

ABSTRACT

In today's global market, small businesses must have strong marketing capabilities to compete internationally. However, past research shows mixed results on whether International Marketing Capability (IMC) directly improves export performance. This study aims to explore whether Distribution Channel Integration (DCI) can act as a bridge to strengthen the relationship between IMC and export performance among SMEs in Indonesia.

This research uses a quantitative method with Partial Least Squares Structural Equation Modeling (PLS-SEM) and data from 106 MSME owners involved in export activities. The analysis shows that IMC has a positive effect on DCI, and DCI significantly affects both Competitive Aggressiveness and Export Performance. The results also confirm that DCI partially mediates the link between IMC and export performance.

Theoretically, this study supports the Resource-Based View (RBV) by showing how internal capabilities like IMC, combined with strong distribution integration, improve export results. For business owners and policymakers, the findings highlight the importance of building integrated distribution systems to support international marketing efforts and enhance export competitiveness.

Keywords: *Distribution Channel Integration, Export Performances, SMEs, Resource-Based View, PLS-SEM.*