

Orientación al mercado, capacidades empresariales y resultados en las PYMES de nueva creación

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Abstract

The literature review shows that the field of marketing and management had proposed different models which partially analyze the relationship between the following managerial capacities: Market Orientation (MO), Learning Orientation (LO), Entrepreneurial Orientation (EO), Innovativeness (I), and the Business Performance (BP). Furthermore, the existent models that consider these specific capacities have been tested mostly in established companies, rather than in new ventures. The study intended to cover this gap in the literature. The aforementioned rise of interest because new ventures faced great difficulties for their survival and development in their early stages. This research defined an integrate model composed of 203 new small companies in the hotel and restaurant industry using structural equation models.

The results gained with the proposed model represent a better understanding and a more appropriate model for the new ventures, rather than previous models, which focused on established companies. Moreover, the study showed that new ventures have a direct relationship between the OM, and I with BP. In addition, the study showed an indirect relationship between BP with OA and OE. However, in new ventures I is the connection between OA and OE with BP. The study confirmed that if new ventures, like the established ones, use objective scales to measure the association between managerial capacities and their BP, the relationship coefficients are lower than using subjective scales. The research also proved that the environmental dynamism control variable increments the relationship between OM-BP. Furthermore, If the variable company size is controlled, the study found that new ventures can reach higher levels of OM, independently of the company's size. Finally, the strategic type control variable showed that the relationship between I-BP grows in companies of a prospector-analyzer type, compared to those with a defender-reactor type. This series of analyzes proved that marketing is directly connected to the success of small businesses start-ups.