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MARKETING CAPABILITIES
ON IMPLEMENTING INNOVATIONS AND
LAUNCHING NEW PRODUCTS

Master's Thesis by the 2nd year student
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ЗАЯВЛЕНИЕ О САМОСТОЯТЕЛЬНОМ ХАРАКТЕРЕ ВЫПОЛНЕНИЯ ВЫПУСКНОЙ КВАЛИФИКАЦИОННОЙ РАБОТЫ

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АННОТАЦИЯ

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Описание цели, задач и основных результатов	<p>Эта работа посвящена исследованию того, как маркетинговый потенциал компании способствует возможностям компании получать прибыль от своих инноваций. В данной работе были рассмотрены российские ИТ компании и исследовано отношение между маркетинговым потенциалом и результативностью таких компаний, а также вопрос о том, как маркетинговый потенциал в сфере ИТ может влиять на ее результативность организации учитывая посреднический эффект инновационной деятельности и процессов. В контексте российской ИТ-индустрии были проанализированы малые и средние предприятия. Используя методы факторного анализа (EFA, CFA) и моделирования структурных уравнений (SEM), в данной работе была взята за основу уже существующая концепция измерения маркетингового потенциала компании, которая была использована в предыдущих исследованиях, и на ее основе были выявлены новые паттерны и характеристики модели, которые были характерны для компаний ИТ-индустрии в РФ. Таким образом, компании уделяют свое внимание и ресурсы не просто на разработку новых продуктов и инноваций, но и на превосходство в инновационном плане и технологическое лидерство на рынке. Также большое для компаний играют возможности продвижения и поддержки и сервиса для клиентов в этой области. Характеристика со стороны компаний показала показали переход от традиционных способов продвижения к более персонализированным инструментам интернет и онлайн-продвижения, а во взаимоотношении с клиентами в отрасли акцент делается на удержании клиентов, а не на привлечении новых клиентов и высоких лидах. Также, в целом, исследование размера ИТ-компаний и эффект маркетингового потенциала на инновационные процессы не выявило принципиальных различий среди представителей малых и средних предприятий в отрасли.</p>
Ключевые слова	Маркетинговый потенциал, инновации, российские ИТ компании, малые и средние предприятия

ABSTRACT

Master Student's Name	Seda Mkrtchian
Master Thesis Title	«Marketing capabilities on implementing innovations and launching new products»
Faculty	Graduate School of Management
Main field of study	080200 “Management” (specialization: Marketing)
Year	2020
Academic Advisor's Name	Maria M. Smirnova, Dr., Associate Professor, Head of Marketing Department
Description of the goal, task and main results	<p>This work is devoted to the understanding of how marketing capabilities enhance firm's ability to profit from innovation. For this reason, the relationship between marketing capabilities and company performance for IT companies was examined as well as the question on how IT company's marketing capabilities can influence its performance regarding the mediator effect of the innovations processes. In the context of Russian IT industry, the small and medium sized enterprises were analyzed. The research addressed marketing capabilities of the company, its performance and the innovation processes. Using the methods of exploratory factor analysis (EFA), confirmatory factor analysis (CFA) and structural equation modeling (SEM) this study reshaped the existing marketing capabilities construct used in the previous studies and identified new patterns which were characteristic for the IT industry companies. In this field, the companies paid attention not just on the new product development, but rather on the superior technological performance and leadership on the market. Also, a great importance is attached to the promotion capabilities and customer service in this field. Promotion activities indicated a shift from traditional marketing tool towards more personalized internet and online experience and customer relationship among the industry shows that the emphasis is put on the customer retain rather than customer attraction and high leads. All in all, the research regarding the size of IT companies' and its influence of marketing capabilities on innovation processes were addressed and didn't revealed crucial differences among the industry representatives.</p>
Keywords	Marketing capabilities, innovations, Russian IT companies, small and medium-sized enterprises

TABLE OF CONTENTS

INTRODUCTION	7
CHAPTER 1. THEORETICAL BACKGROUND.....	10
1.1 Marketing capabilities	10
1.2 Effectiveness of innovation and new product development and company's performance	13
1.3 Broader scope of studies: globalization, export performance, mediation effect.....	16
1.4 Entrepreneurship orientation and SME	19
1.5 Summary on the literature review and research hypotheses formulation	22
CHAPTER 2. METHODOLOGY	25
2.1 Constructs	25
2.2 Questionnaire and data collection	29
2.3 Method of analysis.....	32
CHAPTER 3. Empirical results and discussion	34
3.1 Descriptive statistics.....	34
3.2 Exploratory factor analysis (EFA) and Confirmatory factor analysis (CFA)	37
3.3. Structural Equation Modeling	43
3.4 Research findings and discussion.....	46
3.5 Managerial and theoretical implications.....	49
3.6 Limitations and recommendations for further research	50
REFRERENCES	51
APPENDIX	59

INTRODUCTION

It is important to say that nowadays innovations became the key success factor for company's long-term success and development especially in the age of global economy. The development and introduction of marketing innovations in present market conditions is the only way to maintain high rates of development and increase the competitiveness of organizations, their product and services and their own brand. Marketing innovations focuses on fully satisfaction of consumer needs, opening new sales markets in order to increase sales and attract customers, which are the key to successful development of the organization. To keep up with the rapidly changing market and customer needs and contribute to the most effective performance, companies need to constantly work on new products, technologies, innovations and relations with the world outside. The key aspect in handling this situation and solving upcoming problems is innovative marketing activity, which has become the core of corporate competitive strategies of most of companies in modern world.

The relevance of this topic is determined by the fact that the development and implementation of marketing innovations can be seen as the only way to increase their competitive advantage and maintain high rates of development. So, innovation is recognized as an important factor to compete in the international area but extremely difficult to regulate in effective way.

Second point here is that the process of investment in companies' capabilities development can deplete its resources and may reduce the chances of firm to survive in the short-run. Therefore, the ability to determine key marketing capabilities and recognize their individual contribution to innovation processes is of great importance.

Another relevance point comes with the fact that findings obtained during this research can have strong implications for future managerial actions and effective resource allocation concerning specific marketing capabilities.

Furthermore, the literature is silent on the role of marketing in facilitating firms profiting from innovation and the fact how firms nurture and build their marketing capabilities.

Broad range of works were devoted to marketing capabilities and their influence on different aspects of organization's business environment, it's specific issues and dimensions and also company's performance as a whole. This literature review will shed some light on the issue regarding marketing capabilities of the company and its impact. In this study the reviewing of existing literature can help to overview the areas investigated before and reveal the existing

research gap in this field. Also, this will be a sustainable basis for identifying and emphasizing future research questions regarding this study.

In light of this research, it is important to highlight that innovations are the key success factor for company's long-term success and performance especially in the age of increasing economy. In this regard some points of research gap should be noted for further thoroughly research of this topic.

First on of all, there is a lack on analysis in this field regarding Russian IT companies. It is extremely important to analyze this situation in terms of prospects and opportunities of the Russian hi-tech market with regard to Russian companies and its key features and specifics. Nowadays Russian market comes up with more and more companies developing in the IT environment. It is particularly important that most of these companies are small and medium-sized enterprises, which encourages further development of this topic in order to additionally support Russian companies in the market and contribute to their sustainable development.

Secondly, there is an absence of correct maintenance of innovation statistics regarding the topic of innovation processes. So, one of the key problems in activating the innovation activity of small and medium-sized enterprises, which are already less paid attention by the researchers in the scientific field, is the correct maintenance of innovation statistics information, i.e. their proper operational accounting, which gives an idea of the real situation in the industry and can help to formulate support measures, effective targeted assistance and so on. It should be borne in mind that small enterprises as well as the large companies can also introduce marketing and organizational innovations and contribute to the market, but they remain beyond the consideration of this problem and calculations. SMEs have an engine function for economy and industry of the countries so this issue also should be addressed.

Thirdly, and lastly, despite the fact that previous studies have indicated the common ground of the importance of marketing capabilities and technological capabilities, and their influence on company's performance, the gap in the literature concerning company's ways to mobilize marketing and technological capabilities into organizational innovation still exists.

In this way, apart from the basic concepts and theories there are some research question that should be covered in further research. So, the research questions cover the following aspects:

1. What is the relationship between marketing capabilities and company performance for IT companies?

2. How IT company's marketing capabilities can influence its performance regarding the mediator effect of the effectiveness of innovations and new product development?
3. How IT company's size can influence the effect of marketing capabilities on innovation processes?

The main aim of this research is to reveal how marketing capabilities enhance firm's ability to profit from innovation. It's important to analyze the effect of marketing capabilities on organization's innovation processes and also examine whether there is a correlation between different marketing capabilities with its innovation activities and performance.

So, the subject of this study is company's marketing capabilities, its innovation processes and procedures of launching new products. The object of this study is different Russian companies from IT industry.

CHAPTER 1. THEORETICAL BACKGROUND

This chapter is focused on the main theoretical terms and works in the terms of marketing capabilities. First, it covers the general concept of marketing capabilities, the resource-based view theory and the existing classifications of capabilities developed by the researchers in their seminal studies in this field. Second, it covers the meaning of the term innovation as well as the studies from the different fields concerning the effectiveness of innovations for firm performance, its mediator effect and influence on the performance outcomes. Third, a literature review on the number of cross-border studies were also presented in order to highlight the importance of marketing capabilities for the local markets and internalization and globalization processes. In addition, entrepreneurship orientation is highlighted in the context of values it brings for the companies and with regard to the small and medium enterprises and IT industry. At the end of the Chapter 1 the hypotheses of the current study are formulated in accordance with the existing research gap and research questions.

1.1 Marketing capabilities

The main challenge for companies today is to reveal and identify the drivers that play a crucial role in the application of marketing capabilities and how to implement it in their business strategic in order to compete successfully in the market. Considering marketing capabilities as a competitive advantage companies try to exploit different marketing capabilities in order to achieve sustainable development. They attempt to introduce new product, by satisfying customer's needs, by developing higher product or service quality, by training efficient sales person (Potocan, 2013).

Starting with the main concepts, we should first address to Day's interpretation of the capabilities – here capabilities are seen as a set of comprehensive skills and knowledge that makes it possible for companies to interact and exploit their assets in a beneficial way. In other words, marketing capabilities act as a company's potential in carrying out various marketing tasks to obtain its intended outcomes (Morgan, Katsikeas, and Vorhies 2012). That is why marketing capabilities represent the activity which helps organization to determine, build on, communicate and enhance value for the company's customers by mixing, converting and take advantage of its accessible resources. Resource-based view (RBV) theory is a widely common tool in terms of addressing the ways and methods the available resources and capabilities of one company can affect its financial activities: according to this theory, all the firms can exploit a particular set of

assets, resources and capabilities which are contributing not only to their financial outcomes, but also reinforce company's competitive advantage in comparison to other players on the market. Nevertheless, this theory gained criticism because of the lack of the explanation on the point of development and deployment of the resources. Another pitfall here was the missing effect of dynamic market context. At this point dynamic capabilities contribute to new strategies in order to let the company face the rapidly changing market environment by integrating and reforming the resources obtained in a various manner (Teece et al., 1997).

The researches regarding marketing capabilities and its essence, which were determined as the set of organizational techniques and mechanisms that contributes to the effective way of using the existing assets to ensure the appropriate value in the industry and market place, evolved significantly since the end of XX century, being established on early findings and studies by Day (1994), Vorhies and Yarbrough (1998) and also Fahy and Smithee (1999). Thus, the strategic input and value of marketing capabilities to company's performance had been demonstrated extensively (Crook et al., 2008; Krasnikov, 2008). Speaking about the classification of marketing capabilities, there are several ways to address. According to day, the marketing capabilities are divided into 3 different types, specifically, inside-out, outside-in and spanning capabilities (Day, 1994). Outside-in type of capabilities is the type of knowledge and skills of the company that contributes to the understanding of the changes which happen in its environment and markets, and this knowledge helps to perform in a more effective way in this market leading to improvement of the company's systems such as, for example, customer service and relationship management. Inside-out type of marketing capabilities, on the other hand, give particular attention to the company's internal resources, assets and capabilities like, for example, financial management and cost management. Spanning type of marketing capabilities represent those knowledge and skills that contribute to integration of both inside-out and outside-in capabilities – this can be seen in information-sharing processes and new product or service development and dynamics. Along with the Day's categorization of these three types of capabilities a another set of “networking” capabilities was also included in some seminal literature contributions (Cravens and Piercy 1994; Hooley, Greenley and Fahy 2006). Networking capabilities comprise and highlight the ability and base not only for building mutual trust and commitment between participants and partners, but also providing abilities to the levels of expertise (e.g. innovations and technology) and more tangible assets along with sharing it. These aspects are addressed and seen to be specifically significant predominantly in service-based businesses and industries.

Whereas the role and effect of marketing capabilities in value-creation processes is regarded from the point of view of domestic markets, there is an emerging issue on the perspective

of different capabilities required and necessary in different types of industries and in different countries. Given the fact that different industries fluctuate with respect to their resource endowments and funds as well regarding to the existing competitive rivalry and demand conditions as well, it can be expected that the capabilities needed to compete in a more efficient way and to provide customer value will differ from industry to industry and this factor should be considered thoroughly and examined with regard to highlighting the necessary marketing constructs to examine and evaluate these capabilities. With the objective to explore and investigate these issues, a valid and accurate tool to estimate capabilities across the industries is required.

Not long ago, marketing capabilities were also classified in two types, namely, specialized and architectural (Vorhies, 2009). The seminal studies in this field address marketing capabilities based on the scales and aspects extracted from the studies of Vorhies (2009), Vorhies and Harker (2000) and Vorhies and Morgan (2003, 2005) to evaluate the extent to which a company is provided with specified marketing capabilities. There is general agreement regarding the multidimensionality of marketing performance, with marketing efficiency and marketing effectiveness being two subcategories of the broader notion of marketing performance.¹ In compliance with the theory of resource-based view (RBV), this construct of measurement scales was developed to show how the possession of particular marketing capabilities contributes to the development and establishment of company's competitive advantage for its business in the industry. These scales were formulated building on a comparative and relative measurement approach: according to this technique industry employees and representatives should analyze and estimate to what extent their company and businesses dispose and are provided with specific marketing capabilities in comparison with their main competitors in the industry and market. Authors highlighted marketing capabilities constructs with the following dimensions: capability for new product development, marketing research, pricing, promotion and distribution channels and the capability to manage the market management function (Vorhies and Harker, 2000). The six marketing capabilities mentioned in this study above include both the significance and the effectiveness parts, since a capability that is in a way significant and effective can act as the building blocks and facilitate the competitive advantage of the company.

All in all, marketing capabilities allows company to utilize its tangible and intangible assets in a proper way in order to identify the particular requirements of the consumers.

¹ Gao, Y. (2010) Measuring marketing performance: a review and a framework. *The Marketing Review*, 10 (1), 25-40.

1.2 Effectiveness of innovation and new product development and company's performance

The term "innovation" in economic theory was introduced by the Joseph Schumpeter at the beginning of the 20th century. With the beginning of development of microelectronics, computer technology and fine chemical technologies the impact of innovation processes started to sharply increasing in the early 1970s. Oslo manual, which provides guidelines for innovation data collection and measurement , gives the following interpretation of innovation: innovations as a new or improved product or process which significantly differs from its previous products or processes and has been made available to potential users (product) or brought into use by the unit (process).

The literature on innovation states that innovation is the most fundamental basis for company's effective performance, high rates and survival in the days of highly competitive market and rapidly changing environment (Abbing, Gessel, 2010). According to Laforet, innovation processes can only happen if the company has the capacity to innovate². Innovation capability is known to be a valuable capital for the company in its ability to ensure and maintain stable competitive advantage level and also is playing an important role in the overall strategy of the company. It resonates within all the core process inside the company and can't be detached from the other processes therefore requiring holistic approach and strategy. The capability of innovation helps company to implement new products and services in a new pace and approve new techniques and systems which is significant in terms of the permanent rivalry in the industry. In this way, the effectiveness of company's innovation performance can be explained as a combination of assets and resources. As a result, it requires broad spectrum of resources, assets, and capabilities to maintain success rates in dramatically evolving and fast-moving market place (Sen & Egelhoff, 2000).

In latest decades the need of innovation strategies was scientifically underlined by the various researchers and scientist for the purpose of meeting the required needs of the conflicting demands (Hall & Vredenburg, 2003). Thus, several works were devoted to the exploration of marketing capabilities and innovation-based strategies. However, this is a narrow-explored topic.

Considering the importance in the company's development, marketing capabilities and innovation processes were favored with attention of a huge number of researchers. In particular, marketing capabilities have proven to have a considerable influence on a firm's financial activities (Morgan, Slotegraaf, Vorhies, 2009), new product implementation activities (Moorman, 1995), customer behavior (Morgan, Rego, 2006), and overall market effectiveness (Vorhies, Morgan,

² Laforet, S. (2011). A framework of organizational innovation and outcomes in SMEs. *International Journal of Entrepreneurial Behavior & Research*, 17(4), 380–408.

Autry, 2009). However, the makes almost no reference to the contribution of marketing in facilitating firms profiting from innovation and also about the fact how companies' raise and strengthen their marketing and innovative capabilities. Based on the Indian market the research revealed that like in Western economies, entrepreneurial factor matters for innovation and marketing capabilities matters for company's performance. This emphasizes the challenging connection between entrepreneurial orientation and firm performance and this relationship is facilitated by the process of innovation, on the basis of marketing capabilities. (Swaminathan, 2014).

Innovation indicates the company's better financial stability, performance and survival ability than its rival companies on the market (Agarwal, Cockburn, and McHale 2006). However, it also can indicate external factors outdoors of the company, which are not related with the product and services or company's financial performance indicators. In this field, the connection between marketing innovation capability on marketing performance also can be demonstrated (Fig.1). The empirical results on electronic firms' appliances business concluded that marketing innovation capability has positive influence on new product initiation, market fulfillment, competitor interception, and customer responsibility as well. (Ngamsutti, Ussahawanitchakit, 2016). In this sense, innovation processes with regard to marketing capabilities mainly affect customer requirements beyond the overall framework of the product or services. (Valenzuela-Fernández, Penaloza-Briones, 2018). Thus, in the process of managers planning and decision making these aspects also should be addressed.

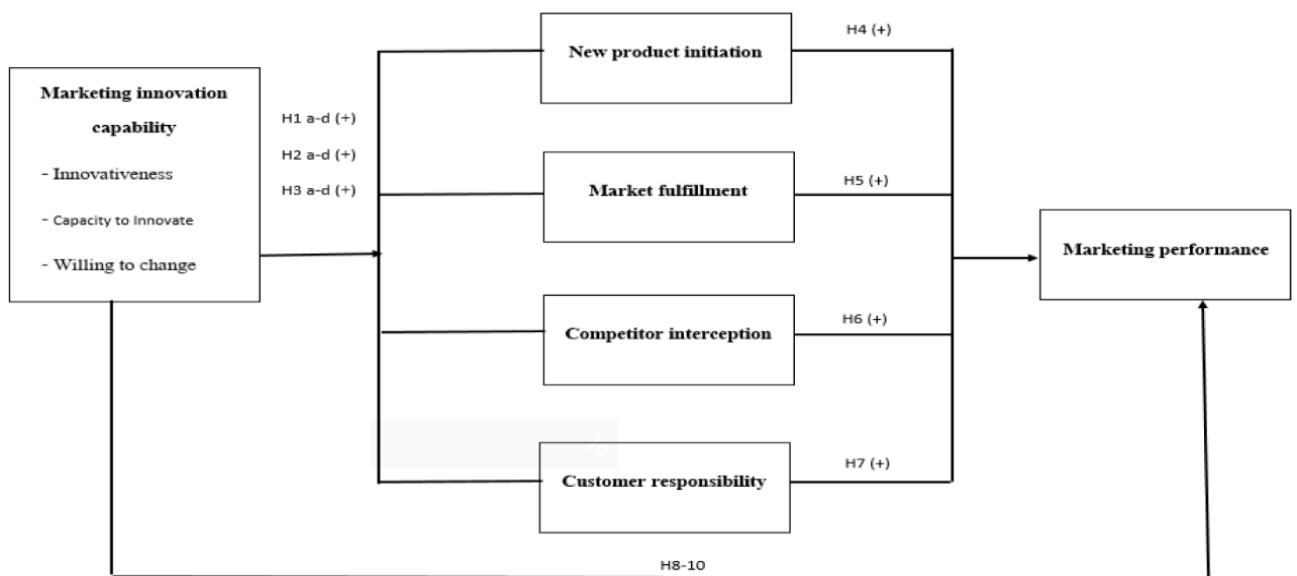


Figure 1. Conceptual model Ngamsutti, S., Ussahawanitchakit, P. (2016).

Concerning the scope of previous studies there is a several dimensions the works can be organized. And the first one here is internal way of existing studies. A great amount of research works was dedicated to the one single area. These studies have been undertaken in the setting of a single nation or industry, for example Slovenian companies, manufacturing firms of Portugal, Turkish software industry and so on. Marketing capabilities of a company is usually determined as a function of the company which addresses the involvement of enterprise resources in further acquisition and integration of marketplace experience to value creating activities of the firm (Potocan, 2013). In the article devoted to the role of distinctive marketing capabilities as a competitive strategy of the company Potocan emphasizes the importance and crucial role of launching new innovations and technologies, lifetime of exploiting sustainable resource and usage of distinguishing capabilities in defining and serving customer needs for products and services. On the example of Slovenian enterprises author claims that marketing capability is related and connected to all types of innovations pursued by the firm. It is assumed that companies implementing innovation as a key focus in their competitive strategy contribute to distinguishing marketing capabilities. For their part, marketing capabilities give rise to higher innovation intensity and sustained competitive advantage. In this field the statement about marketing capability as a key source of competitive advantage is also assumed as well as the intercorrelation of marketing capabilities and company's innovation processes. This correlation is hypothesized and analyzed further in the research. As a result, research reveal the relationship between all marketing capabilities and company's innovation procedures, but however, statistical approach did not justify the hypothesis about positive correlation between all marketing capabilities and company's innovation. Instead, only one relationship of specific marketing capability was supported by the test. Thus, the quality of customer service was showed to influences the innovation processes. Although this research has some practical managerial implications, poor data obtained by questioners does not provide a complete picture of research. However, the research presents useful guidelines in the form of the critical marketing capabilities that can affect company's innovation.

The studies in the field of marketing signified the inability of marketing to prove its contribution to the company's performance has weakened its position within organizations (Ambler & Roberts 2008; O'Sullivan & Abela 2007; Stewart 2009). The effective distribution of new techniques and instruments of evaluating marketing productivity to the business processes turns out to be an essential step toward increasing marketing's vitality in the company. Moreover, this aspect is important in a way that it's also contributing to the increasing performance of the company itself (Rust et al. 2004). That is why, a dipper and greater understanding of the

examination and analysis of marketing performance can contribute and support researchers and practitioners in the field to calculate their value to the financial performance of company.

Several works are devoted to the exploration of the effect of marketing capabilities to companies' performance. And moreover, some of them highlighted the relationship between marketing capabilities and firm performance. (Krush, Sohi, 2015; Mu, 2015; Wilden & Gudergan, 2015). Companies allocate and spend considerable resources on creating, maintaining, and mobilizing their marketing capabilities, and latest studies has demonstrated the relationship between marketing capabilities and firm performance (Krasnikov and Jaychandran 2008; Vorhies and Morgan 2005). In theory, such type of mutual dependence can make marketing capabilities more unique type of resource and, as a result, a greater and prospective source of competitive advantage for the company (Barney 1991). Theory claims that managers not only can highlight stand-alone marketing capabilities they consider to be significant and valuable for the firm, but also can empirically connect these capabilities with superior performance rates and indicators (Morgan, 2009).

Despite the fact that this area of research is well examined and explained, however, with the rapid pace of changes, complex structures and effects of marketing capabilities it's becoming relevant to identify the affect various marketing capabilities can have on the company's performance. In the era of limited resources, high rates and environmental uncertainty it's crucial to realize for companies where should it focus its resources and activities in order to keep up with the race, gain competitive advantage and perform in its best way possible.

1.3 Broader scope of studies: globalization, export performance, mediation effect

It is assumed that marketing capability requirements tend to vary across different organizational environments due to some institutional and regional characteristics and features. (Yuan, Shin, He, Kim, 2016). A lot of companies achieve excellent financial performance through developing, adapting and using organizational capabilities (He, 2013). In this field, some cases of cross-border studies can be considered in order to provide a comparative perspective of the relationship between marketing capabilities, innovation processes and company performance. An institutional point of view enhances the strategic fit perspective in the perception and interpretation of heterogeneity in firm performance in different structures, communities and economies (Peng, 2008). Therefore, in this way, given specific institutional forces and context, there might be more-needed or better-fitted capabilities to gain business performance. Along with resource-based view

as a theoretical background, the studies revealed that institutional backgrounds and market environment should be taken into account to develop a set of required capabilities for companies' further development. In the environment, where the institutions and local authorities are experiencing dynamic transformation, innovation capabilities can be more vital and essential, while marketing capabilities are more important in an industrialized and institutionally stable market and economy. Therefore, more attention should be paid to the institutional environment while developing strategic decisions by managers, since diverse institutional backgrounds of regions and countries can require different setup of companies' capabilities.

As it has been shown, the role of marketing capabilities in company's activities can be translated to external focus. Some recent work claim that the effective possession of marketing capabilities can contribute to far more success potential in companies performing on both domestic and international markets. (Alharbi M, 2015). Marketing capabilities have a significant impact on and further strengthen the effect and impact of internationalization on innovation performance (Ren 2014). Based on conceptual study one can say that the ability to perform at the global (international) market with a local presence is a chance to improve and establish a better understanding of the business environments the organization is acting and reveal its potential capabilities. These activities help to optimize and rationalize company's efforts and budgets in more effective way for further development.

Zhou and colleagues (2012) in their study determined marketing capabilities in establishing the international growth in the beginning of internationalization processes. Previous study on export activities assumed that different types of marketing capabilities can be valuable in the most way to the company in combination since they engage in the ways that facilitate companies to obtain superior performance. In addition, Morgan in 2012 empirically investigated the export marketing environment and based on the resource-based view that companies performing in such types of markets are generally more heterogeneous than companies on their domestic environment. Marketing capabilities have a strong impact on exporting manufacturers' intentions so particular attention should be paid to both cost efficiency and marketing differentiation. The ability to promote and support good customer service and relationships helps to the acquisition of valuable market information. This type of informational capability formulates in the most direct way both types of strategic intentions. At the same time, it also interacts with product development capability to provide the same. Since the establishment of such capabilities needs time and focused measures, the results also refer to the relative predictive strength of such type of long-run flexible factors over the more "transitory" market performance on companies' strategic intentions. As a result, marketing capabilities are pivotal for mobilization of positional advantages and export

performance (Zou et al., 2003). Thus, firms can improve their performance by focusing on such marketing capabilities.

Although previous studies have indicated the common ground of the importance of marketing capabilities and technological capabilities, and their influence on company's performance (Song, 2005), the gap in the literature concerning company's ways to mobilize marketing and technological capabilities into organizational innovation still exists. Some interesting researches were conducted to study organizational innovation as a mediating variable between capabilities (i.e. marketing and technological capabilities) and company's export performance (Vicente, Antunes, Malva, 2016). As it was highlighted in previous studies by Eng and Okten Exporting firms have to improve their marketing and technological capabilities, which will encourage the growth of their organizational innovation intensity (Eng and Okten, 2011), and according to O'Cass & Weerawardena that will lead to significant prior indicator of firms export performance (O'Cass & Weerawardena, 2009). By developing the conceptual model on the basis of resource-based view (Fig. 2) the importance of that marketing capabilities, technological capabilities, and organizational innovation intensity for company's export performance was tested and supported. (Vicente, Antunes, Malva, 2016). In addition, the influence of marketing capabilities on company's export activities from the resource-based point of view were also reviewed in the studies of Nalcacia and Yagci (2014).

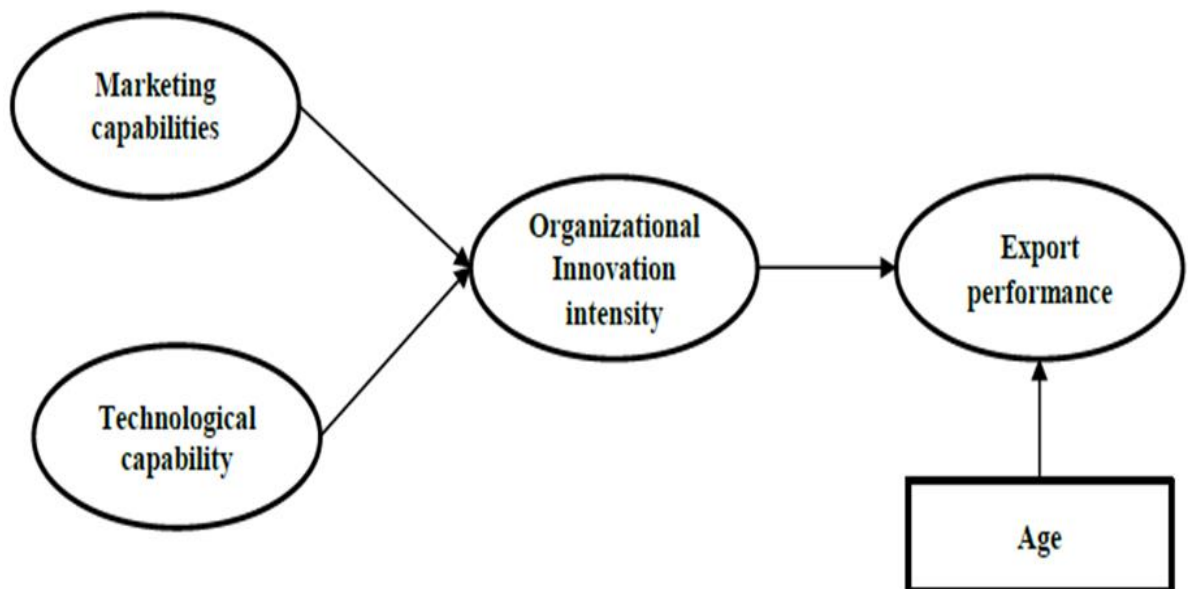


Figure 2. Conceptual model by Vicente, M., Antunes, M. J., Malva, M. (2016).

On the one hand, some previous works claim that marketing and technological capabilities have a direct impact on firms' performance (Song, 2005). On the other hand, researches have shown that marketing capabilities can only be translated into innovative capability through the path of technological capabilities (Eng & Okten, 2011). The findings above study have demonstrated that the development of both marketing and technological capabilities is a significant method to provide organizational innovation and, therefore, to perform successfully in the export activities. Therefore, the mediating effect of organizational innovation intensity between marketing and technological capabilities and export performance have been revealed. Another important fact is the restricted resources affordable for export firms and the decisions they need to make allocating resources to marketing and technological capabilities. Because of the relevance of marketing capabilities in innovation processes in contrast to other ones, the implication here is that the actions should be concentrated on the improvement of marketing capabilities because it's connected with superior customer value and contributes to a greatest innovation and performance outcome possible.

All in all, as the firm enters the processes of internationalization and globalization, the importance of possession and improvement of the capabilities that can contribute to company's innovation processes highly increases and therefore enhancing company's ability to meet foreign customer needs better than its competitors (Tan & Sousa, 2015). In particular, marketing capability considerably develops the performance of firms innovatively and makes it able for them to achieve great share of market in foreign environment

1.4 Entrepreneurship orientation and SME

The entrepreneurial firms are widely known due to their ability to innovate, take changes and to quickly respond in an effective and flexible way. Naman and Slevin (1993) define entrepreneurship as a company's behavior in which it demonstrates innovativeness, proactiveness and risk-taking propensity in their decision making"³. Entrepreneurship orientation has its roots in the strategy-making process literature (Mintzberg 1973). Entrepreneurship orientation refers to the specific processes and aspects that provide firms with a base for entrepreneurial decisions, measures and steps (Wiklund and Shepherd 2005). Thus, entrepreneurship orientation can be

³ Naman, J. L., & Slevin, D. P. (1993). Entrepreneurship and the concept of fit: A model and empirical tests. *Strategic Manage J*, 14(2), 137–153.

conceptualized as a company's strategic orientation with regard to the decision-making processes and techniques that contribute to new market entry, competitive rates and high performance. Companies with high levels of entrepreneurship orientation create, determine, discover, and exploit opportunities commonly well the way ahead of their competitors and opponents. Taking into account the turbulent environment raised by the processes of globalization, small and medium-sized enterprises require a strong entrepreneurial attitude and posture in their business strategy making processes to be implemented and monitored.

Referring to the marketing capabilities and aspects of recourse-based view theory, entrepreneurship orientation as a resource only has its potential value for the companies. According to Barney (1991), possession of entrepreneurship orientation tactics and specifics is a required but not sufficient term for value delivery. A company needs to organize and perform appropriate strategic steps to be able to grow and recapitalize on entrepreneurship orientation value with the objective to reach a competitive advantage and achieve desirable performance (Lisboa et al., 2011). The capabilities by which companies' resources are exploited explain discrepancy in the organization performance rather than simple heterogeneity in companies' resources.

Despite the substantial consideration in the literature regarding the theoretical relationship between entrepreneurship orientation to company's capabilities (Dess et al., 1997), the discussion on the empirical implementation of these connections in specific types of companies is still significant (Miller, 2011). Companies with entrepreneurship orientation increase their ability to enhance core capabilities (Zahra et al., 2006), and marketing capabilities play a major role in this way (Ripollés and Blesa 2008). Marketing capabilities can be viewed as the knowledge and skills a company possesses that contributes to its understanding of the existing rapid changes happening in its markets, along with those that allows to proceed in a more effective manner in the existing environment.

Another aspect of the previous studies was devoted to small and medium enterprises. As it has been known, in the age of global economies small and medium enterprises (SMEs) face some challenges regarding the process of implementing innovations and maintaining their sustainable development and positions on the market. The results of the studies showed that there are differences in how impacts are seen by SMEs and by large companies. (Ungerma, Dedkova, Gurinova, 2018). The reason is that large multinational corporations are quicker to adopt and address digital technologies and processes, and SMEs are lagging behind in their digital transformation due to investment burden. Management experts and researchers highlight the problem of SMEs realization of its strategic role in innovation processes and encourage to carry out additional studies within such perspective (Sheth 2011; Tsui 2007). However, marketing

capabilities as well as research and development (R&D) capabilities and the level of internationalization were connected to the innovation activities of SMEs (Ren et al., 2014). Recent studies have shown that either R&D capability or marketing capability of small and medium enterprises indicates high performance (Ren et al., 2014).

For small companies which are able to provide higher levels of marketing capabilities, there considered to be a positive influence on the reaction of customers which later turns in and leads to greater business performance (Santos-Vijande et al., 2012). The higher than average performance rates allows then companies to generally outperform their direct local rivals as well. Additionally, implementing marketing strategies in an effective way may support small companies in performing better in their export environment leading to higher than average financial performance (Morgan et al., 2012). These findings and recommendations from the latest studies assume a requirement for further investigations to examine these connections and relationships through various environments for small and medium-sized companies.

All in all, just a few works contribute to the understanding of how small and medium-sized enterprises (SMEs) can face innovation challenges in a more effective way with regard to marketing capabilities despite the fact that there are significant disadvantages and weaknesses from the resources and competition point of view.

Speaking about marketing capabilities, it is important to note that in high-tech companies it's truly a particular issue. This point was also highlighted by Drucker in 1954, as technology-based enterprises tend to have complex environment which calls for better understanding of companies marketing capabilities for further innovative processes and outcomes. Concerning studies in this field, the literature is almost silent on the empirical analysis and research cases of marketing capabilities and innovation processes interconnection with regard to it-companies, especially on the Russian market. However, a huge amount of studies confirmed that marketing capabilities can influence significantly and positively on other factors such as clients' satisfaction and loyalty, which in the end provides better company performance with regard to sales, profit, market share and other indicators. Studies also contributed to the empirical evidence on the positive and significant effect of the companies in a different areas of business – manufacturing companies, chemical and allied products, paper mills and so on (Kotabe, Srinivasan, Aulakh, 2002). However, this goes in the opposite direction while taking into account the hi-tech industry companies.

Nowadays the demand for the promotion and maintenance of complex IT products is growing from year to year and for this reason a sustainable and effective strategic decision are

required in order to succeed. Because operation in the hi-tech services market requires more comprehensive knowledge than operating on the market of goods. Sometimes ineffective marketing activities and decisions at small and medium enterprises are associated with a lack of funds or the inability to attract highly qualified specialists, make their own decisions, as well as market-based decisions, low marketing skills of the owner (or the manager) of the business. In the study of Russian hi-tech SME companies by Roersen, Kraaijenbrink and Groen it was identified that the respondents (the employees) of that companies were incapable to address the question about market orientation in a proper way because of the lack of the marketing background, knowledge and education. This comes hand in hand with cultural background, weak and low-quality infrastructures and also environmental externalities. The growth rate of the IT technology industry in Russia as a whole at the present stage makes this industry an important element of the country's economy. But being a part of transition economy, the companies just recently discovered the capacity of addressing customer needs and values while operating in the market. However, high-tech companies in Russia still struggle with the underdeveloped competences in marketing and in understanding customer needs (Mohr and Sarin, 2008). As a result, the study failed to evaluate the marketing orientation concept because of not understanding the existing gaps. The scale was adopted from the previous studies however the sample selected didn't provide the reliable results.

As it has been mentioned by Baker and Sinkula, technological leadership alone can't fulfill the capabilities needed to achieve market goals and results – marketing knowledge and orientation serve as a solid group for further innovative concepts and ideas. All this leads to the conclusion that proper identification of marketing inputs, its relationship with the innovation processes and companies' performance activities are a broad field to study.

1.5 Summary on the literature review and research hypotheses formulation

All in all, marketing capabilities allows company to utilize its tangible and intangible assets in a proper way in order to identify the particular requirements of the consumers. However, there have been many appeals for the establishment of alternative tools and instruments can be seen as relevant to characterize and define specific industries, namely IT industry. To address these issues, the highly specific context of Russian small- and medium-sized enterprises (SMEs) is a useful research field for several reasons. First, Russian market comes up with more and more companies developing in the IT environment which is seen as highly attractive emerging market. Second,

unfortunately, the lack of suitable specific instruments has previously made it impossible to test the relationship between marketing capabilities, innovation and firm performance in the context of hi-tech companies.

By analyzing the data collected using the proper approach, IT companies can evaluate and determine their portfolio of marketing capabilities at a given time and identify those aspects and elements that should be activated or enhanced. The development of specific industry-related instrument and tools would, on top of everything else, be used to position the 'excellence' of the company's capabilities portfolio, which company owners can find very valuable and significant tool in managing their resource portfolio. In managerial terms, such type of measurement tools and mechanisms would lay the groundwork for further analysis that would be particularly valuable for company owners, stakeholders and all those players involved in improving Russian SMEs.

As it has been mentioned before, marketing capabilities have been highlighted to be an important key driver for the company's success and the source of competitive advantage on the market. Several works are devoted to the effect of marketing capabilities on company's performance; and significant positive influence of marketing capabilities have been discovered, however, the research lack the consideration of IT based firms. Therefore, this relationship should be established in the context of Russian SME IT companies:

Hypothesis 1. Marketing capabilities positively affect IT company's performance.

Hypothesis 1 addresses a set of the marketing capabilities covering various dimensions, namely, marketing research capability, capability for new product development, capability to manage the market management function, pricing capability, promotion & communication capability, customer service and relationship capability and distribution capability have an influence on company performance.

Innovation was seen as a mediative variable between marketing capabilities and export performance (Vicente, Antunes, Malva, 2016) thus linking independent and the dependent variables. Also, innovations were proved to have an influence on the overall firm performance across the industries. However, the hi-tech industry companies lack the required researches in this field. In this research the point is to establish a third-role of innovation processes in the relationship between marketing capabilities and company's performance with regard to IT industry specifics. Thus, comes the second hypothesis:

Hypothesis 2. The effectiveness of innovation and NPD positively mediates the effect of marketing capabilities on IT company performance.

Besides the mediation effect there is a moderator variable to explore, i.e. how strong the company size (small or medium) can influence the relationship between each marketing capability on the company performance. This consideration comes logical from the examination of studies across the industries highlighting that the large companies have well established resource-based approaches, effective funding decisions and better management structures. However, taking into account the specifics of IT based companies this consideration might be proved to be wrong. Thus, the hypothesis regarding firm's size can be developed:

Hypothesis 3: The bigger is company's size the stronger is the effect of marketing capabilities on the effectiveness of innovation

Hypothesis 3 explores the relationship between the variables from marketing capabilities and innovation processes of the company on the basis of its size, assuming that the effect of marketing capabilities on effectiveness of innovation is stronger when a firm's size is medium rather than small.

CHAPTER 2. METHODOLOGY

This chapter is focused on the methodology on the current research paper. For the further research in terms of marketing capabilities, the effectiveness of the firms' innovation processes and its influence on the companies' performance proper constructs should be developed covering all the dimensions previously mentioned. The existing literature and researches include constructs reflecting different types of capabilities and indicators for the firm performance. These constructs will be taken as the basis for launching the survey for the employees from IT companies and further deriving specific features for high-tech firms based on the survey results. Furthermore, the conceptual model of current research will be introduced. Another important part of the methodology chapter covers the process of questioner development and steps which will describe the process of data analyzing methods.

2.1 Constructs

As it has been identified before, this research examines the way marketing capabilities influence company's performance from the perspective of innovation processes and new product development. Wide variety of researches previously developed and corrected the constructs covering marketing capabilities which resonates in various studies (Vorhies and Harker, 2000; Vorhies and Morgan, 2003; Yuan and He, 2016; Day, 1994, 2011; etc). Table 1 represents the set of scales introduced to evaluate capabilities by Vorhies and Morgan (2005), and to a lesser extent by Vorhies et al. (1999, 2009), Vorhies and Harker (2000) and Vorhies and Morgan (2003) and forms the instrumental foundations for this area of research. The previous studies on this field lacks the specifics constructs and dimensions of marketing capabilities from the point of view of IT companies. Therefore, the capabilities structure proposed by the authors mentioned were taken as the basis for creating and developing the survey in order to form unique capabilities for hi-tech companies, which will be highlighted by employees and representatives of IT companies while addressing the survey. In this way the specific features of the industry will be emphasized. The main idea was to represent the tangible and intangible resources of the company which contribute to the proper understanding of clients and consumers' needs. The most common and well-established one represents marketing capabilities construct as capability for new product development, marketing research, pricing, promotion and distribution channels and the capability to manage the market management function.

Table 1. Marketing capability construct (Vorhies and Harker, 2000)

Marketing capabilities	Marketing research capability
	Capability for new product development
	Capability to manage the market management function
	Pricing capability
	Promotion & communication capability
	Customer service and relationship capability
	Distribution capability

Addressing the previous studies on the innovation processes some characteristically standing-out patterns of exploration were derived. Analyzing company's effectiveness of innovation and new product development there are several papers which examined variable connected to company's effectiveness of new product development and innovations. Namely, the variable measurement can be represented as follows in the next type of dimensions:

Table 2. Author analysis on previous studies

Variable	Dimension	Relatable works
Development and market launch dates	Management	Droge et al., 2004
Innovative product sales rate	Sustainability	Hsu, 2016; Mu, 2015
Profitability of innovations and new products	Sustainability	Swink, Song, 2007; Hsu, 2016
The growth of technological competences of the company	Technical Capabilities	Hsu, 2016
Activity of innovatios	Technical Capabilities	Hooley et al., 2005 Yuan, et al. 2016 Rubera, Kirca, 2012
The growth of a positive image of the company	Sustainability	Hsu, 2016
Customer satisfaction growth	Sustainability	Hsu, 2016; Swink, 2007

It can be noticed, that based on the theoretical finding of previous researches, the effectiveness of innovation and new product development construct was developed highlighting main 3 dimensions: technical capabilities of innovation processes, sustainability of innovation

process and management. Technical capability, which covers innovations itself and all the technical capabilities developing in the company, sustainability of innovation processes – connected with the stable contribution to innovative processes and growing values of innovation related activities, and management – the patterns company’s innovation processes are held, realized, tracked and analyzed from the very first stage to the latest.

Company’s performance can be seen in two different dimensions. The first aspect here is the financial performance and the second aspect comes with market performance. This too aspects should be differentiated in order to result in more precise outcomes. Also, as it has been stated by Vorhies and Yarbrough (1998), a company which develops marketing capabilities is more efficient in achieving growth, market position, and return on assets than its competitors. So, meaning the company’s performance the following variables are usually taken into account:

Table 3. Author analysis on previous studies

Dimensions	Possible variables	Relevant papers
Financial performance	Business unit profitability, ROI, ROA, ROS, OR, etc	Fahy, 1999; Tsai and Shih, 2004; Vorhies, Yarbrough 1998 Vorhies and Morgan, 2003, etc
Market performance	Market share, market growth, sales growth, increased sales to current customers, etc	

Coming up with the all the constructs, the model helps to answer the question how marketing capabilities enhance the company’s profit from innovation processes in terms of small and medium-sized enterprises. Putting all together, the conceptual model of the current research can be represented at the Figure 3. The marketing capabilities construct including 7 dimensions (marketing research, capability for new product development, capability to manage the market management function, pricing, promotion and communication, customer service and relationship and distribution capability) are referred as an independent variables. All 7 dimensions measure the marketing activity of a company in various aspects. The performance of the company is represented as a dependent variable, measuring the outcomes of the marketing capabilities effect. The effectiveness of innovation processes can be addressed as a mediative variable between marketing capabilities and firm performance thus linking independent and the dependent variables. In addition, the model tries to identify the difference of the effect of marketing capabilities on the effectiveness of innovation between different size of the companies, namely small and medium sized ones.

The researchers came with a conclusion that nowadays there exist differences in the way impacts and effects are seen in terms of company's size, namely SMEs and by large companies. (Ungerman, Dedkova, Gurinova, 2018). However, in this research small and medium enterprises will be addressed and despite the fact that there haven't seen some significant changes inside the SME context, it's reasonable to examine this different in terms of IT industry in Russia. The domestic IT market is developing quite dynamically, but in terms of volume it still lags behind the markets of Europe, the USA and China. According to the – and Russia accounted for only 2.3% of it⁴. Nevertheless, digitalization is gaining momentum in our country and contributes to increasing the competitiveness of the economy. According to McKinsey's forecast, in five years, by the 2025, thanks to these processes, the country's GDP can grow by 19–34%, and the share of the digital economy in it will be 8–10%⁵.

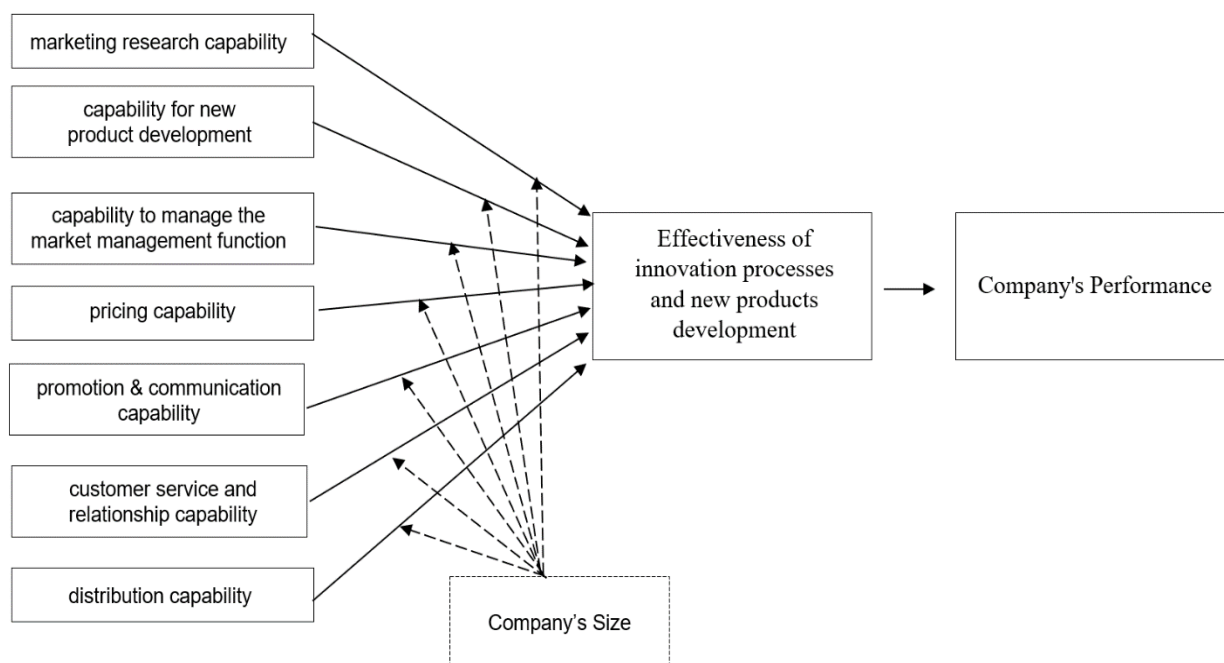


Figure 3. Conceptual model

All these examinations will be conducted in the context of Russian IT companies. Knowing beforehand about the possible elements and characteristics of this industry, the model can be

⁴ РБК. (2020). Куда идет ИТ-индустрия в России: траектория развития. [online] Available at: <https://pro.rbc.ru/demo/5cab23c39a7947bef8670cd0> [Accessed 15 May 2020].

⁵ Digital McKinsey. (2017). Цифровая Россия: новая реальность. [online] Available at: https://www.mckinsey.com/ru/~/_/media/McKinsey/Locations/Europe%20and%20Middle%20East/Russia/Our%20Insights/Digital%20Russia/Digital-Russia-report.ashx [Accessed 10 May 2020].

adjusted in order to address and reflect the specifics of marketing capabilities of IT companies in more relevant and appropriate way that will correspond to the particular sides and characteristics of the industry.

2.2 Questionnaire and data collection

In order to collect data on the Russian IT companies the questionnaire method was used. Due to time-frames and the current situation the decision of implementing online survey via platform was made to study the relationship of marketing and innovation activities of companies in the field of IT. The survey targeted IT employees and workers, preferably top and middle managers working in Russian IT companies in small and medium enterprises in different sphere of activities. All in all, data collection took place during 3 month and was performed from March 2020 to May 2020.

The academic incentives of research and anonymity of results were provided in order to eliminate privacy issues. Also, a note identifying aggregated form of research purposes and the absence of self-isolation regime was made with the objective to avoid inaccuracies and biased responses.

The survey included 2 sections addressing the following items on the general person's information and corporate information:

- Personal information (gender, age, education)
- Company-related employee information (company's name, size, age, employee number, field of activity, the position in the company)

Another 3 sections were introduced to collect marketing capabilities, innovation activities and company performance related information based on the constructs mentioned above. Each variable measuring different dimensions of marketing capabilities, innovation and firm performance constructs were provided by its specific questions based on the literature or developed ones. The full version of the questionnaire is presented in the Appendix 5. The sample questions on the marketing capabilities construct and its dimensions are shown in the Table 4.

Table 4. Marketing capabilities construct with sample questions

Variable	Likert scale sample questions	Relevant papers
Marketing research capability	We constantly monitor all trends emerging in the market, statistics and changes in the external environment.	Vorhies and Morgan (2005) and Roach (2011) Day, 1994, 2011; Teece, 2007
	We effectively collect, interpret and quickly respond to the relevant marketing information.	Day, 1994, 2011; Teece, 2007
Capability for new product development	Our product managers proactively manage the product life cycle (effectively plan it)	Trefilova (2017)
	We update our product line/ lines at least once a year	Authors statement
Capability to manage the market management function	The company has staff responsible and regularly implementing various types of marketing activities	Authors statement
Pricing capability	Our value proposition is optimal in terms of the ratio of customer requirements and price	Trefilova (2017)
Promotion & communication capability	We successfully use online marketing, including social networks, to implement marketing activities	Authors statement
Customer service and relationship capability	We have and widely use customer service support programs (call center, customer department, etc.)	Trefilova, 2017
	We constantly conduct researches and surveys in the field of customer satisfaction	Roach, 2011
Distribution capability	We provide high efforts of support to attract and retains the best distributors/retailers in the current market	Yuan et al., 2016

The effectiveness of innovations and NPD were measured according to 3 dimensions and the related questioned were developed upon the theory. The sample questions on the Effectiveness of innovations construct are shown in the Table 5.

Table 5. Effectiveness of innovations and NPD construct with sample questions

Variable	Likert scale sample questions	Relevant papers
Technical capabilities	We bring more innovation to the market than our main competitors	Authors statement
Sustainability	Our new products / services enhance the image of our company	Hsu, 2016
Management	We usually follow the timeframes and deadlines for developing an innovation and launching it on the market	Droge et al., 2004

The performance of the company addressed two measurement dimensions, namely financial performance and market performance. The sample questions on the company performance construct are presented in the Table 6.

Table 6. Company performance construct with sample questions

Dimensions	Likert scale sample questions	Relevant papers
	<i>Please rate your company's performance over the past year compared to your competitors in the following key indicators</i>	
Financial performance	Business unit profitability in the current market	Fahy, 1999; Tsai and Shih, 2004; Vorhies, Yarbrough 1998 Vorhies and Morgan, 2003, etc
Market performance	Market share growth in the current market	
	Sales growth revenue	

For the question from 3 to 5 sections 7-point Likert-type scales were used as it is the one recommended for small sample sized (Kock 2014). The sections 3 and 4 were addressed and measured as 1 = “strongly disagree” and 7 = “strongly agree”. For the performance construct the response scale was identified as 1 = “much worse” and 7 = “much better” as the question required the measurement of performance. The important assumption of the sample size was also made. Mostly, a 200 to 400 sample size with 10 to 15 item indicators is preferable and desirable in order to conduct relevant research. Some researches insist on the 1:20 ratio sample size, but the most common and well-established one is 1:10 and it is used a rule of thumb (10 times as many cases

as variables) is used. However, there are studies with 1 to 5 ration sample size which also contributed to be relevant.

2.3 Method of analysis

To carry out a study in accurate way some methods of econometric analysis should be applied, to provide a complete picture of research. In order to address research questions, it's important to use broad range of instruments regarding the methodology of the study. It is going to be more exploratory research because in this filed it's significant to explore how marketing capabilities contribute to firm's ability to profit from innovation. Another useful tool of empirical analysis as questioners were used to generate empirical results. This step has to be focused on collecting different level of data. First of all, we need to obtain data from key informers – company CEO, top-managers and executives as well as first-line managers. Another level of data will address companies' performance information including different types financial and non-financial indicators. In addition, some side-data also should be provided (geographical distribution, company's focus activities).

The model analysis and hypothesis testing can reveal reliable empirical findings but with the implementation of all assumption regarding data analysis process. First of all, the descriptive analysis is needed to realize the main characteristics of the data obtained and its patterns. According to this data some assumptions related to the geographical distribution, industry representatives and companies or the field of company's activities can be made. Then, in order to adjust the measures and evaluate the reliability and validity of the results, instruments of exploratory factor analysis (EFA) followed by a confirmatory factor analysis (CFA) will be considered. Factor analysis helps to identify whether the items in the survey have similar patterns in terms of responses. EFA is concerned wit how many factors are necessary to explain the relationship among a set of indicators and with estimation of factor loadings. CFA is concerned with determining if the number of factors “conform” to what is expected on the basis of pre-established theory: in other words, whether the items load as predicted on the expected number of factors. Next step is the structural equation modeling (SEM) using maximum likelihood estimation procedures to be used for model in which all paths go from predicting the dependent variables. Overall model fit indices (Chi-square statistics, GFI, CFI, RMSEA, etc) should also be addressed to prove the reliability of results. The last step is to conduct multi-group analysis on order to reveal the difference among the small and medium-sized companies. SPSS and Amos software structural

modelling programs with maximum likelihood (ML) estimation technique was used for all analyses.

CHAPTER 3. Empirical results and discussion

This chapter is focused on the explanation of obtained result and findings of the research. It starts with the descriptive statistics and primary exploration of the data, then dices into exploratory factor analysis, confirmatory factor analysis with the processes of data validation and confirmation. On the basis if the data obtained the hypotheses suggested in the first chapter will be addressed and tested. In the end the discussion will cover theoretical and managerial implications of current paper. In addition, existing limitations and recommendations for further research will be addressed.

3.1 Descriptive statistics

The data were collected by polling according to a specially developed questionnaire. To conduct the study about 325 questionnaires were distributed via corporate e-mails channels, and university contacts. Total of 215 responses on the survey were obtained from the employees of IT related companies. In order to fit to the research scope, the companies which were selected were related to small and medium enterprises from Russia. Two main condition for company selection were identified – annual turnover less than 2 billion rubles and fewer than 500 employee number in the companies' personnel. After the cleaning and analyzing process and omitting irrelevant results 186 usable responses were left in order to proceed the following research, which amounted all in all to 57,6% response rate. This number is quite significant as the aim of the study is to analyze the companies and data collecting processes in this filed are still delicate and complex as a rule.

First of all, there are several socio-demographic characteristics related to the employees participated in the survey. The industry is mostly presented by male employees resulting in 79,2% and female ones around 21%. More than a half of the respondents (53,5%) are middle-age employees from 31 years old to 40 years old, the second large group is represented by the employees aged 25 to 30 (32,1%) and the 13,2% is represented by employees from 18 to 24 years old. In terms of educational background all the representatives from the sample obtained or are obtaining university degree at the moment with a high level of employees graduating with Master degree which results in 50% of middle managers representatives in the sample, 34,6% first-line managers and 15,1% top managers who participated in the survey.

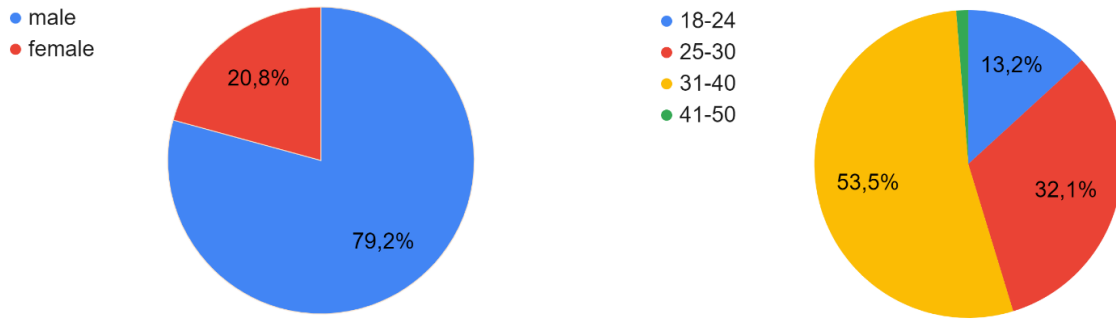


Figure 4. Pie charts on gender and age

Geographically respondents are distributed mostly in Moscow (57%) and Saint-Petersburg (28,9%), however a significant percentage of the representatives account for the rest big cities like Ekaterinburg, Krasnodar, Kazan and other major Russian cities.

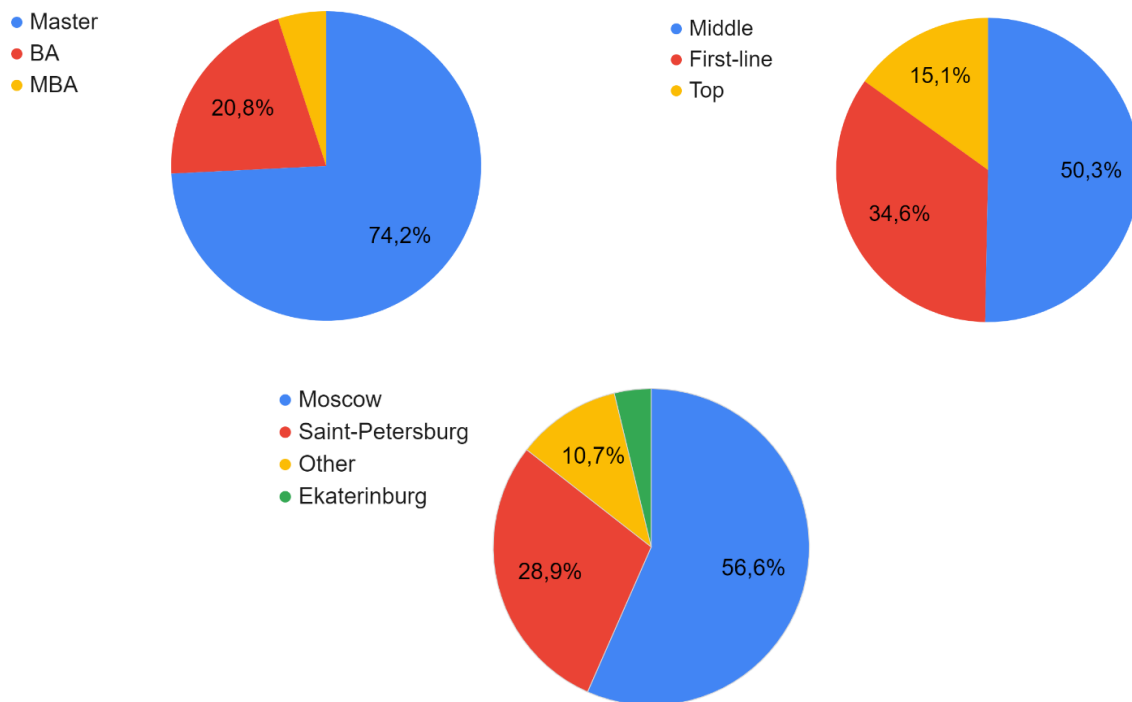


Figure 5. Pie charts on education, employee position and geographical location

All in all, it can be said that industry is represented by the employees from middle-age and young age groups mostly centralized in the big cities.

The survey also examined several descriptive characteristics of the companies. As it has been mentioned, the survey targeted the small and medium enterprises in IT-based field. The

categories were represented as follows: micro-firms – less than 15 employee, small firms – from 16 to 100 employees and medium firms – from 101 to 500 number of employees. The decision of addressing medium firms as companies with less than 500 employees was based the previous research and also to provide valid number of observations. The survey reached 177 companies which later distributed almost equally: medium enterprises (101-500 employees) accounted for almost 53% and small companies for 47% respectively. The sample is represented almost equally concerning the age of the companies. The medium-aged (38,4%) and old-aged (39,6%) companies, which operate from 5 years (inclusively) to 10 years and for more than 10 years on the market. And almost twice the lower rate accounts for young companies, operating from 3 (inclusively) to 5 years). Concerning the field of activities IT companies covered wild variety of aspects. As IT companies are known to be flexible in their activities (meaning the development of several types of products, like apps, software, communication system at the same time, the note was made to pay attention to their main field of practice). Naturally, the majority of the companies are operating in the software (software as a service) industry comprising almost 40% of the companies. The second large group is represented by the firms focusing on mobile app-development (23,6%). 12,1% accounts for the companies operating in the website development, web application development, UX / UI design. Almost 8% provide IT communication services and IT support helping to individuals or businesses and 6,7% financial services. Two small group represent education (3%) and HR (2,4%) companies operating in IT field. The “other” segment includes various categories that were not included in the main ones and were isolated cases, such as consulting services, medical services and insurance, games development (which is not app development). All in all, industry is dominated by the companies providing software services and mobile-app development firms.

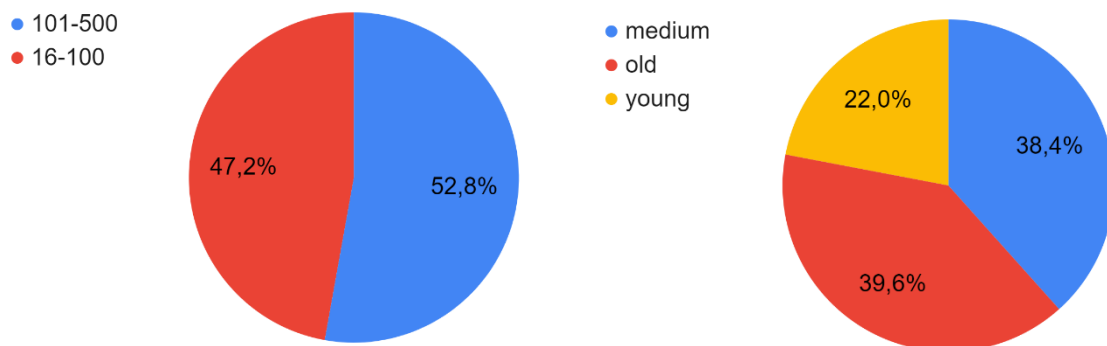


Figure 6. Pie charts on employee number, companies' age and field of activities

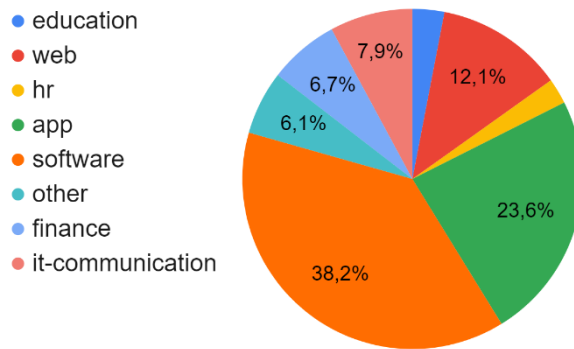


Figure 6. Pie charts on employee number, companies' age and field of activities

3.2 Exploratory factor analysis (EFA) and Confirmatory factor analysis (CFA)

The following analysis includes SPSS and Amos software estimations and further implementation of exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) including further reliability and validity check. The mentioned constructs of marketing capabilities, innovations processes and firm performance were adopted from the previous studies and integrated together in the conceptual model, therefore some factors were considered in advance. Exploratory factor analysis techniques evaluated all the relationships within factors and what are the different factors that are emerging.

The sample was evaluated through factor analysis with maximum likelihood extraction method as this option is the best addressing a broad spectrum of indexes of the goodness of fit of the model and ensures the statistical significance testing of factor loadings and correlations among factors and the computation of confidence intervals⁶. Small coefficients were suppressed at a cut-off value level of 0,7 to omit insignificant factor loadings. A number of factors also resulted in cross-loading so the decision to remove this factor was made. As a result, the factor loadings resulted in 6 latent variables of marketing capabilities, which restructured the existing conceptual model and thus, indicating the specific on the point how IT-oriented companies develop their marketing capabilities. The process of restructuring the model and reorganizing the constructs is discussed in the next paragraphs. In addition, 1 latent variable of innovations processes and 1 latent variable indicating company's performance were revealed. The full table is presented in the Appendix 2.

⁶ Fabrigar, L. R., Wegener, D. T., MacCallum, R. C., & Strahan, E. J. (1999). Evaluating the use of exploratory factor analysis in psychological research. *Psychological Methods*, 4(3), 272–299.

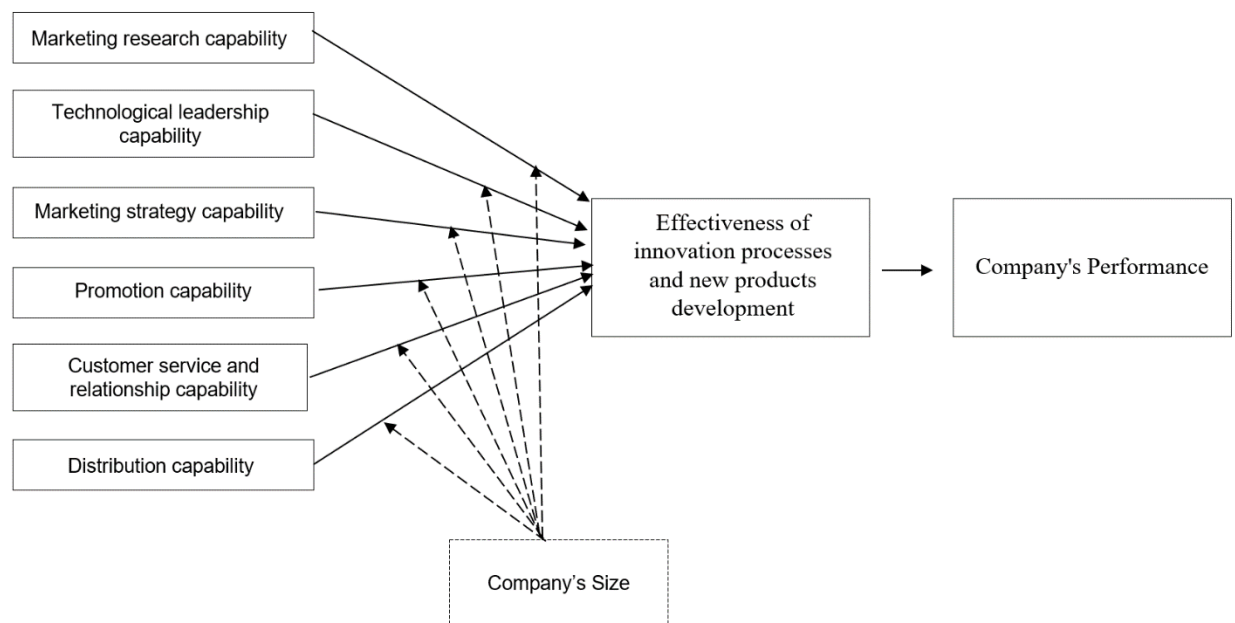


Figure 6. *New Conceptual Model addressing the specifics of IT companies*

The factor analysis figured out that the questions in the survey have similar patterns in terms of responses which differs from the conceptual marketing capabilities construct introduced before. Only 3 items from “marketing research” factor was represented significant presented in the table below.

Table 7. *Marketing research capabilities construct*

Marketing research capabilities	Factor loadings
We constantly monitor all emerging market trends, statistics and changes in the external environment	0.773
We effectively collect, interpret and respond quickly to relevant marketing information.	0.810
We constantly monitor and analyze our competitors in detail	0.778

Two items from “new product development construct” showed relation to its latent variable, along with the item “cap35” from the “market management functions” factor: addressing to the questions from the constructs it can be noticed that all 3 questions were grouped together indicating the capabilities in terms of technical leadership of the company which leads to the reconstruction of the conceptual model – technological leadership capabilities which highly correlates with the specifics of the IT industry. This is indicating the importance and priorities for hi-tech companies in terms of their perception of marketing capabilities for their industry. The emphasis is put not only on the development and implementation of new products and innovation activities, but rather on leadership position, superior performance and being first on the existing

market place.

Table 8. Technological leadership capabilities construct

New product development capabilities	Factor loadings	New latent variable
In general, the top managers of my company prefer a strong emphasis on R&D, technology leadership and innovation.	0.827	Technological leadership capabilities
In relation to competitors, our company is the first to initiate a series of shares, to which they then respond	0.891	
Capability to manage the market management functions		
Our firm's product and service offerings clearly stand out from those of our competitors'	0.889	

Other changes were related with the variable in both “market management capabilities” and “pricing capabilities” – under these two factors 4 significant variables were revealed to have high loadings and be assigned to one factor: the items were related to the strategic performance of the marketing activities indicating understanding of business development, planning and tactics. Also, the variable related to product life-cycle were assigned to this new latent variable “marketing strategy capabilities”

Table 9. Marketing strategy capabilities construct

Capability to manage the market management functions	Factor loadings	New latent variable
We have a strategic understanding of business development for several years to come	0.815	Marketing strategy capabilities
The company has staff responsible and regularly implementing various types of marketing activities	0.777	
Pricing capabilities		
We respond to competitors' pricing tactics using pricing tools	0.729	
New product development		
Our product managers proactively manage and plan the product life cycle	0.762	

From the items analysis indicating companies' promotion capabilities it can be seen than the industry is characterized with the online and internet-ways of promotion channels and tools with the personalized style of communication. Thus, this latent variable specified online focus of implementing ways of promotion and campaigns.

Table 10. Promotion capabilities

Promotion capabilities	Factor loadings
We successfully use online marketing, including social networks, to implement marketing activities	0.747
For our company, Internet marketing channels are more effective than traditional marketing channels	0.849
Our customer communications are personalized to match customer profiles and behavior	0.825
In addition to the technical characteristics of our products, the company also focuses on other benefits offered to customers	0.834

Speaking about customer service and satisfaction, the industry shoes high focus on activities aiming at customers retain practices and tools, like, for example loyalty programs, call centers and services rather than on high level of customers and leads. The distribution capabilities factor, effectiveness of innovation and company's performance are also represented by 3 items each demonstrating significant loadings. Distribution capabilities, effectiveness of innovation processes and company's performance factors were allocated according to the constructs mentioned before without any changes.

Table 11. Customer service, distribution, innovation, performance constructs

Customer services and capabilities	Factor loadings
We effectively retain customers (due to the high quality of service and customer support, loyalty programs, etc. - a high level of loyalty)	0.740
We have customer service support programs (call center, customer department, etc.)	0.819
We regularly use customer loyalty management tools (loyalty programs)	0.679
Distribution capabilities	
We effectively manage the system of our marketing channels (sales and distribution)	0.774
We make great efforts to attract and retain the best distributors / retailers in the current market	0.705
We make sure that our marketing channels are in line with market trends and the needs of our customers	0.714
Effectiveness of innovation and NPD	
We effectively retain customers	0.798
We have customer service support programs	0.887
We regularly use customer loyalty management tools	0.877
Company's performance	

We effectively manage the system of our marketing channels (sales and distribution)	0.751
We make great efforts to attract and retain the best distributors / retailers in the current market	0.858
We make sure that our marketing channels are in line with market trends and the needs of our customers	0.859

All in all, implementing already developed marketing construct from the previous studies resulted in the model reshaping presented at Figure 6: IT companies emphasized the pattern regarding technological leadership capabilities and marketing strategy orientation. Both of these constructs were added in the new conceptual model to address the hi-tech orientation of the companies and industry. The marketing capabilities construct with 6 capabilities (marketing research, technological leadership, marketing strategy, promotion, customer service and relationship and distribution capability) are independent variables. The performance of the company is represented as a dependent variable and the effectiveness of innovations is a mediative variable.

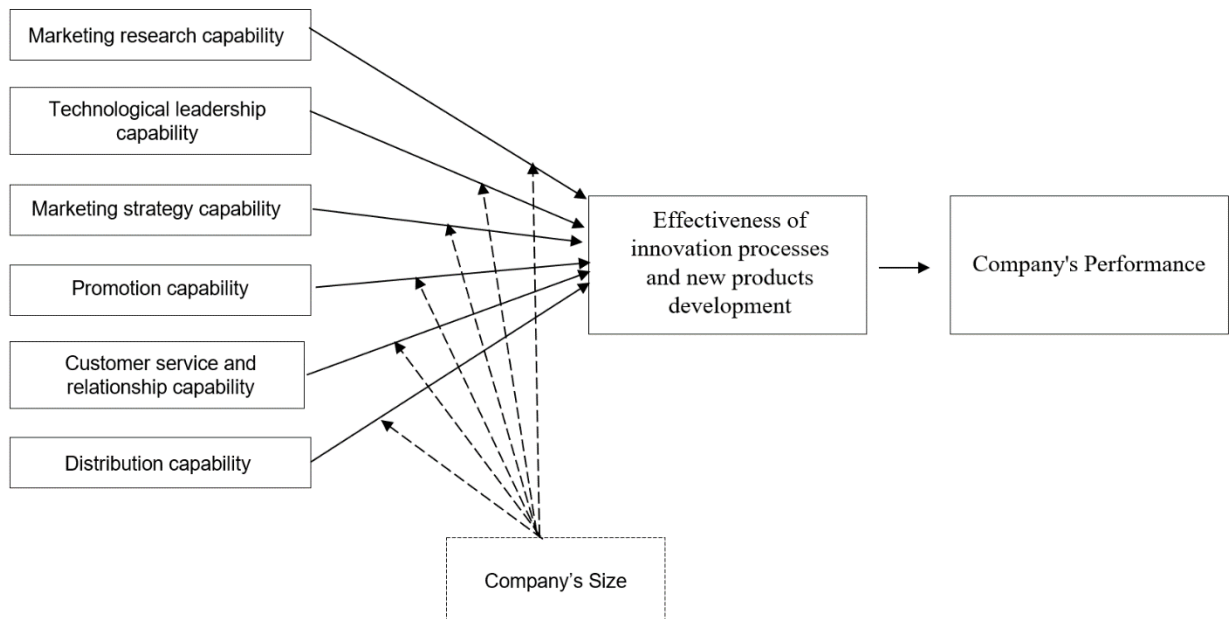


Figure 6. *New Conceptual Model addressing the specifics of IT companies*

Preliminary data was checked for the absence of missing values, normal distribution and sampling adequacy using Kaiser–Meyer–Olkin statistics. The Kaiser–Meyer–Olkin (KMO)

measure statistic is indicating great adequacy of the sample – 0,889 (being higher than a benchmark of 0.60). In addition, the Bartlett test of sphericity indicated significance. Eight revealed factors explained almost 74 % of variance which is above the benchmark 60%.

Reliability of scales indicated sufficient level to be accepted - Cronbach's alpha measurements of composite reliability are presented in the Table 12. Given the previous researches it's recommended for this indicator be equal or greater than 0.6 (Nunnally, 1978; Nunnally & Bernstein, 1994).

Table 12. Composite reliability and AVE indexes

Constructs	Cronbach's alpha	CR	AVE
Marketing research capability	0.851	0.83	0.62
Technological leadership capability	0.894	0.90	0.76
Marketing strategy capabilities	0.813	0.85	0.60
Promotion capability	0.909	0.89	0.66
Customer relationship capability	0.614	0.79	0.56
Distribution capability	0.608	0.78	0.54
Effectiveness of innovation and NPD	0.934	0.89	0.73
Company performance	0.851	0.86	0.68

For further CFA analysis all the constructs estimated for convergent validity and discriminant validity presented in the Table 12. Composite reliability (CR) showed appropriate significant meanings above 0.7 indicating convergent validity for each construct ($p < 0.001$). Discriminant validity of the constructs indicated the extent to which a construct is a truly distinct from other construct was addressed by Fornell and Larcker test comparing the variance (AVE) with squared correlation captured by the constructs – here AVEs are greater than squared inter constructs correlation thus indicating discriminant validity. This way, final model, presented at Figure 7 in Appendix 3 included 8 latent variables: marketing capabilities constructs – marketing research, technological leadership, marketing strategy promotion, customer relationship, distribution –, and two separated constructs indicating company's effectiveness of innovation processes and company's performance.

In addition, several steps were made to modify the model and eliminate the variables with poor estimates which kept it weak. Thus, the one variable describing distribution capabilities was eliminated from the model (namely, "cap71"). To confirm the statement that all the items are assigned to its constructs and fit it fell the regression weight are discovered. The final model and all the regression weights are presented in the table in Appendix 4.

Using various criteria for checking CFA model fit, the measurement was performed (Table 13). Model quality was checked through chi-squared indicator divided by the degrees of freedom (<3 is regarded as reliable). Next step was to address Goodness of Fit Index (GFI), Normed Fit Index (NFI), Comparative Fit Index (CFI), Tucker-Lewis index (TLI) and Root Mean Square Error of Approximation (RMSEA). All the estimates proved to be significant and met the appropriate benchmarks.

Table 13. Measurement model fit.

Indicator	Estimate	Benchmark
CMIN/DF	1,376	< 3
GFI	0.933	> 0.90
NFI	0.947	> 0.90
CFI	0.964	> 0.90
TLI	0.956	> 0.90
RMSEA	0.042	< 0.06

CFA results showed that the measurement model met all the requirements and provides acceptable and valid model fit. Taking this into account the model is considered to be suitable for providing further research, examination and hypothesis testing.

3.3. Structural Equation Modeling

On this stage after EFA and CFA performed the structural equation modeling can be assessed. To state the validity of the model this structural model was estimated for its model fit (Figure 8, Appendix 3). The following indices in the Table 14 summary proved that this structural model is considered valid, meets all the requirement of thresholds and can be used for further results interpretation:

Table 14. Structural model fit.

Indicator	Estimate	Benchmark
CMIN/DF	1,414	< 3
GFI	0.962	> 0.90
NFI	0.991	> 0.90
CFI	0.988	> 0.90
TLI	0.994	> 0.90
RMSEA	0.029	< 0.06

Next, all the 3 hypotheses from the Chapter 1 will be addressed step by step. Company's performance was determined as a dependent variable, company's effectiveness in innovation processes and new product development was introduced as a mediator and each of 6 the marketing capabilities from the construct were related as independent variables. First step of the modeling was to test the effect of the marketing capabilities (i.e. independent variables) on the company's performance (dependent one). Here is the point to address the direct effect of the marketing capabilities on the organizations performance without taking into account the mediation influence. Calculating the path estimates the regression weight results come as follows:

Table 15. Direct effects

			Estimate	S.E.	C.R.	P	Label
PERFORMANCE	<---	RESEARCH	,143	,156	,921	,003	
PERFORMANCE	<---	TECHLEAD	,858	,500	1,714	***	
PERFORMANCE	<---	STRATEGY	,437	,162	2,697	,007	
PERFORMANCE	<---	PROMOTION	,213	,110	1,936	***	
PERFORMANCE	<---	CUSTRELAT	,515	,287	1,795	***	
PERFORMANCE	<---	DISTRIBUTION	,088	,134	,659	,217	

From the analysis performed and represented in the Table 15 it can be mentioned that 5 out of 6 hypotheses about the influence of marketing capabilities on the company's performance were supported. Hypotheses regarding market research capabilities (H1a) and marketing strategy capabilities (H1c) were proved to be significant on the 0.05 significant level ($p < 0.05$). Hypothesis regarding distribution capabilities (H1f) is rejected concluding no effect of distribution on company's performance. Technological leadership (H1b), promotion capabilities and customer service and relationship capabilities proved to have the most significant effect on the performance of the firm at a 0.001 significant level ($p < 0.001$).

After that the mediation effect was estimated. Here comes the indirect effect of marketing capabilities including mediator variable (innovation effectiveness) on the company's performance. For this a bootstrapping re-sampling procedure was applied in order to better test the indirect effect (2000 bootstrap samples, 95 confidence level). The result of the estimation is represented in the Table 16:

Table 16. Direct and indirect effects (standardized estimates)

DV=effect on company performance	Dirrect effect without mediator	Indirect effect with mediator	Mediation level
Marketing research	0.430(**)	0.328(*)	Partial mediation
Technological leadership	0.193(***)	0.436(***)	Full mediation

Marketing strategy	0.449(**)	0.201(**)	Partial mediation
Promotion	0.265(***)	0.429(***)	Full mediation
Customer service and relationship	0.340(***)	0.533(***)	Full mediation
Distribution capability	0.265	0.109+	No mediation

p < 0.10, p < 0.05*, p < 0.01**, p < 0.001***0.1492.

The influence of mediation seems to be significant only for a couple of variables. Hypothesis H2b, H2d and H2e are supported thus indicating full mediation effect of technological leadership capabilities, promotion and customer service and relationship capabilities (p<0.001). Marketing research (H2a) and marketing strategy (H2c) capabilities both indicate partial mediation which means that the innovation processes don't add value on their influence as the direct effect of this capabilities is stronger than indirect one. Finally, distribution capabilities (H2f) proved to be only marginally supported by the innovation processes – thus it can be assumed that distribution capabilities have no strong and significant effect on company's performance even emphasized by a mediation as it has also been proved with direct relationship.

Multi-group moderation

After checking the mediation effect there is another scope to explore. For the third hypothesis the relationship on how such moderator variable as a company size can influence the relationship between each marketing capability on the company effectiveness of innovations will be explored. Each marketing capability from the construct will be tested to check the effect. It's assumed that medium and bigger companies have a broad research base, availabilities to perform, sustainable developed relationships inside the company and therefore the possibilities to grow are more strengthened through the marketing capabilities than for the small companies. When the side third variable changes the relationship between the related variables then the moderating effect is considered. Hypothesis 3 was tested to examine whether the relationship of the variable is moderated by the size of the company and whether the effect of the marketing capabilities is stronger when the firm is bigger rather than small. In this way multi-group analysis was performed. Chi-square difference test is suggested for testing significant difference between groups meaning to include the comparison of the fit of constrained model with a fit of an unconstrained model. If Chi-square can't examine a considerable difference among these two models it's said that factor loadings and structural paths for medium and small companies are the same and don't differ. At the model level test the p-value of the chi-square difference test indicated the difference at 0.1 level (p-value 0.094): thus, identifying that the model differs across the

groups:

Table 17. Multi-group moderation

Path	Medium Beta	Small Beta	Difference in Betas	P-value for Difference	Interpretation
RESEARCH INNOVATION -->	0.300**	0.304**	-0.003	0.990	There is no difference
TECHLEAD INNOVATION -->	0.455***	0.362***	0.093	0.460	There is no difference
STRATEGY INNOVATION -->	0.289**	0.223*	0.066	0.308	There is no difference
PROMOTION INNOVATION -->	0.116*	0.289***	-0.173	0.050	The positive relationship between promotion and innovation is stronger for small companies
CUSTRELAT--> INNOVATION	0.523***	0.330***	0.193	0.042	The positive relationship between customer relationship and innovation is stronger for medium companies
DISTRIBUTION INNOVATION -->	0.068+	0.025	0.043	0.592	There is no difference

Table 17 demonstrates the results of the multigroup analysis. On the one hand, from the group differences test it can be seen that for the market research, technological leadership, market strategy and distribution influence on innovation processes there is no different across the medium and small companies contributing to the fact that they are performing at the equal level. On the other hand, it can be noticed that the positive effect of promotion capabilities on innovation is stronger for the small companies, and the positive influence of customer relationship capabilities on innovation is stronger for the medium ones.

3.4 Research findings and discussion

First of all, the established framework of estimating marketing capabilities revealed to be in a way incomplete and not fully applicable for evaluating the marketing activities of IT companies. Regarding the commonly known capabilities framework proposed by Vorhies and Harker (2000) several changes were implemented in order to proceed the examination of the Russian IT companies in more accurate and precise method. First of all, the focus was made not only on the new product development capabilities of the company but rather on the technological

leadership, strong emphasis on R&D, first-initiative mode and first-mover advantage on the market place. Second, more strategic way of steps are taken from the IT companies. Third, this study revealed that the move away from traditional marketing promotion tools and increasing number of implementing online and internet marketing tools, including social networks, with more personalized ways to suit the profiles and behavior of the customers is applicable for the IT and hi-tech companies in Russia. Another point here is that customer relationships for IT companies are focused more on effectively customers retain, customer support and loyalty programs for existing ones, rather than on attraction of new customers, high level of leads, and a large number of clients and appeals – the level of loyalty and long-term relationships prevails over a large stream. Through this changes the existing construct were developed and the overall model which was presented in the beginning was reshaped in order to cover all the aspects and specifics which were highlighted by the companies in the process of passing the questionnaire.

Coming back to the first research questions, this study revealed a significant positive relationship between 5 marketing capabilities and performance for IT companies in Russia. Technological leadership, promotion capabilities and customer service and relationship proved to have the most significant effect on the performance of the firm. The less strong effect is represented by the market research capabilities and marketing strategy capabilities. The distribution channels proved to be insignificant for IT companies which is connected with the specifics of the IT and technological industry (most of the companies represent software products, app development, web-development, etc).

Table 18. Hypothesis 1 results

H1: Marketing capabilities positively affects IT company's performance	Outcome
Marketing research capability	Supported*
Technological leadership capability	Supported***
Marketing strategy capabilities	Supported*
Promotion capability	Supported***
Customer relationship capability	Supported***
Distribution capability	Rejected

p < 0.10, p < 0.05*, p < 0.01**, p < 0.001***0.1492

The second question which was address in this study was related to the way on how marketing capabilities enhance firm's ability to profit from innovation meaning the mediation

effect of innovative processes. The analysis revealed that innovation activities reinforce the effect of technological leadership capabilities, promotion and customer service on company's performance.

Table 19. Hypothesis 2 results

H2: The effectiveness of innovation and NPD positively mediates the effect of marketing capabilities on IT company performance	Outcome
Marketing research capability	Supported with partial mediation
Technological leadership capability	Supported (full mediation)
Marketing strategy capabilities	Supported with partial mediation
Promotion capability	Supported (full mediation)
Customer relationship capability	Supported (full mediation)
Distribution capability	Rejected

Addressing the constructs, capability for new products development and launching were focusing on the development in the company, supporting the innovation activities and maintaining the product life cycles and the effectiveness of innovation measured the availability of the company to bring more innovation to the market than the competitor companies. Thus, the fully mediator effect can be explained for technological leadership. The enhanced effect of promotion capabilities can be explained by the ability of the small companies quickly adapt to new ways of promotions and ways of communication with the customers and partners in the industry. Small companies are more flexible in the decision-making processes deciding on the ways the company can organize, maintain and develop its promotion channels and this is also proved by the hypothesis H3d which showed that the positive relationship between promotion and innovation is stronger for small companies – this comes with its flexibility and freedom of actions. In addition, for customer relationship the research revealed the stronger positive relationship between customer relationship and innovation for medium companies. This aspect is connected with the fact that the larger the company, the more resources it can devote to customer support, expanding its capabilities with the help of call centers, customer departments, representative offices, etc. Small companies often fail to respond to customer requests in such a quick and effective manner, despite the fact that there is no significant differences among small and medium IT companies in terms of research and even technical leadership capabilities, as small companies successfully face and adapt to the high rates and competitive streams in this field. All in all, company's size among the small and medium enterprises doesn't play a crucial role despite some specifics mentioned above.

Table 19. Hypothesis 3 results

H3: The bigger is company's size the stronger is the effect of marketing capabilities on the effectiveness of innovation	Outcome
Marketing research capability	Rejected
Technological leadership capability	Rejected
Marketing strategy capabilities	Rejected
Promotion capability	Rejected
Customer relationship capability	Supported
Distribution capability	Rejected

3.5 Managerial and theoretical implications

Ineffective SME marketing is usually associated with a lack of funds or the inability to attract highly qualified specialists, make their own decisions, as well as market-based decisions, low marketing skills of the owner (or manager) of the business. Talking about managerial implications, the results of the study can be helpful for the IT companies in their activities to support and enhance specific marketing capabilities in order to benefit the overall performance and take better decisions regarding resource allocation for the marketing resources. Thus, the more effective results will be obtained in the process of allocating the resources to that specific aspects of marketing capabilities that will benefit the company in the future and provide the greatest return instead of expanding resources to all the elements and aspects of marketing capabilities.

Speaking about IT companies – superior technology and knowledge alone is not sufficient to gain success in the market and a powerful marketing instruments should serve as a fertile source of innovative ideas in the company to help the one to obtain technological leadership in the field and not be just a part of a general picture (Mohr and Sarin, 2008). In this study specific factors with regarded to IT industry were highlighted. First, in terms of promotion activities results showed shift from traditional marketing tool and practices to more personalized internet and online experience. Additional effort should be made in order to take a sustainable position in online field, especially for small companies. New ways of promotion and communication channels should be implemented and enhanced with innovative approaches and with regard to the industry specifics. Second, in terms of customer relationship the industry players are more focused on the quality rather than quantity: customers retain prevails over customers lead.

Speaking about the theoretical implications, the established framework of estimating marketing capabilities was represented as invalid for the technological IT industry. Thus, this study's findings offer a novel extension to the understanding of how IT companies approach to

measure their marketing capabilities. Based on the well-known and commonly used interpretation of marketing capabilities which were used in the previous studies the patterns and specifics of the IT industry was assessed by the companies' representatives. So, in this way the conceptual model was adopted to the industry according to the existing competitive points the firms take into account while developing its marketing capabilities. Also, several previous works were devoted to the effect of marketing capabilities on company's performance; however, the innovation and product development aspect seemed to be a missing part here. It was identified that innovation contributes to companies' better financial stability, performance and survival ability but it wasn't examined in the term of marketing capabilities, so this study implemented the innovation processes and new product development aspect as a mediator in company's marketing capabilities and performance relationship framework.

3.6 Limitations and recommendations for further research

For the further research, the availability of different marketing constructs can contribute to the bigger scope of research. Next studies have to focus on alternative instruments and constructs for measurements. For example, a big data analytics capability can be included in order to help small companies benefit from the method of research as because of the rapid changing environment sometimes it becomes non-relevant to appeal to traditional marketing research tools. More importantly, the tools should be implemented in order to describe the presence of marketing capabilities 'in absolute terms' without requiring a comparison with competitors. A broad sample size also should be considered in order to address the constructs more precisely and provide reliable results. More complex constructs should be introduced in order to examine the influence of such effects as, for example, entrepreneurial orientations or environmental turbulence. In addition, different similar industries and aspects aimed at high technological development can be also investigated in further research besides IT companies. Last but not least, the involvement of top-managers and executives as an industry representative is required to gain the expert opinion and assessment on the investigations addressed.

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APPENDIX

Appendix 1.

Table. Factor loadings (cut-off value 0,6)

<i>Items</i>	<i>Factor loadings</i>
We constantly monitor all emerging market trends, statistics and changes in the external environment.	0,773
We effectively collect, interpret and respond quickly to relevant marketing information.	0,81
We constantly monitor and analyze our competitors in detail	0,778
Our product managers proactively manage and plan the product life cycle	0,762
We have a strategic understanding of business development for several years to come.	0,815
The company has staff responsible and regularly implementing various types of marketing activities	0,777
We respond to competitors' pricing tactics using pricing tools	0,729
In general, the top managers of my company prefer a strong emphasis on R&D, technology leadership and innovation.	0,827
In relation to competitors, our company is the first to initiate a series of shares, to which they then respond	0,891
Our company's products / services are clearly different from competitors ones	0,889
We successfully use online marketing, including social networks, to implement marketing activities	0,747
For our company, Internet marketing channels are more effective than traditional marketing channels.	0,849
Our customer communications are personalized to match customer profiles and behavior.	0,825
In addition to the technical characteristics of our products, the company also focuses on other benefits offered to customers	0,834
We effectively retain customers	0,740
We have customer service support programs.	0,819
We regularly use customer loyalty management tools.	0,679
We effectively manage the system of our marketing channels (sales and distribution)	0,774
We make great efforts to attract and retain the best distributors / retailers in the current market.	0,705
We make sure that our marketing channels are in line with market trends and the needs of our customers.	0,714

Appendix 2.

Output. Factor loadings (cut-off value 0,6)

Повернутая матрица компонентов^а

	Компонент							
	1	2	3	4	5	6	7	8
сар11 - Мы постоянно мониторим все возникающие рыночные тренды, статистику и изменения во внешней среде						,773		
сар12 - Мы эффективно собираем, интерпретируем и быстро реагируем на релевантную маркетинговую информацию						,810		
сар13 - Мы постоянно мониторим и детально анализируем своих конкурентов						,778		
сар14 - Мы постоянно мониторим и детально анализируем своих потребителей								
сар 21 - Наши продакт-менеджеры проактивно управляют жизненным циклом продукта (эффективно планируют его)		,762						
сар22 - Мы обновляем свои продуктовые линии минимум 1 раз в год								
сар23 - В целом топ-менеджеры моей фирмы предпочитают сильный акцент на НИОКР, технологическом лидерстве и инновациях				,827				
сар24 - В отношении конкурентов наша компания первой инициирует ряд акций, на которые затем они реагируют				,891				
сар31 - У нас есть стратегическое понимание развития бизнеса на несколько лет вперед (на 2-3-5 и т.п.)		,815						
сар32 - В компании имеется персонал, ответственный и регулярно реализующий маркетинговую активность различного рода		,777						
сар33 - Мы постоянно контролируем эффективность исполнения планов маркетинга								
сар34 - Наши технологии продаж новых продуктов очень эффективны								
сар35 - Продукты/услуги нашей компании явно отличаются от предложений конкурентов				,889				
сар41 - Наше ценовое предложение оптимально по соотношению требований клиентов и цены								

сар42 - Мы следим за тем, чтобы наша ценовая политика была привлекательной для потребителей								
Сар43 - Мы реагируем на ценовую тактику конкурентов, используя инструменты ценообразования			,729					
сар51 - Мы успешно осуществляем политику маркетинговых коммуникаций с клиентами, используя оффлайн-инструменты коммуникаций								
сар52 - Мы успешно используем онлайн маркетинг, включая социальные сети, для реализации маркетинговой активности			,747					
сар53 - Для нашей компании каналы интернет маркетинга наиболее эффективны чем традиционные каналы маркетинга			,849					
сар54 - Наши коммуникации с клиентами персонализированы, чтобы соответствовать профилям и поведению клиентов			,825					
сар55 - Помимо технических характеристик нашей продукции, компания также акцентирует внимание на других преимуществах, предлагаемых клиентам			,834					
сар61 - Мы постоянно проводим исследования и опросы в сфере удовлетворенности наших клиентов								
сар62 - Мы эффективно удерживаем клиентов							,740	
сар63 - Мы имеем программы сервисной поддержки клиентов							,819	
сар64 - Мы эффективно привлекаем клиентов								
сар65 - Мы регулярно используем инструменты управления лояльностью клиентов							,679	
сар71 - Мы эффективно управляем системой наших маркетинговых каналов (продажами и дистрибуция)								,774
сар72 - Мы прикладываем большие усилия, чтобы привлечь и удержать лучших дистрибьюторов / ритейлеров на текущем рынке								,705
сар73 - Мы следим, чтобы наши маркетинговые каналы соответствовали рыночным трендам и потребностям наших клиентов								,714
inn11 - Наши новые продукты/услуги развивают технологическую компетенцию компании								
inn12 - Мы выводим больше инноваций на рынок чем наши основные конкуренты					,798			

inn13 - Наши новые продукты/услуги улучшают имидж нашей компании			,887				
inn14 - Покупатели позитивно оценивают наши новые продукты/услуги							
inn15 - Обычно мы соблюдаем сроки разработки инновации и вывода ее на рынок			,877				
inn16 - Наши новые продукты достигают плановых целей объема продаж							
perf1 - Оцените рост рентабельности бизнес-единицы на текущем рынке					,751		
perf2 - Оцените вашу удовлетворенность рентабельностью инноваций за последний год							
perf3 - Оцените рост объема продаж					,858		
perf3 - Оцените рост доли рынка на текущем рынке					,859		

Метод выделения факторов: метод главных компонент.

Метод вращения: варимакс с нормализацией Кайзера.

Appendix 3.

Figure 7. CFA model

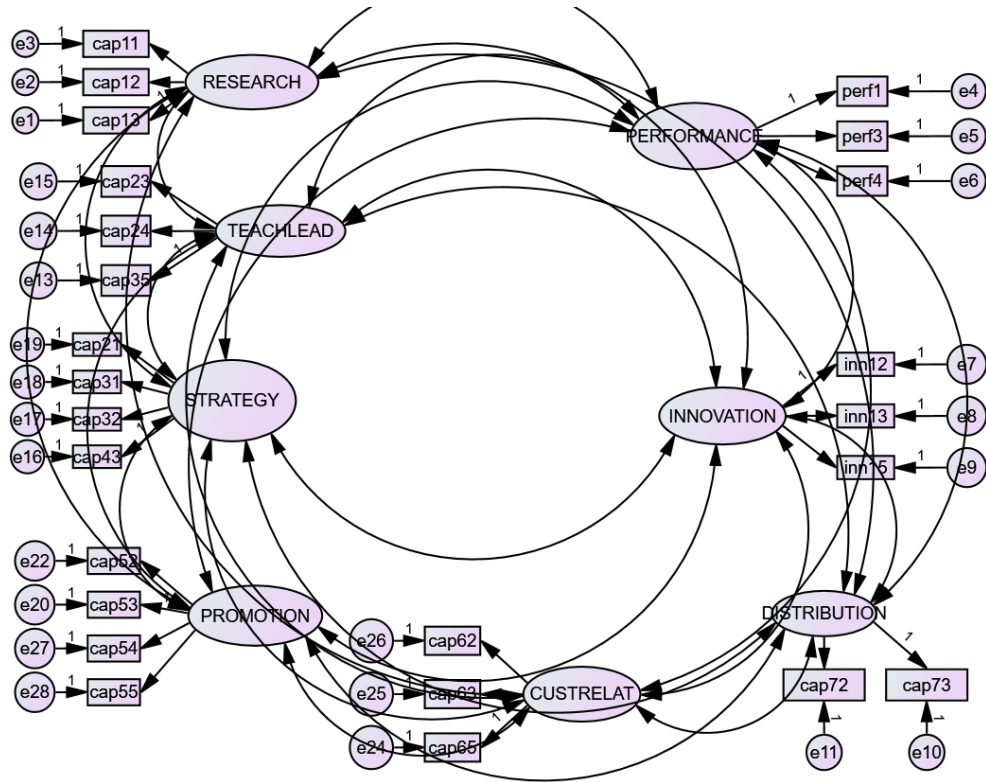
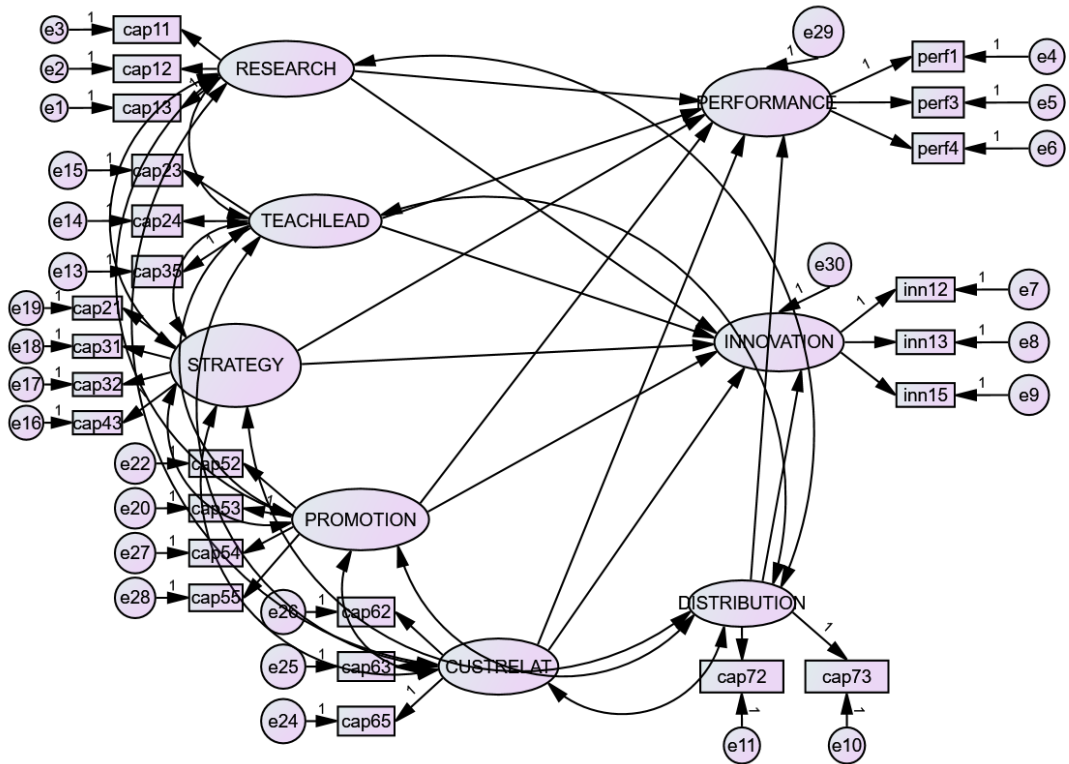


Figure 8. Structural model



Appendix 4

Table. Regression weights

			Estimate	S.E.	C.R.	P	Label
cap13	<---	RESEARCH	1,000				
cap12	<---	RESEARCH	1,103	,087	12,752	***	par_1
cap11	<---	RESEARCH	,891	,080	11,193	***	par_2
perf1	<---	PERFORMANCE	1,000				
perf3	<---	PERFORMANCE	1,352	,127	10,621	***	par_3
perf4	<---	PERFORMANCE	1,341	,126	10,615	***	par_4
inn12	<---	INNOVATION	1,000				
inn13	<---	INNOVATION	1,118	,061	18,371	***	par_5
inn15	<---	INNOVATION	1,109	,059	18,866	***	par_6
cap73	<---	DISTRIBUTION	1,000				
cap72	<---	DISTRIBUTION	,499	,298	1,672	***	par_7
cap35	<---	TEACHLEAD	1,000				
cap24	<---	TEACHLEAD	1,233	,073	16,815	***	par_8
cap23	<---	TEACHLEAD	1,049	,074	14,219	***	par_9
cap43	<---	STRATEGY	1,000				
cap32	<---	STRATEGY	,990	,114	8,713	***	par_10
cap31	<---	STRATEGY	1,019	,108	9,467	***	par_11
cap21	<---	STRATEGY	,954	,109	8,721	***	par_12
cap53	<---	PROMOTION	1,000				
cap52	<---	PROMOTION	,923	,067	13,770	***	par_13
cap65	<---	CUSTRELAT	1,000				
cap63	<---	CUSTRELAT	1,347	,270	4,986	***	par_14
cap62	<---	CUSTRELAT	,692	,140	4,942	***	par_15
cap54	<---	PROMOTION	,978	,060	16,256	***	par_44
cap55	<---	PROMOTION	,868	,052	16,791	***	par_45

Appendix 5.

Questionnaire

Уважаемый респондент,

Данный опрос проводится для изучения проблемы взаимосвязи маркетинговой и инновационной деятельности компаний в сфере IT. Цель исследования - показать, как маркетинговый потенциал повышает эффективность компании при внедрении инноваций и запуске новых продуктов.

Если вы работаете/являетесь руководителем в данной сфере, то Ваши ответы очень помогут моему исследованию!

Все данные будут использованы только в агрегированном виде и только в исследовательских целях. Прохождение опроса займет 5-7 минут.

Пожалуйста, отвечайте на вопросы так, как сделали бы до начала режима самоизоляции.

1. Ваш пол

- Женский
- Мужской

2. Ваш возраст

- 18-24
- 25-30
- 31-40
- 41-50
- 51+

3. Ваш уровень образования

- Среднее (неоконченное или оконченное)
- Среднее профессиональное (неоконченное или оконченное)
- Бакалавриат (неоконченное либо оконченное)
- Магистратура (неоконченное либо оконченное)
- МВА
- Другое:

4. Какую должность Вы занимаете в организации, которую Вы представляете?

- собственник бизнеса (совладелец)
- руководитель высшего звена (генеральный директор, заместитель генерального директора или иная аналогичная позиция)

- руководитель среднего звена (руководитель управления / подразделения / отдела)
 - не руководящий сотрудник
5. Какова численность сотрудников Вашей организации в настоящее время?
- до 15 человек
 - от 16 до 100 человек
 - от 101 до 500 человек
 - свыше 500
6. В течение какого периода времени Ваша компания осуществляет свою деятельность?
- менее 1 года
 - от 1 года включительно до 3 лет
 - от 3 лет включительно до 5 лет
 - от 5 лет включительно до 10 лет
 - от 10 и более лет
7. Сфера деятельности Вашей компании (пожалуйста, укажите основной вид деятельности компании):
- Разработка ПО
 - Разработка приложений
 - Консалтинг
 - Веб-разработка
 - Сервисы и услуги
 - Другое
8. Подразделение компании, которое Вы представляете:
- Российская компания, осуществляющая деятельность в РФ
 - Российская компания, осуществляющая деятельность за рубежом
 - Иностранная компания (филиал в РФ)
 - Иностранная компания, осуществляющая деятельность за рубежом
9. Укажите, пожалуйста, название Вашей компании
- _____
 - Предпочитаю остаться анонимным

#	Оцените, пожалуйста, степень своего согласия с приведенными утверждениями по шкале от 1 до 7, где 1 - совсем не согласен(-а) с высказыванием, 7 - полностью согласен(-а) с высказыванием.	Переменная	Шкала Лайкерта						
Marketing research									
1	Мы постоянно мониторим все возникающие рыночные тренды, статистику и изменения во внешней среде	cap11	1	2	3	4	5	6	7
2	Мы эффективно собираем, интерпретируем и быстро реагируем на релевантную маркетинговую информацию	cap12	1	2	3	4	5	6	7
3	Мы постоянно мониторим и детально анализируем своих конкурентов	cap13	1	2	3	4	5	6	7
4	Мы постоянно мониторим и детально анализируем своих потребителей	cap14	1	2	3	4	5	6	7
New product development									
5	Наши продакт-менеджеры проактивно управляют жизненным циклом продукта (эффективно планируют его)	cap21	1	2	3	4	5	6	7
6	Мы обновляем свои продуктовые линии минимум 1 раз в год	cap22	1	2	3	4	5	6	7
7	В целом топ-менеджеры моей фирмы предпочитают сильный акцент на НИОКР, технологическом лидерстве и инновациях	cap23	1	2	3	4	5	6	7
8	В отношении конкурентов наша компания первой инициирует ряд акций, на которые затем они реагируют	cap24	1	2	3	4	5	6	7
Capability to manage the market management functions									
9	У нас есть стратегическое понимание развития бизнеса на несколько лет вперед (на 2-3-5 и т.п.)	cap31	1	2	3	4	5	6	7
10	В компании имеется персонал, ответственный и регулярно реализующий маркетинговую активность различного рода	cap32	1	2	3	4	5	6	7
11	Мы постоянно контролируем эффективность исполнения планов маркетинга	cap33	1	2	3	4	5	6	7
12	Наши технологии продаж новых продуктов очень эффективны	cap34	1	2	3	4	5	6	7
13	Продукты/услуги нашей компании явно отличаются от предложений конкурентов	cap35	1	2	3	4	5	6	7
Pricing capabilities									
14	Наше ценовое предложение оптимально по соотношению требований клиентов и цены	cap41	1	2	3	4	5	6	7
15	Мы следим за тем, чтобы наша ценовая политика была привлекательной для потребителей	cap42	1	2	3	4	5	6	7
16	Мы реагируем на ценовую тактику конкурентов, используя инструменты ценообразования	cap43	1	2	3	4	5	6	7
Promotion and communication									
17	Мы успешно осуществляем политику маркетинговых коммуникаций с клиентами, используя офлайн-инструменты коммуникаций	cap51	1	2	3	4	5	6	7
18	Мы успешно используем онлайн маркетинг, включая социальные сети, для реализации маркетинговой активности	cap52	1	2	3	4	5	6	7
19	Для нашей компании каналы интернет маркетинга наиболее эффективны чем традиционные каналы маркетинга	cap53	1	2	3	4	5	6	7
20	Наши коммуникации с клиентами персонализированы, чтобы соответствовать профилям и поведению клиентов	cap54	1	2	3	4	5	6	7

21	Помимо технических характеристик нашей продукции, компания также акцентирует внимание на других преимуществах, предлагаемых клиентам	cap55	1	2	3	4	5	6	7
Customer service and relationship capabilities									
22	Мы постоянно проводим исследования и опросы в сфере удовлетворенности наших клиентов	cap61	1	2	3	4	5	6	7
23	Мы эффективно удерживаем клиентов (за счет высокого качества сервиса и клиентской поддержки, программ лояльности и т.п. – высокий уровень лояльности)	cap62	1	2	3	4	5	6	7
24	Мы имеем программы сервисной поддержки клиентов (колл-центр, клиентский отдел и т.п.)	cap63	1	2	3	4	5	6	7
25	Мы эффективно привлекаем клиентов (высокий уровень лидов, много клиентов в работе, большое количество обращений и т. п.)	cap64	1	2	3	4	5	6	7
26	Мы регулярно используем инструменты управления лояльностью клиентов (программы лояльности)	cap65	1	2	3	4	5	6	7
Distribution capabilities									
27	Мы эффективно управляем системой наших маркетинговых каналов (продажами и дистрибуция)	cap71	1	2	3	4	5	6	7
28	Мы прикладываем большие усилия, чтобы привлечь и удержать лучших дистрибьюторов / ритейлеров на текущем рынке	cap72	1	2	3	4	5	6	7
29	Мы следим, чтобы наши маркетинговые каналы соответствовали рыночным трендам и потребностям наших клиентов	cap73	1	2	3	4	5	6	7
Effectiveness of innovation and NPD									
30	Наши новые продукты/услуги развивают технологическую компетенцию компании	inn11	1	2	3	4	5	6	7
31	Мы выводим больше инноваций на рынок чем наши основные конкуренты	inn12	1	2	3	4	5	6	7
32	Наши новые продукты/услуги улучшают имидж нашей компании	inn13	1	2	3	4	5	6	7
33	Покупатели позитивно оценивают наши новые продукты/услуги	inn14	1	2	3	4	5	6	7
34	Обычно мы соблюдаем сроки разработки инновации и вывода ее на рынок	inn15	1	2	3	4	5	6	7
35	Наши новые продукты достигают плановых целей объема продаж	inn16	1	2	3	4	5	6	7
Company's performance									
(оцените, пожалуйста, эффективность вашей компании за последний год по сравнению с вашими конкурентами по следующим ключевым показателям)									
36	Рост рентабельности бизнес-единицы на текущем рынке (Business unit profitability)	perf1	1	2	3	4	5	6	7
37	Оцените вашу удовлетворенность рентабельностью инноваций за последний год (Оцените вашу удовлетворенность эффективностью инноваций за последний год (т.е. достигнуты ли KPI по установленным для компании показателям)	perf2	1	2	3	4	5	6	7
38	Рост объема продаж	perf3	1	2	3	4	5	6	7
39	Рост доли рынка на текущем рынке	perf4	1	2	3	4	5	6	7