



## Business Portfolio Expansion of SMEs in Agribusiness in Rivers State: Influence of Dynamic Marketing Capabilities

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**Abstract:** *The power of dynamic marketing capabilities (DMC) to explain business portfolio expansion of agribusiness-based SMEs in Rivers State was assessed in this study. The study looked at DMC in terms of market-sensing, opportunity-seizing, customer-bonding and channel-linking capabilities, while business portfolio expansion was treated unidimensionally. An explanatory research design was adopted. Data for the study was collected via cross-sectional survey, using structured questionnaire. Validity and reliability of the questionnaire was ascertained using exploratory factor analysis and Cronbach's Alpha test respectively. 90 SMEs in agribusiness were surveyed. However, after data cleaning, data collected from 77 respondents was used in the final analyses. Multiple regression analysis was the test statistic used, and was facilitated by the Statistical Package for Social Science (SPSS) version 24.0. The results indicate that DMC have strong positive influence on business portfolio expansion of agribusiness-based SMEs in Rivers State; and that ability to seize opportunity has the strongest influence on BPE among the studied population. The study concludes that DMC (opportunity-seizing, customer-bonding, channel-linking and market-sensing capabilities) inform business portfolio expansion of agribusiness-based SMEs in Rivers State; and recommends that agro-based SMEs in Rivers State that seek business portfolio expansion should acquire or develop and deploy opportunity-seizing, customer-bonding, channel-linking and market-sensing capabilities to enhance their ability to identify, assess and invest in viable business opportunities; as well as build close-knit relationship with customers and alliances with channel members.*

**Keywords:** Business portfolio expansion, channel-linking capability, customer-bonding, market-sensing capability, opportunity-seizing capability

### Introduction

Universally, small-scale and medium-scale enterprises (SMEs) are considered the engine of economic growth and equitable development of societies. They stimulate economic growth, by promoting innovation, generating employment, increasing national output, fostering entrepreneurship, promoting export and enhancing prosperity (European Investment Bank, 2011). Nations leverage SMEs to revive or strengthen their economies. It is thus imperative that this category of firms is studied, especially, with respect to how they emerge, stabilize and grow over time; as well as the catalysts for their growth. This will help to unravel the resources and capabilities that enhance their ability to figure out threats and opportunities in the environment, respond or adapt to environmental disturbances, and achieve improved business performance (Min & Kim, 2022).

The need to study SMEs in Nigeria is amplified by the jolts the nation's economy has gone through since 2015. First was the recession in 2015 which was triggered by change in political leadership of the country, and the

uncertainty that enveloped the country for some months. Second was recession orchestrated by the shuttering of economic activities for two quarters of 2020, with a view to curbing the spread of Covid-19. Businesses, especially SMEs have really been in turbulent waters. Most suffered and are still struggling to regain their stability. However, some (including SMEs) functioned seamlessly, and even witnessed remarkable growth (Ateke & Nwulu, 2021). They did not experience roiled plans or truncated ambitions.

Ebenuwa (2022) provides that long-term survival and sustainability is a feat sought by businesses. However, a key area of contested claims among scholars and business practitioners is the explanation of performance differentials among firms (Cyfert et al., 2021). Businesses frequently fail to achieve desired or expected level of performance. Ateke and Amangala (2020) posits that some businesses shutter in their first five years of operation; though others surmount all odds, and grow and flourish. The distinguishing factors between the "successes" from the "failures" is the dynamic marketing



capabilities (DMC) in the one, and which may be lacking in the other (Ateke & Nwulu, 2021). Ateke and Nwulu (2021), Cirjevskis (2019), Alharbi and Wang (2016) among other scholars, report that DMC inform company adaptability, strategy development, innovativeness and organizational performance. Consequently, this study elects to probe the power of DMC to influence business portfolio expansion (BPE) of SMEs in agribusiness in Rivers State.

### **Concept of Dynamic Marketing Capabilities**

Bruni and Verona (2009) are credited with the development of the concept of DMC, having pioneered the extension of dynamic capabilities (Teece & Pisano, 1994) to marketing discourses (Ateke & Nwulu, 2021). Bruni and Verona (2009) initially constructed DMC as “human and social capital, as well as managers’ cognition that create, integrate and employ market knowledge and marketing resources to respond to, or instigate change. In this, DMC enable the development, integration and use of market(ing) knowledge; being a combination of networked resources, processes and practices that amplify a firm’s proficiency to undertake in desired market and marketing-related activities or adjust to disruptive market conditions (Kamboj & Rahman, 2015). DMC is thus, hard and soft marketing resources and competences that enable firms build, combine and utilize market(ing) knowledge that promote innovativeness and resilience (Bruni & Verona, 2009); adaptability (Ateke & Nwulu, 2021) and competitiveness (Hoque et al., 2020; Cirjevskis, 2019). Helfat and Winter (2011) suggests that DMC constitute evolving competences and resources that enable managers create, (re)combine, and (re)configure marketing operations over time.

DMC enhance firms’ competitiveness through effective delivery of superior customer value; leveraging of resources, bonding with customers; and improving performance in collaborative alliances (Konwar et al., 2017). Thus, DMC is anchored on the notion that resources and competences accumulated by firms allow them to refocus assets or reconfigure structures and processes in response to environmental shifts (Ateke & Nwulu, 2021; Takahashi et al., 2016). To earn competitive advantage and achieve healthy business outcomes in today’s highly competitive and volatile global business arena, firms must develop and adeptly deploy DMC to respond to threats or exploit opportunities more effectively (Hoque et al., 2020).

DMC is a multidimensional construct. Day (1994) identify market-sensing capability, customer-linking capability and channel-bonding capability as its dimensions. Danneels (2002, as cited in Ateke & Nwulu, 2021) highlighted customer-oriented capabilities and second-order customer competences as dimensions of DMC. To Teece (2012) dimensions of DMC include ability to sense opportunities, seize opportunities and reconfigure resources. Others, such as Susanto (2019, Helfat and Winter (2011) and Morgan et al. (2009) canvass market(ing) research, innovation, customer relationship management, marketing channel management; supply chain management, and marketing communication capabilities as aspects of DMC. In this study however, we adopt market-sensing, customer-linking, channel-bonding and opportunity seizing capabilities as dimensions of DMC.

### **Market-sensing capability**

Market-sensing capability describes systematic and anticipatory ability of firms, to collect and utilize market intelligence, in order to continuously identify and respond to changing market conditions (Day, 1994). Ability to figure out conditions in the market, and competence to modify products, redesign processes, and review embedded practices or strategies so as to remain focused and relevant is an ongoing challenge in business. Thus, Takahashi et al. (2016) opines that companies monitor their operating environment to notice occurrences that can be exploited; and threats that must be circumvented. Market-sensing capability also represents processes and activities of companies that enable the acquisition, interpretation of market information upon which marketing action can be based. Firms’ ability to anticipate and respond appropriately to market conditions is however, premised on their capacity to sense change and smartly (re)organize marketing operations to enhance their growth, make them more robust; and enable them escape extinction (Ateke & Harry, 2021).

Quickened advances in technology, fluid preferences of customers, rapid globalization and increasing global health concerns have orchestrated dramatic changes and heightened the complexity of the marketing milieu (Ateke & Harry, 2021). Firms’ ability to correctly detect existing or evolving conditions that impinge or could impinge their operations is what market-sensing capability addresses. Market-sensing capability enhances firms’ dexterity in identifying underserved and unsatisfied market segments; ineffective offerings of competitors’ or channels through which to route offerings (Alharbi &



Wang, 2016). Additionally, strong market-sensing capability enable firms identify customer segments that are not price-sensitive, and provide insights into “non-price value” that contribute to company success (Alharbi & Wang, 2016).

Market-sensing capability enable firms identify, explore and interpret market intelligence; and stay abreast with market conditions (Ateke & Nwulu, 2021; Mama & Onuoha, 2020). It is basically an anticipatory posture and mind-set that (Lindblom et al., 2008) that support firms’ effort to close information gaps regarding shifts in environmental conditions. Ability to sense market conditions also offer firms with information about the market (Mama & Onuoha, 2020), which in turn allow firms circumvent threats or create opportunities out of seeming threats (Lindblom et al., 2008). The foregoing suggests that a company’s ability to sense market conditions in the market will influence the BPE. However, for the purpose of statistical examination and interpretation, we hypothesizes that:

**Ho<sub>1</sub>:** Market-sensing capability has no significant influence on BPE of SMEs in agribusiness in Rivers State.

### **Opportunity-seizing capability**

To explore, assess, select and invest in current or anticipated trends, events or conditions that hold the potential result in profitable growth and sustainability of a business is the purview of opportunity-sensing. Wagner et al. (2017) suggests that businesses react to opportunities by introducing new products, developing new markets or creating new distribution channels. Thus Min and Kim (2022) and Tempelmayr et al. (2019) explain opportunity-seizing capability as companies’ expertise or proficiency to match their activities or operations in way that enables them choose adequate appropriate models and actions designed to take exploit sensed opportunities.

The competitiveness of companies depend on their ability to seize market opportunities. This is more so, given today’s unpredictable and disruptive operating environment with shifting opportunities. Firms with robust capacity to seize opportunities can enhance their visibility and market power; and improve their chances of creating and delivering superior value to customer (Ateke & Dida, 2017). Figuring out market opportunities and taking advantage of them demand that firms possess peculiar skills that help them execute processes and strategies (Min & Kim, 2022).

A firm’s decisions are frequently influenced current or emerging opportunities that can be exploited (Popadiuk et al., 2018). So, to seize opportunities means, to exploit events, trends and conditions that provide profitable undertaking, such as refining products and markets and improving internal processes and external interfaces to achieve scale economies, optimal resource utilization. Hence, the study hypothesizes that:

**Ho<sub>2</sub>:** Ability to seize market opportunities has no significant influence on BPE of SMEs in agribusiness in Rivers State.

### **Customer-bonding capability**

Customer-bonding capability represents companies’ capacity to, and expertise in creating and managing close relationships with customers. It represents firms’ competences in creating and managing close-knit customer relationships; and is a key market-based resource that drives business performance. Customer-bonding capability has attracted increased importance as buyer-seller interfaces continue to transform from traditional adversarial bargaining aimed at achieving best possible benefit from individual transactions to a focus on closer collaborative relationships based on heightened coordination, participation in joint programmes, and close communication (Ateke & Amangala, 2020). The steady rise in attention to close-knit seller-buyer relationship are sequel to calls by scholars for firms to “develop rapport with customers, focus on customers, bond more intensely with customers, get intimate with customers, know customers, put customers first, own customers or create customers” (Ateke, 2020; Amit & Schoemaker, 1993); which are all anchored on the marketing concept as a guiding business philosophy.

Customer-bonding capability constitute essential market-based asset that endow firms with a loyal customer-base; improved competitive advantage (Evanschitzky et al., 2006). Customer retention which results from loyalty is an attraction for businesses because it enhances profitability (Buttle & Ang, 2006) through increased frequency and volume of purchase and referrals. Also, costs of maintaining relationships and replacing customers fall as buyers and sellers become more intimate and gain knowledge about one another. In addition, customers that have been retained are less sensitive to price (Buttle & Ang, 2006). All these benefits make customer-bonding capability essential to firms. Bonding with customers is central to customer relationship management because it orchestrate long-term relationships (Wendelin, 2011).



Firms' ability to bond with customers is recognized as a fundamental determinant of success in business (Udayana et al., 2021). Haj and Lin (2016) opine that internal processes, practices and structures in a firm that enforce or promote friendly customer-firm interactions and relationships are essential to marketing performance improvement. Business growth in the context of a growing and diversified customer-base, extended business portfolios and profitability is the anchorage of the sustainability of SMEs. The realization of business growth is however guaranteed when the firm studiously develops and maintains mutually profitable relationships with customers. Udayana et al. (2021) states that relational capital support and enhances marketing performance. Lee et al. (2019) submit that strong relational bonds with customers constitute valuable asset for firms. Creating and expanding relationship with customers is essential to business growth. It is thus obligatory for firms to establish and grow relations with customers (Mostert et al., 2017).

Marketing theorists and practitioners agree that the growth and survival of a firm is hinged on developing good relationships. Customer-bonding capacity provides a feasible path to developing and extending the firm's customers-base to support and improve business growth and wealth (Evanschitzky et al., 2006). Hence, customer-bonding capacity is valuable and strategic to boosting financial and non-financial performance of organization; it creates better shareholder value through cultivation of enduring relationships and expansion of same with key customers. Consequently, we hypothesize as follows:

**H<sub>03</sub>:** Customer-bonding capability has no significant influence on BPE of SMEs in agribusiness in Rivers State.

### **Channel-Linking Capability**

Channel-linking capability describes firms' competences that results in competitive advantage through successful incorporation and management of channels and channel participants (Ateke & Nwokah, 2022; Inan & Kop, 2018). Channel-linking capability also addresses procedure and practices that empower companies to build, nurture and strengthen alliances with channel intermediaries. Firms often require competent distribution channels that are adaptable to changing customers' needs; resilient enough to deliver channel objectives; and help them stay connected and engaged with customers on different platforms (Ateke & Nwokah, 2022). Channel-linking capability enables firms sway channel members to stock

and give maximum exposure to their products; and drive business performance.

Today's customers have access to a wide array of (product and channel) choices; hence, they expect more than just products from firms. Indeed, today's operating milieu empower buyers make choice of products that they believe, can meet their requirements in terms of features and the accessibility, availability and after-sale services associated with the products (Inan & Kop, 2018). This constitute a change that has heightened customers' expectation and has made competition more intense. It has also tasked firms to seek increased collaboration with channel intermediaries who are relied upon as partners in delivering customer value. Also, as the contributions of various marketing operations to business performance come under scrutiny (Udayana et al., 2021); channel linking capability becomes indispensable to firms in lieu its link to strong channel relationships that promote the visibility, accessibility and availability of products.

Behan and Lamoureux (2015) emphasize that the success of manufacturers is anchored on the effective efficiency of flow of their products in the market; while Mehta et al. (2002) maintained that a company's market performance is mostly determined by its channel relationship management competences, as channel members play prominent roles in facilitating the movement of products and on company profitability. Hence, ability to bond with channel-members enhance sales performance, protect brand value; enable vendors sell at a premium and leverage cross-selling and up-selling opportunities (Behan & Lamoureux, 2015). Additionally, sophisticated channel-linking capability encourages vendors to extend their visibility to products and prevent diversion and risk of gray markets; it boosts post-sales service and support; helps with price control, creation and maintenance of customer loyalty and protects investment (Ntale, 2016). Furthermore, Balocco et al. (2012) suggests that superior channel-linking capability finds usefulness in enabling strategic change and in business model redefinition.

The foregoing demonstrates that channel-linking capability constitutes a driver of business performance, and will therefore, be associated with BPE. However, our need to subject this conjecture to statistical examination and interpretation prompt the formulation of the following null hypothesis:

**H<sub>04</sub>:** Channel-linking capability does not have significant influence on BPE of SMEs in agribusiness in Rivers State.



## Materials and Methods

This study examined the influence of DMC on BPE of agribusiness-based SMEs. The study adopted a pragmatist approach, which allows a researcher to focus on a research problem; rather than being circumscribed to methods (Creswell & Creswell, 2017). An explanatory research design was adopted. The study used structured questionnaire to collect in a cross-sectional survey, and primary data in a natural setting. The population of the study consists SMEs in agribusiness (90) in Rivers State. A census was done in lieu of manageable size of the population. The decision to take a census was also influenced by the view that a larger sample size takes a researcher closer to reality. Purposive sampling was used to arrive at the respondents because it eases accessibility to test units (Collis & Hussey, 2009). The questionnaire used to collect primary data was test for validity (face, content and construct validity). The former (face validity) was ascertained by academic experts in marketing, organizational studies, and measurement and evaluation; as well as industry practitioners with expertise in the subject of the study. The intermediate (content validity) was established by virtue of the fact that the scales of measurement were derived from instruments used by other researchers; while the later (construct validity) was determined using the exploratory factor analysis. A summary of the results of test of construct validity is presented in Table 1.

**Table 1: Summary of Results of Test of Validity**

Variables/Dimensions	Number of Items	Factor Loadings
<b>Predictor Variable</b>	<b>Dynamic Marketing Capabilities</b>	
	Market-sensing capability	0.750
	Opportunity-seizing capability	0.926
	Customer-bonding capability	0.779
	Channel-linking capability	0.985
<b>Criterion Variable</b>	<b>Business portfolio expansion</b>	0.960

Source: SPSS output of data analysis on dynamic marketing capabilities and business portfolio expansion of SMEs in agribusiness (2022).

The results of Exploratory Factor Analysis (EFA) conducted to establish the construct validity of the instrument is displayed in Table 1. The results demonstrate multicollinearity, as each of the variables in the study posted high factor loadings. The meaning of the results is that all the items adequately measured the phenomenon they purport measure.

The Cronbach's Alpha test was conducted to determine the reliability of the instrument. The test was done with a

threshold of 0.70 set by Nunally (1978). A summary of the results is presented in Table 2.

**Table 2: Summary of Results of Test of Reliability**

Variables	Dimensions	No. of Items	Cronbach's Alpha Coefficient
<b>Predictor variable</b>	<b>Dynamic Marketing Capabilities</b>		
	Market-sensing capability	8	0.980
	Opportunity-seizing capability	8	0.950
	Customer-bonding capability	8	0.970
	Channel-linking capability	8	0.935
<b>Criterion variable</b>	<b>Business portfolio expansion</b>	8	0.950

Source: SPSS output of data analysis on dynamic marketing capabilities and business portfolio expansion of SMEs in agribusiness (2022).

The results of the test reliability as displayed in Table 2 indicates that all the variables scored Cronbach's alpha coefficient, surpassing the minimum threshold of 0.70. This shows that the instrument meet the required standard of precision and clarity. Thus, the instrument can be seen to address the issues in focus. It can be deemed an adequate instrument that is capable of producing similar results, if used repeated by different researchers.

To test the strength and direction of influence of proxies of DMC on BPE, the multiple regression statistic was employed. 77 copies of retrieved questionnaire generated the data analyzed. Data analyses was facilitated by version 24.0 of the Statistical Package for the Social Sciences (SPSS).

## Results and Interpretation

**Table 3: Model Summary of influence of dimensions of DMC on business portfolio expansion**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of the Estimate
1	.819 <sup>a</sup>	.845	.836	2.795

a. Predictors: (Constant), Channel-linking capability, Market-sensing capability, Customer-bonding capability, Opportunity-seizing capability

Source: SPSS output of data analysis on dynamic marketing capabilities and business portfolio expansion of SMEs in agribusiness (2022).

Table 3 indicates that the regression coefficient is 0.819 which means, market-sensing capability, opportunity-seizing capability, customer-bonding capability and channel-linking capability have very strong positive influence on BPE. Also, the coefficient of determination (R<sup>2</sup>) is 0.845, indicating that approximately 85% of variations in BPE is occasioned by DMC through market-sensing capability, opportunity-seizing capability, customer-bonding capability and channel-linking capability, while the remaining 15% is attributable to the influence of external variables not included in the model.



**Table 4: ANOVA<sup>a</sup> of influence of dimensions of DMC on business portfolio expansion**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	3062.021	4	765.505	97.985	.000 <sup>b</sup>
Residual	562.498	72	7.812		
Total	3624.519	76			

a. Dependent Variable: Business portfolio expansion  
 b. Predictors: (Constant), Channel-linking capability, Market-sensing capability, Customer-bonding capability, Opportunity-seizing capability

Source: SPSS output of data analysis on dynamic marketing capabilities and business portfolio expansion of SMEs in agribusiness (2022).

Table 4 shows that the result is statistically significant, based on the probability value of 0.000 produced by the test; and which is less than the critical value of 0.01  $F(4, 72) = 97.985$ ,  $p < 0.01$ ,  $R^2 = 0.845$ . This means that, market-sensing capability, opportunity-seizing capability, customer-bonding capability and channel-linking capability significantly influence BPE.

**Table 5: Coefficients<sup>a</sup> of influence of dimensions of DMC on business portfolio expansion**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.270	1.721		.738	.463
Market-sensing capability	.010	.068	-.012	-.143	.007
Opportunity-seizing capability	.570	.154	.565	3.691	.000
Customer-bonding capability	.241	.097	.288	2.484	.010
Channel-linking capability	.157	.198	.150	.791	.001

a. Dependent Variable: Business portfolio expansion

Source: SPSS output of data analysis on dynamic marketing capabilities and business portfolio expansion of SMEs in agribusiness (2022).

Table 5 shows the unstandardized coefficients indicating how much change in the dependent variable (BPE) is attributable to dimensions of DMC. The Table shows that a unit increase in market-sensing capability results in about 0.010 increase in BPE. The Table also shows that a unit increase in opportunity-seizing capability results in about 0.570 increase in BPE. In addition, Table 5 shows that a unit increase in customer-bonding capability results in about 0.241 increase in BPE; while a unit increase in channel-linking capability results in about 0.157 increase in BPE. The probability values produced by all the tests are  $< 0.01$  which means market-sensing capability, opportunity-seizing capability, customer-bonding capability and channel-linking capability have statistically significant influence on BPE of SMEs in agribusiness in Rivers State. The results also show that

opportunity-seizing capability has the strongest influence on BPE.

### Discussion of Findings

This study examined the influence of DMC on BPE of SMEs in agribusiness in Rivers State. Based on the results of the statistical analyses conducted, the study observed that DMC have strong positive influence on BPE of SMEs in agribusiness, through market-sensing, opportunity-seizing, customer-bonding and channel-linking capabilities. The study also observed that opportunity-seizing capability had the strongest influence on BPE.

The findings suggests that BPE by SMEs in agribusiness in Rivers State is mostly influenced by the capacity to seize opportunities. The findings are in alignment with the assertion of Kamboj and Rahman (2015) that DMC enhance firms' capacity to develop, integrate and release market(ing) knowledge; and amplify their capacity to engage in desired marketing activities or respond to changing conditions in the market; and support the view that hard and soft marketing resources and competences developed, combined and deployed by firms helps them become more innovative, resilient, adaptive and competitive (Ateke & Nwulu, 2021; Hoque et al., 2020; Cirjevskis, 2019).

The current findings also aligns with the position that DMC help companies to envisage and react appropriately to conditions in the market, in order to achieve sustained growth and robustness and escape extinction (Ateke & Harry, 2021). The position of Alharbi and Wang (2016) that market-sensing capability as a DMC enhances firms' dexterity in identifying underserved and unsatisfied market segments; ineffective offerings of competitors' or channels through which to route offerings is also supported by the findings of the current study. In addition, our findings align with the position that ability of firms to seize market opportunities enable firms exploit opportunities using new products and selecting or inventing models that define how and when they can invest.

Furthermore, the findings of this study lend credence to the argument of Ateke and Nwulu (2021) that DMC boosts the capacity of a company to refine products and markets and (re)configure internal processes to achieve economies of scale and efficiently combine assets to create newer sources of revenue; and the postulation that business growth measured in terms of a growing and diversified customer-base, extended business portfolios



and profitability, which drives sustainability of SMEs, is realized when firms develop and nurture mutually profitable relationships with customers (Udayana et al., 2021) through customer-linking capability, which is an aspect of DMC.

### Conclusion and Recommendations

Contemporary firms encounter remarkable disturbances and disruptions in their operations. These shocks may be orchestrated by pressure from competitors, advances in technology, global health concerns, etc., and may create both opportunities threats, depending on the perspective of operators of firms and the resources they possess and could utilize to respond to shifts in market conditions. Firms, especially SMEs, identify innovative ways to obtain, combine, and use resources to align their operations prevailing conditions in the environment; and also select and invest in business interests that promises to confer improved business performance.

Firms' efforts at BPE frequently result in developing new markets, developing and launching new products, integrating other value chain participants, or expanding into other geographical areas. However, the capacity of SMEs to expand business portfolios is enhanced by their ability to identify and assess current and emerging opportunities and invest in them, with a view to increasing or diversifying their revenue streams. The possession and adept deployment of DMC is argued to escalate firms' ability to identify, assess and invest in business interests with a view to expanding business portfolios within and across industries.

This study examined the influence of DMC on BPE of SMEs in agribusiness in Rivers State. The results of the statistical analyses show that DMC in the form of market-sensing capability, opportunity seizing capability, customer-linking capability and channel-bonding capability influence BPE. The results also show that opportunity-seizing capability has the most influence on BPE, followed by customer-bonding capability and channel-linking capability. Market-sensing capability posts the least influence on BPE. Based on these results and the discussion of findings, which situated the results within extant literature, the study concludes that DMC have strong and statistically significant influence on BPE of SMEs in agribusiness; and recommends that SMEs in agribusiness in Rivers State that seek success in BPE should acquire or develop and deploy DMC like opportunity-seizing capability, customer-bonding capability, channel-linking capability and market-sensing

capability to enhance their ability to identify and assess and invest in viable business opportunities; as well as build close-knit relationship with customers and alliances with channel members.

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