	150	44,8%
Up 50%	58	17,3%
Up 75%	71	21,2%

Table 8: Characteristics of samples III

5. Data analysis

After this first analysis of the frequency of the characteristics of the respondent companies, this chapter begins with the statistical analysis of the data treated as determined above. Each variable determined in this research analyzed using different statistical processes, to extract the greatest significance of the construct for the research. Using the original articles as a base, and knowing, through them, the determined number of factors for each variable and their respective items, the first statistical process carried out was Confirmatory Factor Analysis (CFA), through the AMOS 25 program. This tool allows that the variables to be tested with the measures they represent in each construct, that is, it allows corroborating the theory or not, conceived by the original authors of the (Hair Jr., Black, Babin, & Anderson, 2014) constructs. Characterized as a confirmatory test, in CFA the models formed a priori, this way how SEM (Structural Equation Modeling) is applied, which will test, through different measurement indices, the validity of the model presented, through casual and hypothetical relationships (Hair Jr., Black, Babin, & Anderson, 2014) and (Marôco, 2010). Its determination goes through being of the most appropriate and used analyzes when studying, simultaneously, multiple relations between variables with a pre-definition through a theoretical basis.

5.1 CONTROL VARIABLES

This study will employ control variables normally applied to studies related to the international performance of a company, defined from four variables. The first is related to the age of the organization, the choice of age enhances the influence of international operations and their performance (Zahra, Ireland, & Hitt, 2000), it also acquires advantages in learning to market news (Autio, Sapienza, & Almeida, 2000) (Sapienza, Autio, George, & Zahra, 2006), such as the ability to recognize opportunities, obtain advance information and respond quickly to the market. It will be nominated from the first year in which it received the first financial income from the international market (Ciszewska-Mlinarc & Trapczunski, 2019). A company's experience in the international market also takes into account the next control variable, the number of years in which the company has been operating in a particular international market. The third control used

corresponds to the division of the products exported by the responding companies into three levels, Primary sector, which is characterized by the extraction of raw materials, Secondary sector characterized by the transformation of raw materials into products and services, and finally the Tertiary sector, which is defined as the service and trade sector.

5.2 STATIC MARKETING CAPABILITIES

The first variable analyzed statistically in this study was Static Marketing Capabilities, formed by being an original article by 8 factors with the respective composite variables: Pricing (4); Product Development (5); Channel Management (5); Marketing Communication (5); Selling (5); Market Information Management (5); Marketing Planning (5); Marketing Implementation (5) (Vorhies & Morgan, 2005). The first analyzes carried out on the variable are related to a cleaning and certification process in the database obtained, so that it is statistically favorable to receive the subsequent statistical tests. Data must be screened to ensure the data is useable, reliable, and valid for testing causal theory. For this study, some assumptions presented by the author Hair were used, named as i) Normality; ii) Homoscedasticity; iii) Multicollinearity.

Normality is conceptualized as the particular form of distribution of variables in the database, in which the cluster with the most observations must concentrate on the central peak of the symmetric distribution (Hair Jr., Black, Babin, & Anderson, 2014). To check whether the SMC variable had a normal distribution, a histogram graph requested in the SPSS program, originating a normal curve, to validate the first assumption. The Skewness test and Kurtosis test were also performed, in which the first determines the symmetry of the variable from its mean, and the second measures the elevation or flatness compared to a normal distribution (Marôco, 2010). Together, the tests are important to characterize the distribution of the data. The values of skewness and kurtosis were all within the recommended limit of $-2 / + 2$, which indicates the normal distribution (Mallery & George, 2010). For this variable, the values were .181 and 135 respectively, validating the normality of the distribution.

The second assumption, defined as homoscedasticity, is a statistical phenomenon that reveals the dependency relationships between the variables, that is, when there is the presence of homoscedasticity, the dependent variables have equal/similar levels of variance. (Hair Jr., Black, Babin, & Anderson, 2014). Its presence is desirable, as it allows the relationships between variables to be explained by a greater number of variables, and not just to concentrate on a few.

As shown in the figure below, it is possible to show that the SMC variable has homoscedasticity, thus validating the second assumption of Hair.

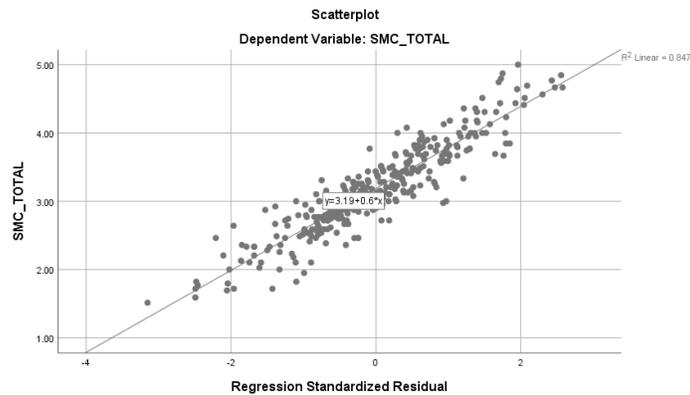


Figure 2 Scatterplot Static Marketing Capabilities

The third and last assumption made on this variable was the Multicollinearity test, and its presence is noticed when any of the independent variables have a high correlation with a set of other independent variables. (Hair Jr., Black, Babin, & Anderson, 2014). To check its presence or not, the Variable Inflation Factor (VIF) is calculated for each independent variable, using a multivariate regression in the SPSS program. Following the Hair concept, the higher the VIF value, the greater the degree of collinearity (the relationship between two variables) or multicollinearity (the relationship between various variables), and consequently, the more complicated the interpretation of the statistical variable, due to the inter-existing relationships. In the VIF calculation performed for Static Marketing Capabilities, a value of 3.74 founded, presenting an acceptable level of Multicollinearity.

After the verification and validation of the assumptions pointed out above, a Confirmatory Factor Analysis performed in the AMOS 25 program, such analysis allows analyzing the measurement validity of the variables in a smaller number of factors (Hair Jr., Black, Babin, & Anderson, 2014). The choice to perform the CFA in the variable Static Marketing Capabilities was determined because we had previous theoretical knowledge regarding the number of factors existing in the set of variables, and thus obeys the requirement for applying the technique (Hair Jr., Black, Babin, & Anderson, 2014). Accompanied by the CFA, SEM (Structural Equation Modeling) was applied, which aims to test the degree of the variable pattern determined in its original article (a priori), with the real data obtained in the survey of this research (Hair Jr., Black,

Babin, & Anderson, 2014). The technique presents as an advantage, its ability to assess the validity of the presented construct, that is, it will serve to reflect the degree to which the sets of measured items have in the theoretical latent construct (Hair Jr., Black, Babin, & Anderson, 2014), investigating whether the proposed model has acceptable validity indices for the later production of models of equational structures.

The first step was to verify if the 39 items of the latent variable Static Marketing Capabilities are convergent, that is if the items serve as indicators to assess the affluence in a specific construct, and this validation carried out based on the factorial loads. According to Hair, standardized load estimates should be above 0.5 and ideally above 0.7. As seen in the SMC variable model below, there is no factorial load below 0.5, so the construct validated for its convergence.

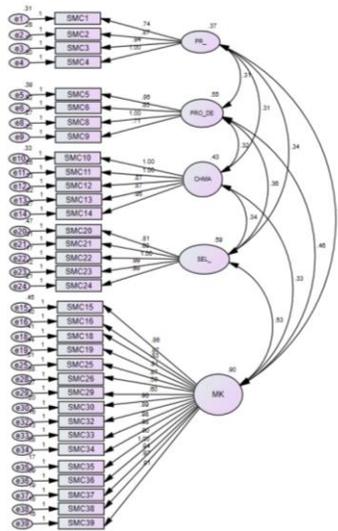


Figure 3: Initial model of the Static Marketing Capabilities variable

After this first validation of the factor loads, the first results of the variable adjustment tools were observed, to which we focus on the GOF (goodness-of-fit) values, which will serve to indicate how well the specified model reproduces the difference between the estimated and observed covariance matrix (Hair Jr., Black, Babin, & Anderson, 2014). The validation indexes selected in this research will be divided into three groups:

1. **Absolute adjustment measures:** reveal the measures independent of how well the specified model is reproduced by the researcher based on the observed data. In this research, the

following indices were evaluated: i) Chi-square (χ^2): reveals the difference between the covariance matrices, it varies according to the sample size (N), so it is unreliable; ii) Root Mean Square Error of Approximation (RMSEA): seeks to correct the complexity of the specified model and its sample size; iii) Goodness-of-fit Index (GFI): an index that seeks to statistically translate the adjustment of the model in a less sensitive way to the sample size; iv) Standardized Root Mean Square Residual (SRMR): as it seeks to minimize the effects of sample size and number of variables, it reveals how accurate each term is predicted in the model from the forecasting errors (Lisboa, Augusto, & Ferreira, 2012) (Hair Jr., Black, Babin, & Anderson, 2014)

2. Incremental adjustment measures: they differ from absolute indices, as they measure how well specified the model is concerning an alternative model, defined as a null model. In this sense, the following indexes will be used in this research: Comparative Fit Index (CFI): it is one of the most used indexes in the validation of adjustment measures, and reveals the proportion of the difference between the adjusted model and the null model, presenting an insensitivity to the complexity of the model (Hair Jr., Black, Babin, & Anderson, 2014) (Lisboa, Augusto, & Ferreira, 2012).

3. Parsimony adjustment indices: seeks to correct any super adjustments in the proposed model, evaluating the proportion of parsimony of the quality of adjustment. In this research, the relative chi-square values (χ^2 / df) will be taken into account, an index that classifies the quality of the model without making comparisons to others. (Marôco, 2010) (Hair Jr., Black, Babin, & Anderson, 2014).

Below are the reference values of the items mentioned above, to guide the evaluation of the models proposed in this study.

FIT INDICES	REFERENCE	AUTHOR
CHI-SQUARE (X^2)	The smaller the better	
χ^2/df	> 5 (bad) 2 - 5 (permissible) <3 (good)	

RMSEA	> 10 (bad) .05 - .10 (moderate) < .05 (good)	(Hair Jr., Black, Babin, & Anderson, 2014)
GFI	> .90 (good) >.95 (very good)	
SRMR	< .09 (good)	
CFI	>.80 (permissible) >.90 (good) >.95 (very good)	

Table 9: Reference values for Confirmatory Factor Analysis indexes

The first Confirmatory Analysis, following the factors determined by the author in the original article, did not present GOF values according to the authors' reference mentioned above. For the best adjustment to be found, it was determined that the factors formed from an Exploratory Analysis, carried out in the SPSS program, in which it presented a formation with 5 factors, with an explained variance of 73.46% of the components. This Exploratory Analysis showed an adequate consistency, with a KMO value of .963, using the measures of (Marôco, 2010), as a reference, in which the closer to 1.0, but the data is more consistent and adjusted. To verify the homogeneity of the variances of the SMC variable, Bartlett's Test of Sphericity presented sig. of .000, which validates the normality of the data. Given this, and finding the determination of the factors from the EFA performed, the process of adjusting the model in the AMOS program began. The five factors were organized as follows: Pricing (4); Product Development (3); Channel Management (4); Selling (2); Marketing Process (11).

Factors	Itens	Loa ds	Cronbac h's alpha
Marketing Process	SMC15	.717	0.977
	SMC16	.737	
	SMC17	.543	
	SMC18	.664	
	SMC19	.606	
	SMC25	.769	
	SMC28	.787	
	SMC29	.553	

	SMC30	.838	
	SMC32	.841	
	SMC33	.886	
	SMC34	.899	
	SMC35	.862	
	SMC36	.903	
	SMC37	.857	
	SMC38	.848	
	SMC39	.874	
Channel Management	SMC10	.693	0.874
	SMC11	.686	
	SMC12	.805	
	SMC13	.752	
	SMC14	.692	
Selling	SMC21	.679	0.912
	SMC22	.715	
	SMC23	.766	
	SMC24	.649	
Product Development	SMC5	.789	0.805
	SMC6	.611	
	SMC8	.627	
	SMC9	.675	
Pricing	SMC1	.613	0.785
	SMC2	.656	
	SMC3	.662	
	SMC4	.674	

Table 10: SMC Exploratory Factory Analysis

To find the best adjustments for the SMC variable, some modifications to the model found in Exploratory Analysis, so that results combined for not lose of significant information in the specified model, because, the researcher should never use only one diagnosis to adjust the original model (Hair Jr., Black, Babin, & Anderson, 2014). In this study, two diagnoses were evaluated, standardized residues and modification rates. The first was to observe the results presented in the Modification Indices, which represent how much the value of χ^2 of the estimated model would be reduced by releasing the path. These modifications in the indexes are made based on the correlation between model errors, and authors suggest that modifications above 4 may already suggest a significant improvement. (Hair Jr., Black, Babin, & Anderson, 2014). In the SMC variable, some modifications were made to the indices in the following errors (e37<->e38; e36<->e39; e36 <-

>e35; e32<->e38; e32<->e37; e32<->e34; e16<->e35; e16<->e36; e22<->e23; e13<->e14; e6<->e9; e36<->e37; e34<->e35). In combination with these results, the standardized results of the covariance residues evaluated, as they present characteristics of non-dependence with the model, their diagnosis is useful to evaluate problems of measurement of the model (Hair Jr., Black, Babin, & Anderson, 2014). Such residues, when they present values above 11, tend to suggest a potentially unacceptable degree of error and, therefore, such variables, in combination with the modification indices, can be eliminated from the estimated model. It was from this theory that the SMC model suffered the elimination of four non-priority routes (Marôco, 2010), they being SMC15; SMC18; SMC19; SMC20; SMC26 and, SMC29. After these modifications, analysis of the diagnoses and measurement indices obtained, it is possible to notice, observing the table below, the improvement in the quality of adjustment of the variable in a significant way. Looking at the indices below, it is possible to conclude that the SMC presents a good adjustment.

FIT INDICES	INICIAL MODEL	ADJUSTED MODEL
CHI-SQUARE (X ²)	1776.9	688.7
χ^2/df	3.437	2.106
RMSEA	.085	.058
GFI	.742	.874
SRMR	.071	.048
CFI	.886	.960

Table 11: Initial Model and Adjusted Model values SMC variable

Quality Analysis of the Measurement Model

As seen above, the global indexes of the adjusted model show good results, but following the literature, it is still necessary to evaluate and explore, how their indicators are measuring the latent variables and to verify such measures, the reliability indicators are evaluated measurement of indicators, variables, and discriminant validity (Lisboa, Augusto, & Ferreira, 2012) (Marôco, 2010).

Analysis of Indicator Measurement Reliability

This analysis, as pointed out in its name, wants to evaluate the measurement quality of each indicator for each corresponding variable, it will be responsible for giving consistency and the reproduction capacity of the measurement (Marôco, 2010). Some programs have an R² value to assess the reliability of the indicators, but in the AMOS program, this assessment is an output diagnosis determined by the Standardized Regression Weights (SRW) index. Despite presenting different nomenclatures, both consider the degree of correlation between the latent variables and their respective indicators unacceptable, when there are values <0.25 for each item, that is, each indicator must explain at least ¼ or 25% of the variance of the variable. The presence of results below 0.25, alert to a problem in the local adjustment of the variable, and as an improvement, its elimination from the estimated model should be evaluated. (Marôco, 2010) (Hair Jr., Black, Babin, & Anderson, 2014) (Lisboa, Augusto, & Ferreira, 2012). As shown by the SWR values in the graph below, all indicators have values higher than those recommended by the authors, making it possible to measure the latent variable SMC.

Static Marketing Capabilities			SWR	C.R.
SMC4	<---	PRI	0.742	
SMC3	<---	PRI	0.726	12.337
SMC2	<---	PRI	0.719	12.231
SMC1	<---	PRI	0.633	10.779
SMC9	<---	PRODE	0.731	12.843
SMC8	<---	PRODE	0.788	
SMC6	<---	PRODE	0.703	12.279
SMC5	<---	PRODE	0.724	13.384
SMC14	<---	CHMA	0.721	13.647
SMC13	<---	CHMA	0.722	13.666
SMC12	<---	CHMA	0.710	13.481
SMC11	<---	CHMA	0.808	
SMC10	<---	CHMA	0.773	14.932

SMC24	<---	SELL	0.860	19.321
SMC23	<---	SELL	0.891	25.959
SMC22	<---	SELL	0.858	
SMC21	<---	SELL	0.789	17.039
SMC30	<---	MKT	0.897	30.23
SMC16	<---	MKT	0.795	20.175
SMC25	<---	MKT	0.825	23.71
SMC39	<---	MKT	0.904	35.973
SMC38	<---	MKT	0.909	31.669
SMC37	<---	MKT	0.895	33.399
SMC36	<---	MKT	0.948	
SMC35	<---	MKT	0.896	34.221
SMC34	<---	MKT	0.957	39.637
SMC33	<---	MKT	0.937	36.003
SMC32	<---	MKT	0.910	31.659

Table 12: Analysis of Indicator Measurement Reliability - SMC variable

Measurement Reliability of Latent Variables

This measure is formed by three essential components: the Average Variance Extracted (AVE), which calculates the proportion of the variance of the indicators related to the measurement of each latent variable. This value is calculated from the total of all standardized factorial loads squared divided by the respective number of items (Hair Jr., Black, Babin, & Anderson, 2014) (Marôco, 2010) (Lisboa, Augusto, & Ferreira, 2012). As the literature suggests, values for stroke should be 0.5 or higher, to indicate an adequate convergence (Hair Jr., Black, Babin, & Anderson, 2014) (Marôco, 2010) (Lisboa, Augusto, & Ferreira, 2012). The second component is entitled Composite Reliability (CR), which measures how each variable is being measured by its indicators, and CR values greater than 0.7 are used as a satisfactory measure (Hair Jr., Black, Babin, & Anderson, 2014) (Lisboa, Augusto, & Ferreira, 2012). The third and last component that forms the measurement reliability of latent variables is called Cronbach's Alpha, a diagnostic measure that assesses the consistency of the entire scale, one of the most widely used measures for

reliability. Their values vary between 0 and 1, but their values are already considered favorable when they have $\alpha \geq 0.7$ (Hair Jr., Black, Babin, & Anderson, 2014).

As shown in the table below, it is possible to notice that the values for the first AVE component, almost all variables have a value above the reference, with the exception of Pricing (.0499), very close to the determined reference value. Other variables are following the reference value presented by the authors. As for the CR values and for Cronbach's Alpha values, all variables have values higher than the recommended (> 0.7) by the authors, validating the measures of the latent variables.

	CR	AVE	SEL_	PR_	PRO_DE	CHMA	MK
SEL_	0.912	0.723	0.912				
PR_	0.799	0.499	0.715	0.785			
PRO_DE	0.826	0.543	0.620	0.673	0.805		
CHMA	0.863	0.559	0.681	0.778	0.648	0.874	
MK	0.979	0.808	0.705	0.567	0.616	0.522	0.977

Table 13: Correlation Matrix and Cronbach's Alpha

Discriminant Validity Analysis

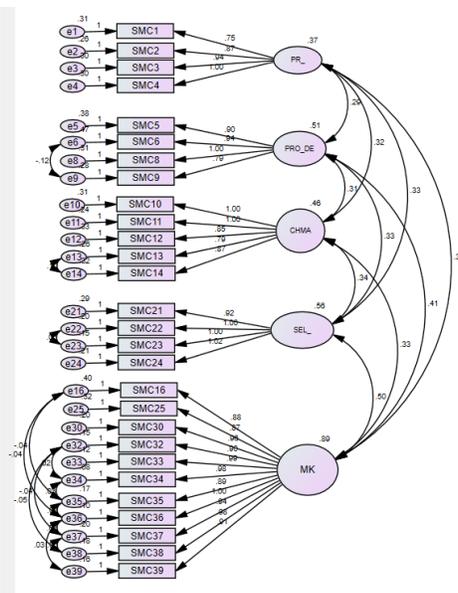
The last analysis that corresponds to the quality of the measurement model is the Discriminating Validity, in which the correlation test between measurements is performed again, but now, the multiple scales are correlated with a similar but distinct measure (Hair Jr., Black, Babin, & Anderson, 2014). It will compare the latent variables with the value of the extracted average variances (AVE), calculated above. In other words, this analysis assesses whether the items related to one factor are not also correlated with other factors, that is, it is necessary to verify whether the defined factors are different from each other (Marôco, 2010). Below, it is possible to evaluate the values referring to the discriminant validity of the variable Static Marketing Capabilities, in which in most indicators, they present the estimated value squared below the extracted variance (AVE2), confirming one more validity in the variable model.

			Estimate	Estimate ²	AVE1	AVE2
SMC4	<---	PRI	0.742	0.551	0.705	0.499
SMC3	<---	PRI	0.726	0.527		

SMC2	<---	PRI	0.719	0.517		
SMC1	<---	PRI	0.633	0.401		
SMC9	<---	PRO_DE	0.731	0.534	0.737	0.543
SMC8	<---	PRO_DE	0.788	0.621		
SMC6	<---	PRO_DE	0.703	0.494		
SMC5	<---	PRO_DE	0.724	0.524		
SMC14	<---	CHMA	0.721	0.520	0.747	0.559
SMC13	<---	CHMA	0.722	0.521		
SMC12	<---	CHMA	0.710	0.504		
SMC11	<---	CHMA	0.808	0.653		
SMC10	<---	CHMA	0.773	0.598		
SMC24	<---	SEL	0.860	0.740	0.850	0.723
SMC23	<---	SEL	0.891	0.794		
SMC22	<---	SEL	0.858	0.736		
SMC21	<---	SEL	0.789	0.623		
SMC30	<---	MK	0.897	0.805	0.898	0.808
SMC16	<---	MK	0.795	0.632		
SMC25	<---	MK	0.825	0.681		
SMC39	<---	MK	0.904	0.817		
SMC38	<---	MK	0.909	0.826		
SMC37	<---	MK	0.895	0.801		
SMC36	<---	MK	0.948	0.899		
SMC35	<---	MK	0.896	0.803		
SMC34	<---	MK	0.957	0.916		
SMC33	<---	MK	0.937	0.878		
SMC32	<---	MK	0.910	0.828		

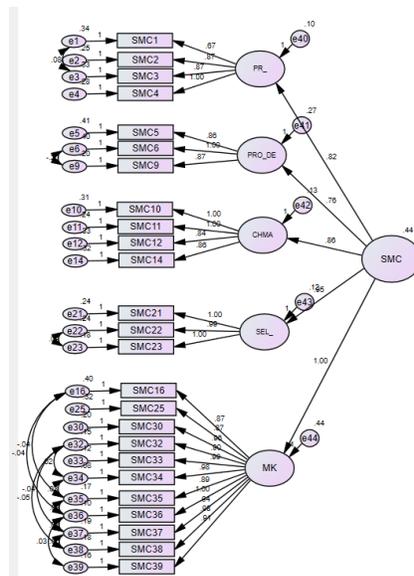
Table 14: Analysis of the Discriminant Validity of the SMC variable

After all these necessary evaluations to compose the reliability of the variable SMC, the final model with the necessary adjustments described in detail above presented.



Model Fit: CMIN/DF: 2.106 CFI: .960 GFI: .874 RMSEA: .058 SRMR: .048

Figure 4: Adjusted model of the Static Marketing Capabilities variable.



Model Fit: CMIN/DF: 2.053 CFI: .966 GFI: .888 RMSEA: .056 SRMR: .052

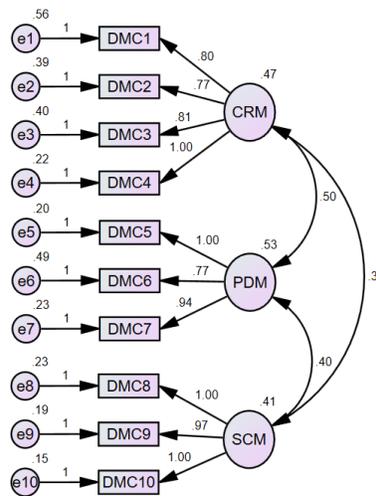
Figure 5: Adjusted model of the Static Marketing Capabilities variable second order.

5.3 Dynamic Marketing Capabilities

The second latent variable analyzed was Dynamic Marketing Capabilities (DMC), originally formed in its article by 3 factors composed with its respective variables: Customer Relationship Management (4); Product Development Management (3), and Supply Chain

Management (3). As performed with the Static Marketing Capabilities variable, the DMC variable was first put to the test against the assumptions defined by (Hair Jr., Black, Babin, & Anderson, 2014) (Normality, Homoscedasticity and, Multicollinearity). Similar to the previous variable, all tests of the DMC variable were validated according to the guidelines mentioned above. Presenting normal response distribution, valid homoscedasticity, and a VIF value of 2.82, confirming the Multicollinearity test.

After the validation of these three assumptions, the DMC variable was submitted to a Confirmatory Factor Analysis, precisely because of the prior knowledge of the formation of the factors and their respective items. Following the same logic explained in the previous variable, the factor loads were first tested in the initial model proposed by the authors' article (Fang & Zou, 2009). It was found that all 10 items of this variable, presented factorial loads higher than indicated (> 0.7) (Hair Jr., Black, Babin, & Anderson, 2014). Similar to the adjustment made previously, this variable changed significantly, as shown in the table below.



Model Fit: CMIN/DF: 6.287 CFI: .915 GFI: .897 RMSEA: .126 SRMR: .051

Figure 6: Initial model of the Dynamic Marketing Capabilities variable

Analysis of Indicator Measurement Reliability

As previously described, in addition to the validations already carried out with the Dynamic Marketing Capabilities variable, all variables showed values of Standardized Regression Weights (SWR) higher than recommended in the literature (Hair Jr., Black, Babin, & Anderson, 2014) (Marôco, 2010) (Lisboa, Augusto, & Ferreira, 2012).

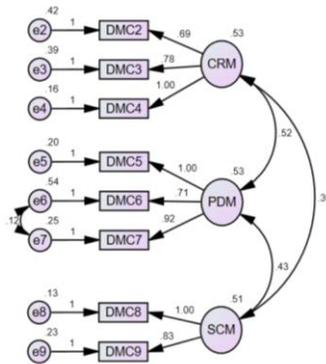
Measurement Reliability of Latent Variables

After the analyzes carried out with the variable and following the steps practiced in the first variable presented, only the variable Customer Relationship Management (CRM) does not respect this rule for the value of AVE (.452) and Cronbach's Alpha (.672) not showing an adequate convergence (Hair Jr., Black, Babin, & Anderson, 2014) (Marôco, 2010) (Lisboa, Augusto, & Ferreira, 2012). The other variables are valid for all components of this measurement.

Discriminant Validity Analysis

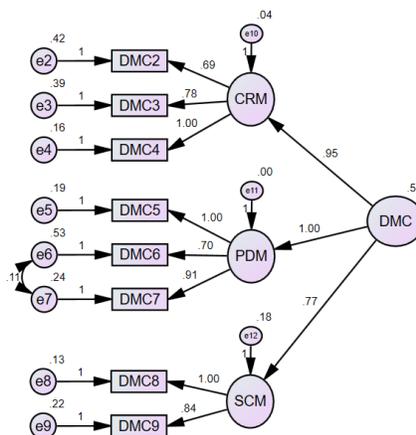
The last analysis carried out with the latent variable DMC corresponds to the correlation test between measures. It was possible to verify that most of the variables present the estimated value squared below the extracted variance (AVE), confirming more validity in the variable model.

After all these necessary assessments to compose the reliability of the DMC variable, the final model with the necessary adjustments described in detail above is presented.



Model Fit: CMIN/DF: 2.433 CFI: .984 GFI: .972 RMSEA: .065 SRMR: .028

Figure 7: Adjusted model of the Dynamic Marketing Capabilities variable.



Model Fit: CMIN/DF: 2.500 CFI: .982 GFI: .969 RMSEA: .067 SRMR: .028

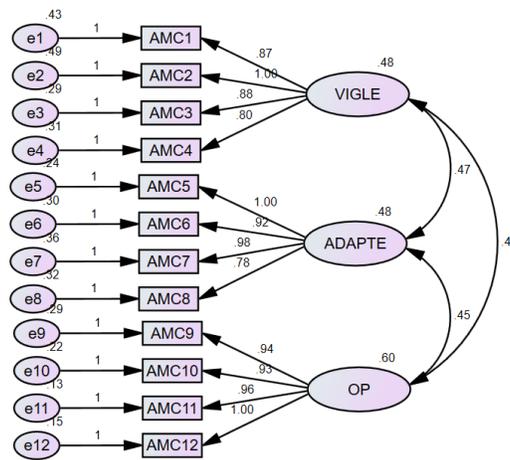
Figure 8: Adjusted model of the Static Marketing Capabilities variable second order.

5.4 Adaptive Marketing Capabilities

The third latent variable analyzed was Adaptive Marketing Capabilities (AMC), originally formed in its article by 3 factors composed of its respective variables: Vigilant Market Learning (4); Adaptive Market Experimentation (3); Open Marketing (3). Following the procedures performed with the previous variables, AMC was submitted to the test of the assumptions of (Hair Jr., Black, Babin, & Anderson, 2014) (Normality, Homoscedasticity, and Multicollinearity).

Similar to the analyzes already carried out, the AMC variable also presented a normal distribution, with valid homoscedasticity and VIF corresponding to 1.0, corresponding to all the assumptions requested (Hair Jr., Black, Babin, & Anderson, 2014),

It was found that the 12 items that make up the AMC variable, have factorial loads appropriate to the reference, greater than 0.5, validating the construct by its convergence as shown below in the initial model.



Model Fit: CMIN/DF: 3.813 CFI: .946 GFI: .910 RMSEA: .092 SRMR: .048

Figure 9: Initial model of the Adaptive Marketing Capabilities variable.

Following the references and paths to find the best adjustments of the AMC variable, and following the steps previously carried out, the model presents itself with a good adjustment.

Analysis of Indicator Measurement Reliability

According to the literature and to analyze the indicators, the AMC variable presented valid values for both indexes of this analysis (SWR and CR) (Hair Jr., Black, Babin, & Anderson, 2014) (Marôco, 2010) (Lisboa, Augusto, & Ferreira, 2012).

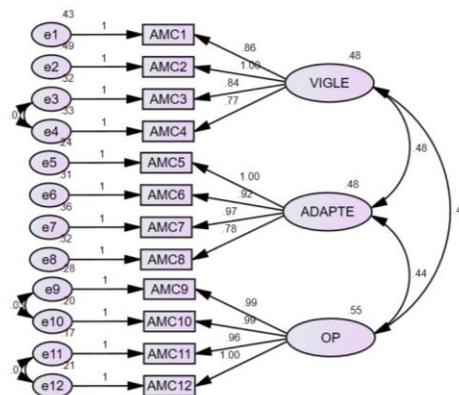
Measurement Reliability of Latent Variables

Following the same indicators as the previous variables, checked that only the variable Vigilant Market Learning is not by the values estimated by the authors for AVE (0.483) and Cronbach's Alpha (0.695), but respects the CR values being higher than the indicated value of 0.7 (.789). The two other variables (Adaptive Market Experimentation - CR .840/AVE .569/AC .754) and (Open Marketing - CR .909/AVE .715/AC .846) have good indexes for all indicators of this measure, thus being framed in the references of the authors previously defined.

Discriminant Validity Analysis

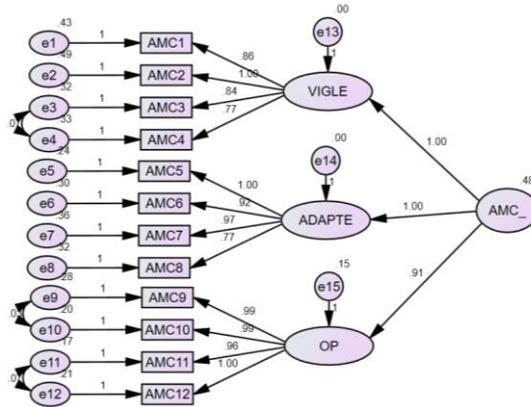
The last analysis performed with the latent variable AMC, corresponds to the correlation test between measures, in comparison with the value of the extracted average variances (AVE) (Hair Jr., Black, Babin, & Anderson, 2014), checked that most of the variables present the estimated value squared below the extracted variance (AVE), confirming more validity in the variable model.

After all these necessary assessments to compose the reliability of the Adaptive Marketing Capabilities variable, the final model with the necessary adjustments described in detail above is presented.



Model Fit: CMIN/DF: 3.159 CFI: .961 GFI: .927 RMSEA: .080 SRMR: .044

Figure 10: Adjusted model of the Adaptive Marketing Capabilities variable.



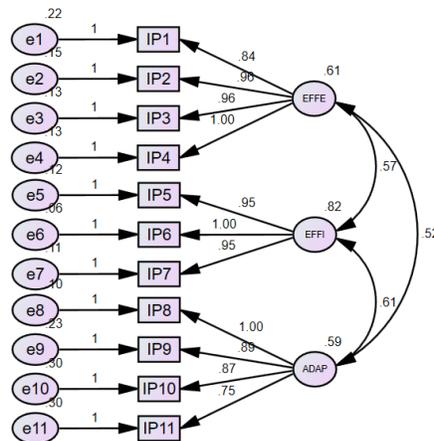
Model Fit: CMIN/DF: 3.095 CFI: .961 GFI: 927 RMSEA: .079 SRMR: .044

Figure 11: Adjusted model of the Adaptive Marketing Capabilities variable second order.

5.5 International Performance

In this study, the International Performance (IP) variable is very relevant, since the objective is precisely to understand how independent variables contribute or not to the performance in the international market of small and medium-sized Portuguese companies. Likewise, this variable is also assessed according to the assumptions of (Hair Jr., Black, Babin, & Anderson, 2014). Similar to the other variables, it showed normality in its distribution, homoscedasticity between the dependencies of the variables and a VIF value of 1.20, validating the Multicollinearity test.

It was found that the 11 items that make up the IP variable, have appropriate factor loads to the reference, greater than 0.5, validating the construct by its convergence as shown below in the initial model.



Model Fit: CMIN/DF: 5.757 CFI: .950 GFI: 885 RMSEA: .119 SRMR: .041

Figure 12: Initial model of the International Performance variable.

Following the references and paths to find the best adjustments of the IP variable, and following the steps previously carried out, the model presents itself with a good adjustment.

Analysis of Indicator Measurement Reliability

Evaluating the measure of the IP variable indicators, it is possible to notice that all the Standardized Regression Weights (SRW) values are above the recommended (> 0.25) by the authors mentioned above, so that all the indicators explain more than 25% of the expensive variance, validating this measure.

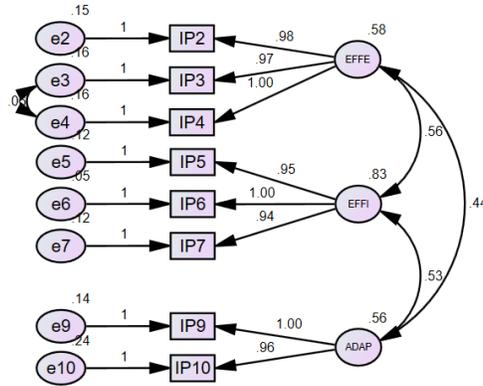
Measurement Reliability of Latent Variables

Following the same indicators as the previous variables, in this part, we verify that all variables present values above those determined in the literature for the three components mentioned above, validating all values before the measurement of latent variables.

Discriminant Validity Analysis

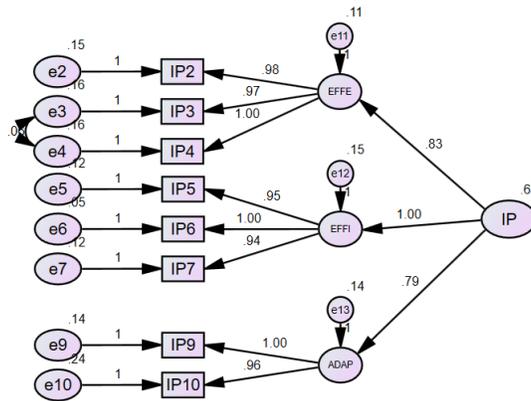
The last analysis performed with the latent IP variable is the Discriminant Validity, as already explained in the analysis of other variables. We verify that most of the variables present the estimated value squared below the extracted variance (AVE), confirming more validity in the variable model.

After all these necessary assessments to compose the reliability of the International Performance variable, the final model with the necessary adjustments described in detail above presented.



Model Fit: CMIN/DF: 2.604 CFI: .991 GFI: .972 RMSEA: .069 SRMR: .018

Figure 13: Adjusted model of the International Performance variable.



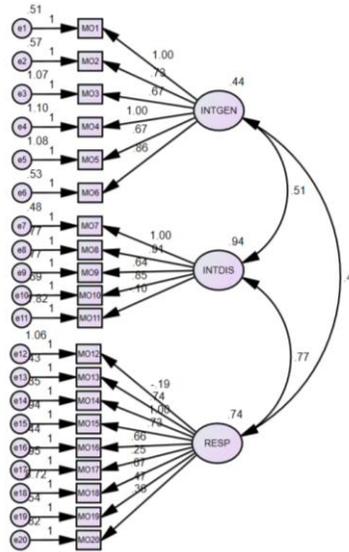
Model Fit: CMIN/DF: 2.604 CFI: .991 GFI: .972 RMSEA: .069 SRMR: .018

Figure 14: Adjusted model of the International Performance variable second order.

5.6 Market Orientation

The last variable analyzed according to the determined assumptions is the Market Orientation (MO), formed in its original article (Kohli & Jaworski, 1990) (Kohli, Jaworski, & Kumar, 1993) the respective factors and variables: Intelligence Generation (6); Intelligence Dissemination (5); Responsiveness (9). Following the same assumption tests of (Hair Jr., Black, Babin, & Anderson, 2014), the normality test of the MO variable, showed a normal distribution, with peak centrality and symmetry, confirmed from the histogram graph produced in SPSS. The homoscedasticity of the variable is also confirmed from the graph below, revealing the dependency relationships between the variables, with similar levels of variance (Hair Jr., Black, Babin, &

Anderson, 2014) (Marôco, 2010). For the variable MO, a value of 1.63 was found, which represents a low Multicollinearity index, favorable to validate this assumption.



Model Fit: CMIN/DF: 3.906 CFI: .767 GFI: .828 RMSEA: .093 SRMR: .078

Figure 15: Initial model of the Market Orientation variable.

Following the references and paths to find the best adjustments of the MO variable, and following the steps previously carried out, the model presents itself with a good adjustment.

Analysis of Indicator Measurement Reliability

As previously described, in addition to the validations already carried out with the MO variable, all correlations present values higher than the recommended (> 0.25) for Standardized Regression Weights (SWR) indices (Lisboa, Augusto, & Ferreira, 2012) (Hair Jr., Black, Babin, & Anderson, 2014) (Marôco, 2010).

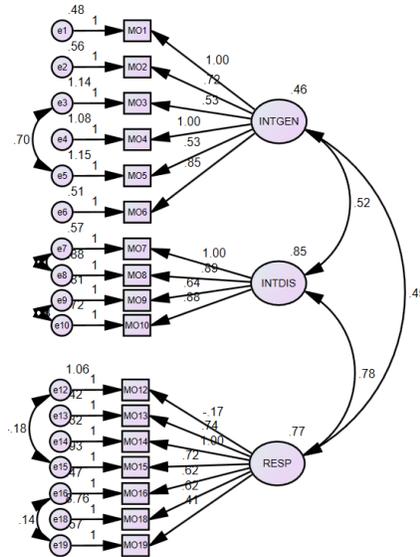
Measurement Reliability of Latent Variables

In this second measure, we will evaluate the Average Extracted Variance (AVE), the Composite Reliability (CR) and Cronbach's Alpha, concepts already explained previously. Only the Intelligence Dissemination variable has no acceptable value for CR (greater than 0.7). The other variable variables of CR, AVE and Alpha of Cronbach according to the authors' reference.

Discriminant Validity Analysis

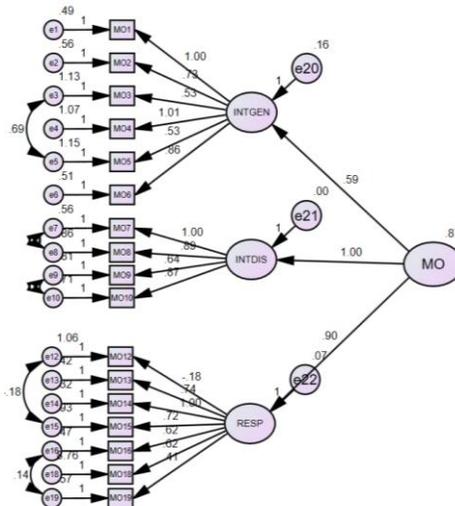
The last analysis performed with the latent variable MO, corresponds to the correlation test between measures, and we verify that most of the variables present the estimated value squared below the extracted variance (AVE), confirming more validity in the variable model.

After all these necessary assessments to compose the reliability of the MO variable, the final model with the necessary adjustments described in detail above presented.



Model Fit: CMIN/DF: 1.953 CFI: .943 GFI: .932 RMSEA: .053 SRMR: .048

Figure 16: Adjusted model of the Market Orientation variable.



Model Fit: CMIN/DF: 1.941 CFI: .944 GFI: .932 RMSEA: .053 SRMR: .048

Figure 17: Adjusted model of the Market Orientation variable second order

6. Hypothesis testing

6.1 Static Marketing Capabilities

Following the presentation of the corrections made to the variable, this chapter aims, from the model estimation, to present and verify the validity or not of the hypothesis tests, stipulated in this research for the variable SMC, proceeding with their corroboration or not through the results presented in the structuring of equational models. The analysis of the results of this variable was controlled by four different control variables, defined as: the age of the organization's life, which influences the market experience and acquired resources, which influence its performance (Zahra, Ireland, & Hitt, 2000); time (in years) in which the company is in the international market, for contributing to the acquisition of knowledge and experience in the market (Autio, Sapienza, & Almeida, 2000) (Sapienza, Autio, George, & Zahra, 2006) (Ciszewska-Mlinarc & Trapczunski, 2019) and the two dummies corresponding to the Primary and Secondary industrial sectors. Although they are not variables measured in the model, they can often produce significant effects on the results obtained, this was included in the models, with the aim of not influencing the results.

Studies carried out already point to the existence of a positive relationship between marketing capabilities and international performance, through a strong correlation, authors point out that the international success of an organization depends precisely on its relationship with the elements of marketing and international objectives (Samiee & Chirapanda, 2019). As previously mentioned, in this study, the variable SMC comprises the various elements of the Marketing Mix, and a company that develops from the available internal resources tends to explore and consequently absorb more benefits and opportunities in the international market (Barney J. , 1991) (Benner & Tushman, 2003) (Morgan, Zou, Vorhies, & Katsikeas, 2003). Understanding SMC in a macro way, that is, as a single component formed by all elements of the marketing mix, according to the model presented below, a relationship that is statistically proven in this study, with the international performance.

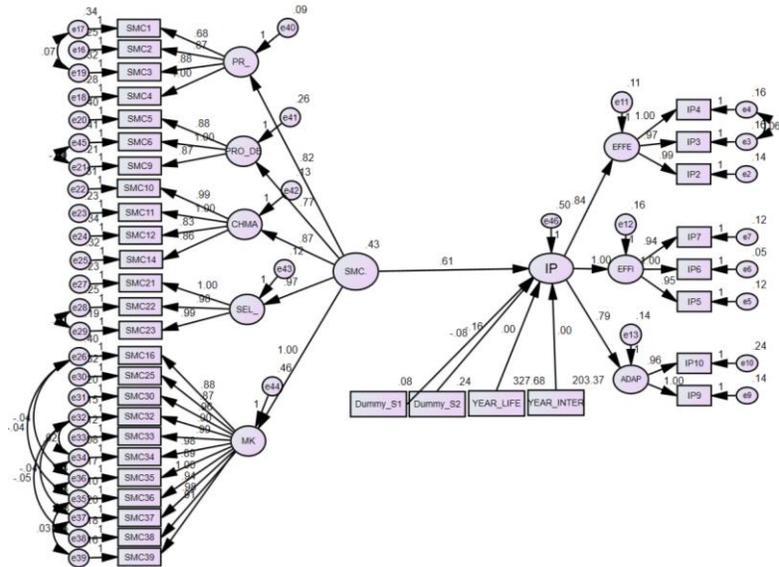


Figure 18: SMC – IP (Self-elaboration)

	Estimate	S.E.	C.R.	P	Label
IP <--- SMC.	.612	.081	7.592	***	par_45
IP <--- Dummy_S1	-.076	.153	-.495	.620	par_46
IP <--- Dummy_S2	-.157	.087	-1.800	.072	par_47
IP <--- Year_Life	-.002	.002	-.971	.332	par_48
IP <--- Year_Inter	.004	.003	1.314	.189	par_49

Just as other studies have already pointed to a strong influence of the relationship between marketing capabilities and international performance in organizations (Prior & Keränen, 2020) (Österlea, Kuhna, & Henseler, 2018) (Krush, Sohi, & Saini, 2015) (Mu J. , 2015) (Vorhies, Orr, & Bush, 2011) (Wilden & Gudergan, 2015), it is possible to see that, in this study, the ideas previously presented by the authors (p = 0.001) between the relationship of the variable SMC with International Performance are also corroborated.

In the second test, we sought to verify which are the components of the SMC that have statistical significance in performance. Analyzing the structural equation model proposed below

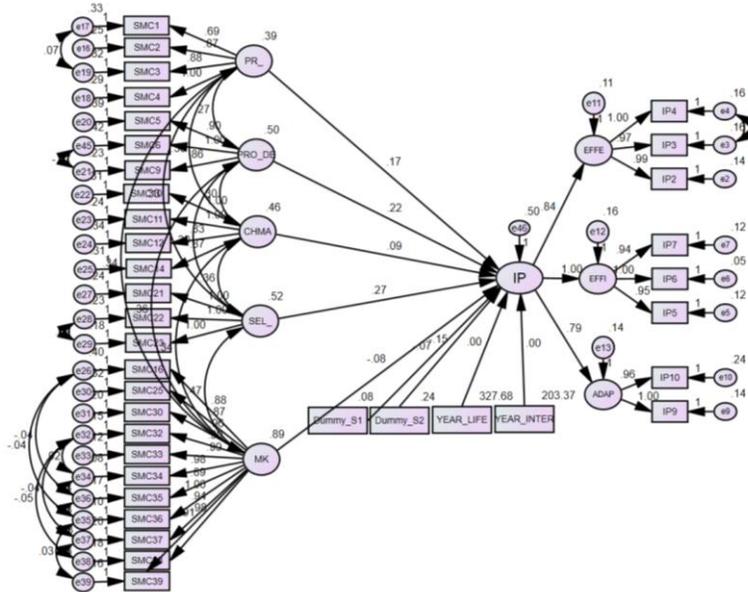


Figure 19: SMC factors – IP (Self-elaboration)

	Estimate	S.E.	C.R.	P	Label
IP <--- PR_	.175	.175	.999	.318	par_56
IP <--- PRO_DE	.222	.097	2.282	.022	par_57
IP <--- CHMA	.092	.151	.610	.542	par_58
IP <--- SEL_	.267	.136	1.961	.050	par_59
IP <--- MK	-.083	.069	-1.211	.226	par_60

When we analyze the high significance (.022) of Product Development in the international performance of B2B companies, we consider its capacity for innovation, in the development of new products/services, as well as the construction of optimized management of them, essential aspects for the construction of a market differential (Dutta, Narasimhan, & Rajiv, 1999), soon we were able to understand why this indicator is positively so strongly related to performance (Vorhiers & Morgan, 2003). Another factor that was considered significant at 95% was the Selling component, which reaffirms what the literature has brought as a possible relationship, in which in the B2B market, consumers focus more on aspects related to the price and performance of the products they purchase (Liu, Foscht, Eisingerich, & Tsai, 2018). The other factors, as well as the control variables, were not significant.

In the same way that we decompose the SMC to assess the influence of each of its indicators on International Performance, we also carry out the inverse test, in which the three

components of Performance are evaluated as measured by the influence of SMC, as shown in the figure below.

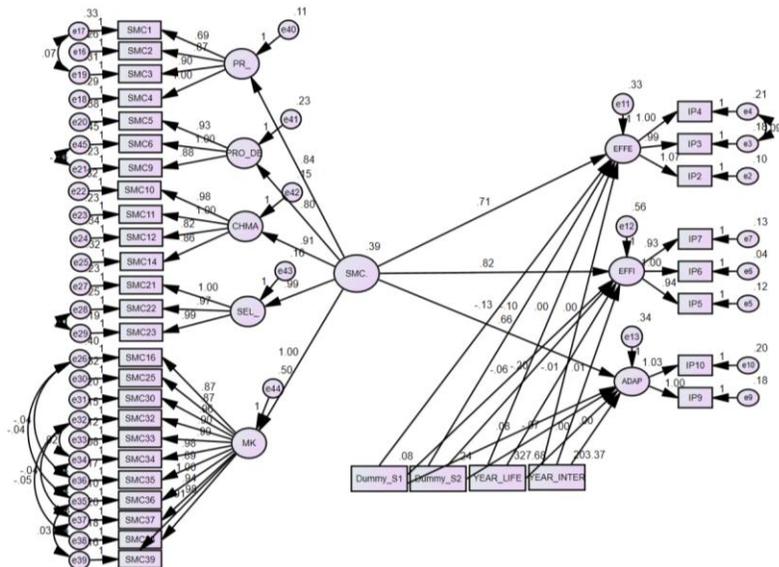


Figure 20: SMC – IP factors (Self-elaboration)

	Estimate	S.E.	C.R.	P	Label
EFFE <--- SMC.	.710	.084	8.476	***	par_44
EFFI <--- SMC.	.823	.093	8.819	***	par_45
ADAP <--- SMC.	.664	.083	7.994	***	par_46

The results show that the latent variable SMC has statistical significance in the three components of international performance, with a level of 99%, despite this, there is a stronger relationship between SMC and the Efficiency indicator (.823) of IP. These results only reinforce how essential the internal development and use of the organization's resources are in the relationship between financial performance and the inputs employed to implement such business strategies, efficiency is commonly measured from profitability growth in market share and sales (Martin, Javalgi, & Cavusgil , 2017) (Jaworski & Kohli, 1993) (Walker & Ruekert, 1987). Combining this analysis with the previous one, we conclude that Product Development, management and sales contribute positively to the company's efficiency in its international B2B performance of Portuguese companies.

After carrying out the tests presented above, the tests that corroborated and those that were not presented to condense and organize the information.

Hypothesis Static Marketing Capability

H1: There is a positive relationship between Static Marketing Capabilities and international performance. **Corroborated**

H1a: There is a positive relationship between Product Development and international performance. **Corroborated**

H1b: There is a positive relationship between Pricing and international performance. **Not corroborated**

H1c: There is a positive relationship between Channel Management and international performance. **Not corroborated**

H1d: There is a positive relationship between Marketing Process and international performance. **Not corroborated**

H1e: There is a positive relationship between Selling and international performance. **Corroborated**

After evaluating the hypothesis tests for the SMC variable, we will start testing on the Dynamic Marketing Capabilities variable, which in the previous chapter presented all the processes that it underwent to form the best adjustment of the variable model in the AMOS version 25 program.

6.2 Dynamic Marketing Capabilities

The perceived relationships between the DMC variable and an organization's IP are seen in the literature through the constant need for marketing capabilities to be at the level of market transformations (Eisenhardt & Martin, 2000) (Fang & Zou, 2009) (Srivastava, Shervani, & Fahey, 1999) (Teece, Pisano, & Shuen, 1997). DMC encourage the organization to adjust quickly, reallocating its internal resources to better match market needs and demands (Guo, et al., 2018) (Morgan, Katsikeas, & Vohiers, 2012) and she is responsible for connecting the different processes of the organization to deliver value to the consumer in the face of such changes (Benner & Tushman, 2003) (Day G. , 2011), which makes it a potential influencer in the international performance of the organization.

As shown in the image below and in the results found this first analysis, it is possible to confirm that the variable DMC has a significant impact on the performance of the organization,

which is consistent with other previous studies (Guo, et al., 2018) (Fang & Zou, 2009) (Helfat, 1997) (Srivastava, Shervani, & Fahey, 1999). It is possible to verify that the DMC variable is significant at 99% with Performance, with an estimate of .460. All results generated are presented below.

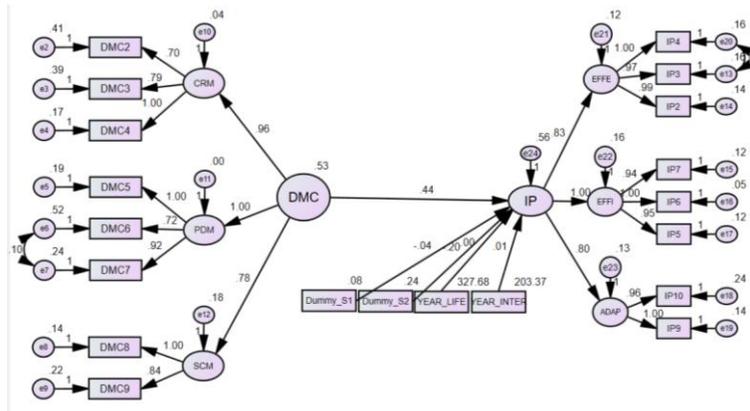


Figure 21: DMC – IP (Self-elaboration)

	Estimate	S.E.	C.R.	P	Label
IP <--- DMC	.439	.066	6.628	***	par_17
IP <--- Year_Inter	.005	.003	1.676	.094	par_18
IP <--- Year_Life	-.003	.002	-1.275	.202	par_19
IP <--- Dummy_S2	-.196	.091	-2.158	.031	par_20
IP <--- Dummy_S1	-.039	.160	-.243	.808	par_21

The second analysis seeks to understand within the DMC variable, what are the influences of each factor on the organization's performance. As already mentioned in this study, the latent variable is formed by three factors defined as Product Development Management, which despite having the name similar to the factor in the variable SMC, differs by the necessary management generated after the development of the launched product (Fang & Zou, 2009) precisely due to the changeable aspect of the variable, when in the previous variable, as emphasized in its name, it is more static and fixed, the performance is focused exclusively on the development of new products (Vorhies & Morgan, 2005) (Guo, et al., 2018) (Day G. S., 1994). The second factor is the Customer Relationship Management responsible for maintaining the relationship with consumers, in the case of B2B negotiations, they are other companies and respective members of the channels, and they are responsible for understanding their needs and learn to deliver more value to them. (Day G. S., 1994). The third is Supply Chain Management, which acts on the integration of the organization's

different processes with suppliers, their selection and qualification (Mentzer, et al., 2001). Below is presented the equational model proposed for this analysis.

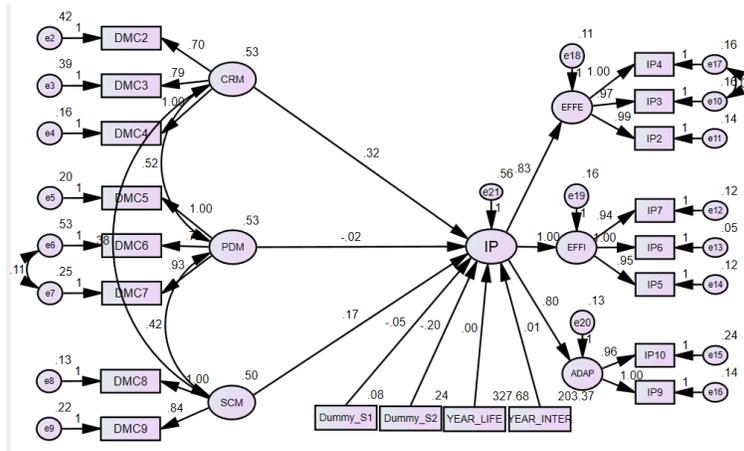


Figure 22: DMC factors – IP (Self-elaboration)

From the results obtained, presented in the table below, it is possible to notice that none of the three factors that make up the DMC variable is significant in performance.

	Estimate	S.E.	C.R.	P	Label
IP <--- CRM	.318	1.852	.172	.863	par_18
IP <--- PDM	-.017	2.205	-.008	.994	par_19
IP <--- SCM	.172	.469	.368	.713	par_20

The next analysis seeks to understand how the DMC variable influences the three components that makeup performance, following the literature, the dynamic capabilities in addition to the characteristics mentioned above, as well as the responsiveness and efficiency of cross-functional business processes for creating and delivering customer value in response to market changes, and this efficiency refers to cost, regarding outcomes, implementation and adjustment of new processes in the international market (Hult, Ketchen, & Slater, 2005) (Fang & Zou, 2009).

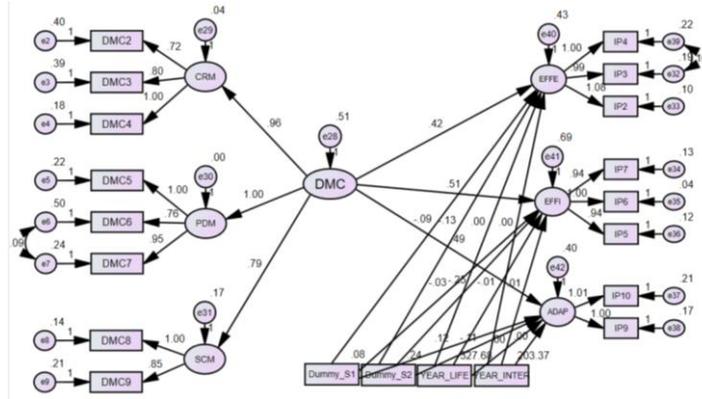


Figure 23: DMC – IP factors (Self-elaboration)

As seen in the table below, the DMC variable is statistically significant in the three variables that make up Performance, at 99%, but as shown in the literature, the dynamic variable has a higher estimate of efficiency (.537), corresponding to what other studies presented.

	Estimate	S.E.	C.R.	P	Label
EFFE <--- DMC	.425	.064	6.661	***	par_15
EFFI <--- DMC	.517	.071	7.252	***	par_16
ADAP <--- DMC	.497	.064	7.776	***	par_17

Hypothesis Dynamic Marketing Capability

H2: There is a positive relationship between Dynamic Marketing Capabilities and international performance. **Corroborated**

H2a: There is a positive relationship between Product Development Management and international performance. **Not corroborated**

H2b: There is a positive relationship between Customer Relationship Management and international performance. **Not corroborated**

H2c: There is a positive relationship between Supply Chain Management and international performance. **Not corroborated**

6.3. Adaptive Marketing Capabilities

The next hypothesis tests refer to the Adaptive Marketing Capabilities variable, following the same logic used in the previous variables. First, the variable had its model adjusted, presented

in detail in the previous chapter and now the structured equation models developed to test the previously proposed hypotheses are presented.

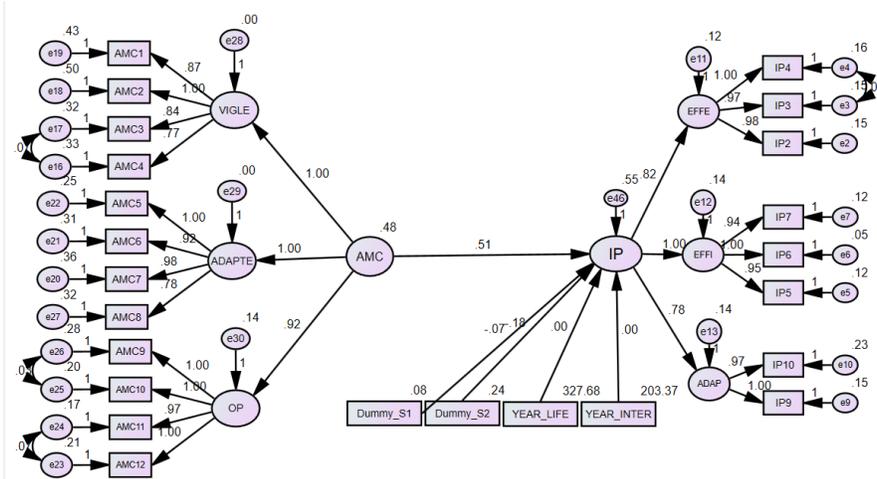


Figure 24: AMC– IP (Self-elaboration)

The latent variable AMC formed for the original article by three factors Vigilant Market Learning (4); Adaptive Market Experimentation (4) and Open Marketing (4). According to the literature, AMC is responsible for the organization's proactive skills, in which it feels and acts in the face of the signals that the market transmits, constantly learning from market experiences, coordinating internal resources to respond quickly to these changes (Day G. , 2011) (Guo, et al., 2018). This capacity is an asset for organizations in the international market, as it has a strong capacity to exploit external resources to develop the organization in a new market so that the three components that make up AMC are considered influential in the organization's performance. (Guo, et al., 2018). From the table below, it is possible to see that the AMC variable is statistically significant in the organization's performance with 99% reliability.

	Estimate	S.E.	C.R.	P	Label
IP <--- AMC	.509	.074	6.917	***	par_23
IP <--- Dummy_S1	-.068	.159	-.428	.669	par_24
IP <--- Dummy_S2	-.181	.090	-2.000	.045	par_25
IP <--- Year_Life	-.003	.002	-1.109	.267	par_26
IP <--- Year_Inter	.005	.003	1.524	.127	par_27

As mentioned in the literature, the three components that make up the AMC variable are considered influential in performance, first because can observe the market in order to be quicker

to perceive opportunities, promoting anticipation about competitors (Vigilant Market Capability) (Guo, et al., 2018) (Day & Schoemaker, 2008), second, because it can learn from the experiences lived in the market, accumulate facilities through this learning and incorporate such knowledge to the internal resources of the organization, promoting new insights and its performance through sustainable competitive advantages (Adaptive Market Experimentation) (Guo, et al., 2018). And the third component assists in building relationships by opening up communication with partners, exchanging technologies and mobilizing skills of current partners (Open Marketing) (Day G. , 2011) (Guo, et al., 2018).

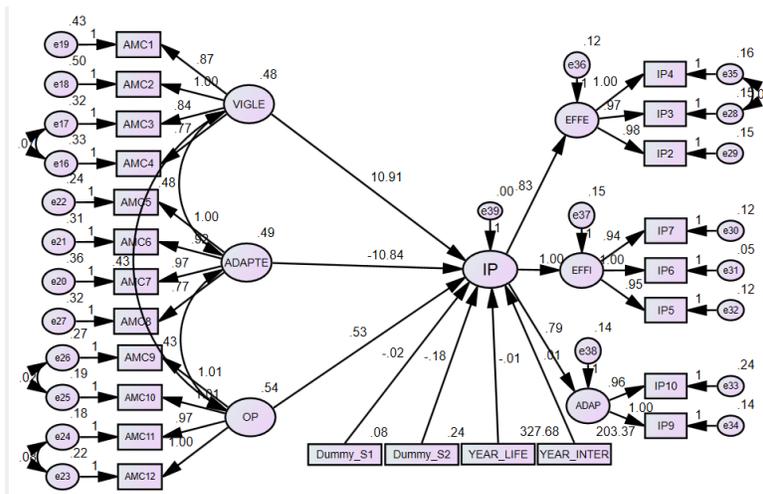


Figure 25: AMC factors – IP (Self-elaboration)

When we analyze the three components of AMC, we only find two variables with significance in IP, which shows how important it is to the results of the organization, to be attentive to the market and to adapt to it, within the context determined here (Hunt & Madhavaram, 2020).

	Estimate	S.E.	C.R.	P	Label
IP <--- VIGLE	10.906	4.722	2.310	.021	par_24
IP <--- ADAPTE	-10.836	4.673	-2.319	.020	par_25
IP <--- OP	.531	1.012	.525	.599	par_26

The last test seeks to understand whether the AMC variable has different influences on the three components of IP, as shown in the image below.

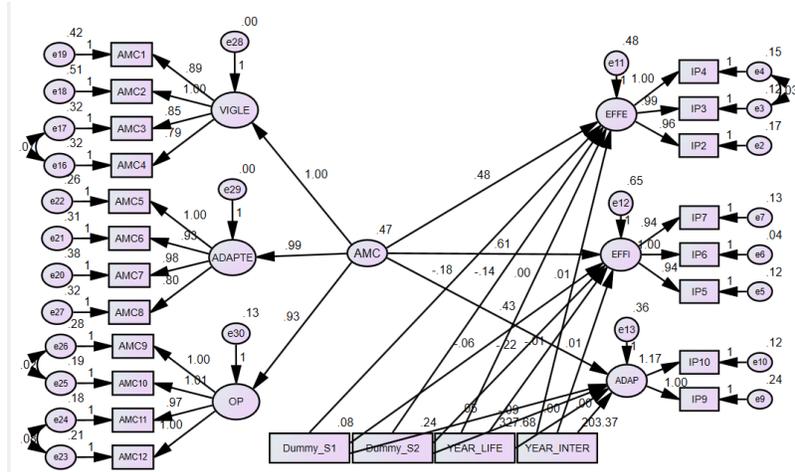


Figure 26: AMC – IP factors (Self-elaboration)

From the table below, it is possible to notice that the latent variable AMC has significance at 99% reliability, in the three components that form Performance. Presenting a higher estimate, as in the previous variables (SMC and DMC), with .606 for Efficiency.

	Estimate	S.E.	C.R.	P	Label
EFFE <--- AMC	.479	.070	6.859	***	par_21
EFFI <--- AMC	.606	.078	7.735	***	par_22
ADAP <--- AMC	.435	.070	6.190	***	par_23

Hypothesis Adaptive Marketing Capability

H3: There is a positive relationship between Adaptive Marketing Capabilities and international performance. **Corroborated**

H3a: There is a positive relationship between Vigilant Market Learning and international performance. **Corroborated**

H3b: There is a positive relationship between Adaptive Market Experimentation and international performance. **Corroborated**

H3c: There is a positive relationship between Open Marketing and international performance. **Not corroborated**

Table 3: Hypothesis Adaptive Marketing Capability

	Estimate	S.E.	C.R.	P	Label
PERF <--- DMC	.160	.059	2.692	.007	par_76
PERF <--- AMC	.156	.073	2.145	.032	par_77
PERF <--- SMC	.337	.071	4.773	***	par_78
PERF <--- Year_Inter	.005	.003	1.632	.103	par_79
PERF <--- Year_Life	-.004	.002	-1.629	.103	par_80
PERF <--- Dummy_S2	-.182	.084	-2.166	.030	par_81
PERF <--- Dummy_S1	-.094	.148	-.636	.525	par_82

After all the analyzes performed individually, in the global structural model, it is possible to confirm the validity of the three marketing capabilities in international performance, SMC and DMC with a significance of 99% and AMC with 95%. Throughout the analysis, the control variables referring to the years of internationalization and years of the organization are not significant in the global model. The dummy S2, which corresponds to the secondary sector of the economy, showed significance over several analyzes, as it was possible to observe.

After creation the global model, the multiple regression model was created, more simplified of all the concepts and results presented above, in which we sought to maximize the correlation between the multiple independent variables and the single dependent variable (Hair Jr., Black, Babin, & Anderson, 2014), corroborating the individual hypotheses and the proposed global model.

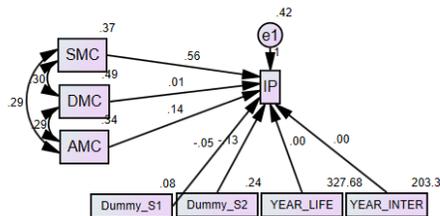


Figure 29: Multiple regression model (Self-elaboration)

	Estimate	S.E.	C.R.	P	Label
IP <--- SMC	.557	.103	5.426	***	
IP <--- DMC	.008	.076	.107	.015	
IP <--- AMC	.139	.109	1.273	.040	
IP <--- Dummy_S1	-.055	.128	-.426	.670	
IP <--- Dummy_S2	-.133	.073	-1.828	.058	

	Estimate	S.E.	C.R.	P	Label
IP <--- Year_Life	-.002	.002	-1.187	.235	
IP <--- Year_Inter	.004	.002	1.533	.125	

6.4 Moderating effect - Market Orientation

As previously mentioned in this study, we seek to verify the moderating effects of Market Orientation, it is perceived as a strategic element to complement the organization's competencies, including the positive construction of effects on marketing capabilities (Ketchen, Hult, & Slater, 2007) (Menguc & Auh, 2006) (Narver & Slater, 1990) (Morgan, Vorhies, & Mason, 2009). Previous studies have already shown that MO has moderating effects on an organization's marketing capabilities and performance (Linares, Kellermanns, & López-Fernández, 2020) (Fainshmidt, Pezeshkan, Frazier, Nair, & Markowski, 2016) (Karna, Richter, & Riesenkauff, 2016). Previous research has proven the positive relationship of the moderating effect of MO on marketing capabilities linked to organizational performance (Cacciolatti & Lee, 2016) (Boso, Cadogan, & Story, 2013) (Cadogan, Sundqvist, Puumalainen, & et al., 2012) (Morgan, Vorhies, & Mason, 2009) and it is precisely in this sense that the marketing capabilities determined here (Static, Dynamic and Adaptive Marketing Capabilities) will be evaluated.

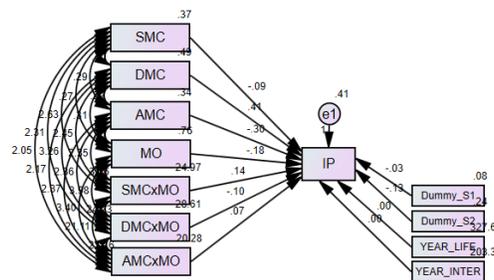


Figure 30: Testing the moderation effects of Market Orientation (Self-elaboration)

	Estimate	S.E.	C.R.	P
IP <--- AMCxMO	.072	.117	.615	.538
IP <--- DMCxMO	-.102	.087	-1.178	.239
IP <--- SMCxMO	.145	.108	1.344	.179
IP <--- Dummy_S1	-.031	.126	-.245	.807
IP <--- Dummy_S2	-.127	.072	-1.769	.077
IP <--- Year_Life	-.003	.002	-1.497	.134
IP <--- Year_Inter	.004	.002	1.605	.108
IP <--- MO	-.177	.216	-.818	.413

After the analyzes performed above, we can summarize the hypothesis test in the chart below, in the way that Market Orientation no act with a moderating effect to the Marketing Capabilities and International Performance of the organization.

Hypothesis Market Orientation

H4: Market Orientation has a positive moderating effect on the relationship between Static Marketing Capabilities and Performance. **Not corroborated**

H4a: Market Orientation has a positive moderating effect on the relationship between Dynamic Marketing Capabilities and Performance. **Not corroborated**

H4b: Market Orientation has a positive moderating effect on Adaptive Marketing Capabilities and Performance. **Not corroborated**

7. CONCLUSION

This study focused on the effects of marketing capabilities on the international performance of Portuguese SMEs that operate in the B2B market. From the results obtained, and in the context understood here, it was realized the effective need of organizations in the development of marketing at different levels, whether through the Marketing Mix, more common to other companies, but also the need to adapt, be attentive to the changes and opportunities that a new international market is capable of providing to SMEs (Samiee & Chirapanda, 2019) (Morgan, Feng, & Whitler, 2018).

Since all SMC, DMC and AMC marketing capabilities were significant at IP, we reaffirm the importance of understanding marketing practices (Falihat, Ramayah, Soto-Acosta, & Lee, 2020), especially when we are dealing with a market with such complexity and transformation, such as B2B internationally (Gnizy I. , 2019) (Acosta, Crespo, & Agudo, 2018) (Gnizy & Shoham, 2014). Such complexities and barriers that can impede the growth of an SME in the foreign market, can use all the tools of the marketing capacities with the intention of business sustainability (Lekmat, Selvarajah, & Hewege, 2018), from the fundamental basis of Marketing Mix, evidenced in this context by two components, Product Development and Selling, which are justified by the relationship model established between brand and customer (B2B), but also by the value perceived by the customer, that is, the valuation of the price x performance aspect of purchased products (Liu, Foscht, Eisingerich, & Tsai, 2018). SMEs, need to be creative, sensitive to the market and able to process and organize their resources, to effectively obtain their marketing capabilities, and to the desire performance (Merrilees, Rundle-Thiele, & Lye, 2011).

The importance of understanding marketing skills is also related to the fact that, in this study, within IP, the component that received the greatest effect was Efficiency, which meets the literary review (Gama, 2011), and corresponds to very important aspects for the foundation of an organization in the international market, due to its characteristics that define the current and growing market share and sales results (Spyropoulou, Katsikeas, Skarmeas, & Morgan , 2018).

Despite the effects of the Market Orientation moderator, do not corroborate with the proposed global model, there is still room to work the concept from other perspectives in future studies (Gnizy I. , 2019) (McDougall, Oviaty, & Shrader, 2003), either as a latent variable or as a mediator of the performance effects. As for the control variables, only the secondary sector was identified as significant in the IP of this group of organizations, indicating that companies that

transform raw materials into goods tend to be more influenced in their results in the international market based on their capacities. All of these results, combined with the few studies that correlate marketing capabilities to the international market (Sheth J. , 2020) (Morgan, Feng, & Whitler, 2018) evidence the importance of this research, as an academic and also marketing contribution.

7.1 Limitations and contributions of the investigations

Throughout the investigation, some limitations were found, first from the cross section data collection, which occurred during the Covid-19 pandemic, may have limited the scope of the survey and even the organizations' own willingness to respond to the survey, somewhat extensive. Despite starting this study with a database already formed with Portuguese SMEs in the international market, the global pandemic context has led many of the database contacts to be invalid, whether due to dismissal, termination of activities or reduced activities, such as the case of the layoff.

As perceived throughout this study, many paths can be followed in future investigations, through studies specific to each marketing capacity and its relationship with international performance; studies evaluating Market Orientation, analyzed not only as a moderator, but as a possible contributor to an organization's performance; the analysis of other SME micro models, such as family businesses, which are very present in the Portuguese market, also using marketing capabilities as a driver for the foreign market.

The theoretical contributions, this research enriches studies related to the capabilities of international marketing, and environment little explored in investigations, especially when approached from the perspective of SMEs, which grow and take the economy in an increasingly stronger way. It also makes a snippet of the main authors who approach the topic today, without failing to be based on developed historical literature. Besides, this study also adds theoretical value to Portuguese studies, with the intent of adding originality, inserting marketing capacities in the international context of the country, through the reality of its SMEs.

In a practical way, and to bring trends and inspirations to Portuguese SMEs, this study manages to be a source of consultation and guidance for organizations that intend to enter an international market, not only Portuguese but also worldwide. Research with theoretical and current foundations, which allows leaders and marketers to use it as a daily tool in building stronger

marketing capacities, which allow business sustainability in the international market, assisting in strategic decision making to promote better results in the competitive B2B market.

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ATTACHMENT I

Measurement Model: Static Marketing Capabilities construct. (Vorhies & Morgan, 2005)

STATIC MARKETING CAPABILITIES	PONTUGUESE QUESTIONS	ORIGINALS QUESTIONS
1. Pricing	SMC1. Nós utilizamos as nossas capacidades na definição do preço dos nossos produtos/serviços, para responder rapidamente às mudanças do mercado.	1. Using pricing skills and systems to respond quickly to market changes.
	SMC2. Nós conhecemos as táticas de preços utilizadas no mercado pelos concorrentes.	2. Knowledge of competitors' pricing tactics.
	SMC3. Nós determinamos com eficácia, os preços de nossos produtos/serviços.	3. Doing an effective job of pricing products/services.
	SMC4. Nós monitorizamos tanto os preços, como as mudanças dos preços dos nossos concorrentes.	4. Monitoring competitors' prices and price changes.
2. Product development	SMC5. Nós temos capacidade para desenvolver novos produtos/serviços.	1. Ability to develop new products/services
	SMC6. Nós desenvolvemos novos produtos/serviços através de investimentos em I+D.	2. Developing new products/services to exploit R&D investment.
	SMC7. Nós realizamos testes de marketing para novos produtos/serviços.	3. Test marketing of new products/services
	SMC8. Nós lançamos, com sucesso, novos produtos/serviços.	4. Successfully launching new products/services

	SMC9. Nós procuramos que os esforços de desenvolvimento de produtos/serviços correspondam às necessidades dos clientes.	5. Insuring that product/service development efforts are responsive to customer needs
3.Channel management	SMC10. Nós temos forte relação com os distribuidores.	1. Strength of relationships with distributors
	SMC11. Nós atraímos e retemos os melhores distribuidores do mercado.	2. Attracting and retaining the best distributors
	SMC12. Nós procuramos trabalhar, de forma próxima, com os distribuidores e retalhistas.	3. Closeness in working with distributors and retailers
	SMC13. Nós acrescentamos valor aos negócios dos nossos distribuidores.	4. Adding value to our distributors' businesses
	SMC14. Nós fornecemos um alto nível de serviço aos nossos distribuidores.	5. Providing high levels of service support to distributors
4.Marketing communication	SMC15. Nós desenvolvemos e executamos campanhas de publicidade.	1. Developing and executing advertising programs
	SMC16. Nós gerimos a nossa publicidade e as nossas capacidades criativas.	2. Advertising management and creative skills
	SMC17. Nós temos capacidade de gestão de relações públicas.	3. Public relations skills
	SMC18. Nós temos capacidade e processos de gestão de imagem de marca.	4. Brand image management skills and processes
	SMC19. Nós gerimos a imagem e reputação corporativa.	5. Managing corporate image and reputation

5. Selling	SMC20. Nós facilitamos aos vendedores a formação necessária para serem eficazes.	1. Giving salespeople the training they need to be effective
	SMC21. Nós temos uma capacidade de venda.	2. Selling skills of salespeople
	SMC22. Nós temos sistemas de planeamento, gestão e controle de vendas.	3. Sales management planning and control systems
	SMC23. Nós temos uma capacidade de gestão de vendas.	4. Sales management skills
	SMC24. Nós disponibilizamos um sistema eficaz de apoio à força de vendas.	5. Providing effective sales support to the sales force
6. Market information management	SMC25. Nós utilizamos capacidades de pesquisa de mercado para desenvolver programas eficazes de marketing.	1. Using market research skills to develop effective marketing programs
	SMC26. Nós reunimos informações sobre clientes e concorrentes.	2. Gathering information about customers and competitors
	SMC27. Nós pesquisamos os desejos e necessidades dos clientes.	3. Tracking customer wants and needs
	SMC28. Nós recorremos com frequência à utilização das informações das pesquisas de marketing.	4. Making full use of marketing research information
	SMC29. Nós analisamos as nossas informações do mercado.	5. Analyzing our market information
7. Marketing planning	SMC30. Nós temos capacidade de planeamento de marketing.	1. Marketing planning skills

	SMC31. Nós temos capacidades efetivas de segmentar o nosso mercado.	2. Ability to effectively segment and target market
	SMC32. Nós temos capacidades e processos de gestão de marketing.	3. Marketing management skills and processes
	SMC33. Nós desenvolvemos estratégias criativas de marketing.	4. Developing creative marketing strategies
	SMC34. Nós executamos muito bem, todo o processo de planeamento de marketing.	5. Thoroughness of marketing planning processes
8. Marketing implementation	SMC35. Nós alocamos com eficácia os nossos recursos de marketing.	1. Allocating marketing resources effectively
	SMC36. Nós estamos organizados para desenvolver programas de marketing de forma eficaz.	2. Organizing to deliver marketing programs effectively
	SMC37. Nós executamos estratégias de marketing rapidamente.	3. Executing marketing strategies quickly
	SMC38. Nós transformamos as estratégias de marketing em ações.	4. Translating marketing strategies into action
	SMC39. Nós monitorizamos o desempenho de marketing.	5. Monitoring marketing performance

Measurement Model: Dynamic Capabilities construct. (Fang & Zou, 2009)

DYNAMIC MARKETING CAPABILITIES	PONTUGUESE QUESTIONS	ORIGINALS QUESTIONS
	DMC1. Nós temos processos multifuncionais entre as várias	1. The cross-functional process across areas of acquiring and

1.Customer relationship management	áreas da empresa para a obtenção de informações dos clientes.	leveraging customer information, establishing and maintaining relationships with customers and channel members, and providing after-sales service and support of managing relationships with customers, with the objective of learning about their needs and how best to satisfy them
	DMC2. Nós mantemos relações com os clientes e com os membros dos canais de distribuição.	
	DMC3. Nós fornecemos um serviço de pós-venda.	
	DMC4. Nós temos um suporte de gestão de relacionamentos com os clientes, com o objetivo de conhecer suas necessidades e a melhor forma de os satisfazer.	
2.Product development management	DMC5. Nós temos processos multifuncionais entre as várias áreas da empresa para determinar as necessidades dos clientes.	The cross-functional process across areas of ascertaining customer needs, designing tentative new product solutions and prototypes, manufacturing, and coordinating departmental relationships designing, with the objective of developing and engineering the product that enables the customer to experience maximum value and benefits.
	DMC6. Nós concebemos soluções para novos produtos e protótipos.	
	DMC7. Nós coordenamos o departamento de relacionamento com o cliente, com o objetivo de desenvolver produtos para acrescentar o máximo de valor e benefício ao cliente.	
3.Supply chain management	DMC8. Nós temos processos multifuncionais entre as várias áreas da empresa para selecionar e qualificar os fornecedores desejados.	The cross-functional process across areas of selecting and qualifying desired suppliers, establishing and managing inbound and outbound logistics, and designing work flow in product/ solution assembly, with
	DMC9. Nós gerimos o processo de entrada e saída de fornecedores.	

	DMC10. O nosso trabalho de elaboração de produtos/soluções é concebido de forma integrada com as atividades da cadeia de valor dos nossos fornecedores e clientes.	the objective of designing, managing, and integrating own supply chain with that of both suppliers and customers.
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Measurement Model: Adaptive Marketing Capabilities construct. (Day G. , 2011) (Guo, et al., 2018)

ADAPTIVE MARKETING CAPABILITIES	PONTUGUESE QUESTIONS	ORIGINALS QUESTIONS
1.Vigilant Market Learning	AMC1. Nós somos altamente sensíveis ao ambiente de mercado e capazes de detectar sinais no mercado (mesmo os fracos) em tempo útil e com precisão.	1. Our firm is highly sensitive to the market environment and is able to detect market signals (even the weak ones) timely and accurately.
	AMC2. Nós somos capazes de prever tendências de mercado com base nos históricos da procura dos consumidores.	2. Our firm is able to forecast market trends based on past histories of consumer demand.
	AMC3. Nós procuramos ativamente informações abrangentes de marketing em todas as redes sociais e media.	3. Our firm actively collects extensive marketing information through all social networks and media.
	AMC4. Nós partilhamos de maneira oportuna as novas informações de mercado com os diferentes departamentos e divisões.	4. New market information is shared within the company and distributed to different divisions in a timely manner.

2.Adaptive Market Experimentation	AMC5. Nós estamos dispostos a realizar ativamente testes de mercado com base nas nossas previsões de mercado.	1. Our firm is willing to actively conduct market experiments or tests based on our own market forecast.
	AMC6. Nós, através de tentativa-erro e da experimentação, exploramos as tendências futuras do mercado e desenvolvemos modelos de negócios potencialmente bem-sucedidos.	2. Through trial-and-error and experimenting, our firm explores future market trends and develops potentially successful business models.
	AMC7. Nós aproveitamos as tecnologias emergentes, como a Internet, tecnologias de resposta rápida e tecnologias de base de dados para acompanhar mudanças no mercado e aprender com as experiências do mercado.	3. Our firm takes advantage of emerging technologies, such as the Internet, quick-response technologies and database technologies to track market changes and learn from market experiments.
	AMC8. Nós aprendemos ativamente com uma ampla gama de empresas, líderes de mercado e parceiros de canais de distribuição.	4. Our firm actively learns from a wider range of peer companies, market leaders, and channel partners.
3.Open Marketing	AMC9. Nós procuramos ativamente parcerias estratégicas com empresas complementares à nossa em termos de recursos e capacidades.	1. Our firm actively seeks a strategic partnership with companies that are complementary with our firm in terms of resources and capabilities.
	AMC10. Nós, através da coordenação e colaboração com os nossos parceiros, somos	2. Through coordination and collaboration with our partners, we are able to achieve synergy in

	capazes de obter sinergia na resposta rápida e eficaz aos sinais do mercado (mesmo os fracos).	effectively and quickly responding to market signals (even the weak ones).
	AMC11. Nós, através da gestão integrada com os nossos parceiros, obtemos recursos para a inovação contínua de produtos e tecnologia.	3. Through resource integration with our partners, our firm gains the capabilities for continuous product and technology innovation.
	AMC12. Nós, através da colaboração e coordenação com os nossos parceiros, aprimoramos a capacidade de desenvolver estratégias e táticas inovadoras.	4. Through collaboration and coordination with our partners, our firm improves the capability in developing innovative strategies and tactics.

Measurement Model: Market orientation construct. (Kohli, Jaworski, & Kumar, 1993) (Day & Wensley, 1988) (Farrell & Oczkowski, 1997)

MARKET ORIENTATION	PONTUGUESE QUESTIONS	ORIGINALS QUESTIONS
1.Intelligence Generation	MO1. Nós reunimos com os nossos clientes pelo menos uma vez por ano, para descobrir quais os produtos ou serviços que eles necessitarão no futuro.	1. In this organisation, we meet with customers at least once a year to find out what products or services they will need in the future.
	MO 2. Nós utilizamos, cada vez mais, recursos próprios para fazer pesquisas de mercado.	2. In this organisation, we do a lot of in-house market research.
	MO3. Nós somos rápidos a detectar alterações nas preferências dos produtos de nossos clientes.	3. We are fast to detect changes in our customers' product references.

	MO4. Nós fazemos pesquisa junto aos consumidores finais, pelo menos uma vez por ano, para avaliar a qualidade dos nossos produtos e serviços.	4. We survey end users at least once a year to assess the quality of our products and services.
	MO5. Nós somos rápidos a detectar mudanças fundamentais na nossa indústria (por exemplo, concorrência, tecnologia, regulamentação).	5. We are fast to detect fundamental shifts in our industry (eg. competition, technology, regulation).
	MO6. Nós, periodicamente, avaliamos o efeito provável de mudanças no nosso ambiente de negócios (por exemplo, regulamentação) sobre os clientes.	6. We periodically review the likely effect of changes in our business environment (eg. regulation) on customers.
2.Intelligence Dissemination	MO7. Nós temos reuniões interdepartamentais, pelo menos uma vez por trimestre, para discutir tendências e desenvolvimentos do mercado.	7. We have interdepartmental meetings at least once a quarter to discuss market trends and developments.
	MO8. O departamento de marketing da nossa empresa passa bastante tempo a discutir as necessidades futuras dos nossos clientes com outros departamentos funcionais.	8. Marketing personnel in our organisation spend time discussing customers' future needs with other functional departments.
	MO9. Na nossa empresa, quando algo importante acontece com um grande cliente do mercado, todos ficam a conhecer esse facto num curto espaço de tempo.	9. When something important happens to a major customer of market, the whole department or organisation knows about it within a short period.

	MO10. Os dados sobre a satisfação dos clientes são divulgados regularmente a todos os níveis da nossa empresa.	10. Data on customer satisfaction are disseminated at all levels in this organisation on a regular basis.
	MO11. Na nossa empresa, quando um departamento descobre algo importante sobre os concorrentes, é rápido a alertar os outros departamentos.	11. When one department finds out something important about competitors, it is fast to alert other departments.
3. Responsiveness	MO12. Na nossa empresa, demoramos pouco tempo para decidir como responder às mudanças de preço de nossos concorrentes.	12. In our company, it doesn't take long to decide how to respond to price changes from our competitors.
	MO13. Na nossa empresa, avaliamos periodicamente os nossos esforços de desenvolvimento de produtos para garantir que estejam alinhados com os desejos dos clientes	13. We periodically review our product development efforts to ensure that they are in line with what customers want.
	MO14. Na nossa empresa, os vários departamentos reúnem-se periodicamente para planejar uma resposta às mudanças que ocorrem no nosso ambiente de negócios.	14. Several departments get together periodically to plan a response to changes taking place in our business environment
	MO15. Na nossa empresa, se um grande concorrente lançar uma campanha intensiva direcionada aos nossos clientes, implementamos uma resposta imediatamente.	15. If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.

	MO16. Na nossa empresa, as atividades dos diferentes departamentos são bem coordenadas.	16. The activities of the different departments in this business are well coordinated.
	MO17. Na nossa empresa, as reclamações dos clientes são ouvidas.	17. In our company, customer complaints are heard.
	MO18. Na nossa empresa, se apresentássemos um ótimo plano de marketing, conseguiríamos implementá-lo em tempo útil.	18. In our company, if we presented a great marketing plan, we would be able to implement it in a timely manner.
	MO19. Na nossa empresa, quando descobrimos que os clientes gostariam que modificássemos um produto ou serviço, os departamentos envolvidos fazem esforços conjuntos para dar uma boa resposta.	19. When we find that customers would like us to modify a product or service, the departments involved make concerted efforts to do so.
	MO20. Na nossa empresa, por um motivo ou outro, tendemos a não ignorar alterações nas necessidades de produtos ou serviços dos nossos clientes.	20. In our company, for one reason or another, we tend not to ignore changes in our customers' product or service needs.

Measurement Model: Performance construct. (Jaworski & Kohli, 1993) (Walker & Ruekert, 1987) (Martin, Javalgi, & Cavusgil, 2017)

INTERNATIONAL PERFORMANCE	PONTUGUESE QUESTIONS	ORIGINALS QUESTIONS
1. Effectiveness	IP1. No mercado internacional, o nível de satisfação da nossa	1. Return on investment (ROI)

	empresa com a rentabilidade sobre os investimentos, foi:	
	IP2. No mercado internacional, o nível de satisfação da nossa empresa com a rentabilidade das vendas, foi:	2. Return on sales (ROS)
	IP3. No mercado internacional, o nível de satisfação da nossa empresa com a margem bruta, foi:	3. Export venture margin
	IP4. No mercado internacional, o nível de satisfação da nossa empresa com os objetivos financeiros, foi:	4. Reaching export venture financial goals
2. Efficiency	IP5. No mercado internacional, o nível de satisfação da nossa empresa com a quota de mercado atingida, foi:	1. Positive changes in market share
	IP6. No mercado internacional, o nível de satisfação da nossa empresa com o crescimento da quota de mercado, foi:	2. Market share growth
	IP7. No mercado internacional, o nível de satisfação da nossa empresa com o crescimento das vendas no mercado, foi:	3. Growth in sales revenue
3. Adaptiveness	IP8. No mercado internacional, o nível de satisfação da nossa empresa com o desempenho geral, foi:	1. Overall export venture performance.

	<p>IP9. No mercado internacional, o nível de satisfação da nossa empresa com o número de produtos bem-sucedidos, foi:</p>	<p>2. Number of successful new export venture products.</p>
	<p>IP10. No mercado internacional, o nível de satisfação da nossa empresa com o tempo necessário para a aceitação dos novos produtos, foi:</p>	<p>3. Time to market for new export venture products.</p>
	<p>IP11. No mercado internacional, o nível de satisfação da nossa empresa com a resposta à mudança de produtos dos concorrentes, foi:</p>	<p>4. Responding to competitors product changes</p>