

Entrepreneurial Market Orientation Relationship to Performance - Cameroon SME Perspective

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ABSTRACT

The aim of this research is to explore Cameroon Small Medium Enterprise (SMEs) internationalization performance (IP) at the standpoint of tactical market orientation (MO) moderating on entrepreneurial interacting or networking (NT). It make evident the linking meaning of tactical market alignments and NT contained by the background of 'what' and 'how' are the foundations of theoretical structure that are suitably to designate the principal concepts.

This exploration embraces a quantifiable method using multi-linear regression from 51 appraised Cameroonian SME's resulting from authorized citation of Cameroon SMEs book commercial reference book 6th edition. The theoretical structure was resituated and constructed on the point of view that MO donated considerably to SMEs intercontinental enactments with the existence of NT.

The discoveries exposed varied outcomes with the crossing point of market MO and NT (MONT) established meaningfully affirmative connection while MO unaccompanied revealed positive but low correlation in spite of exhibiting substantial on IP. The results entail the conglomerates effects of great market-network/ moderate-entrepreneurship alignment structures are supreme necessary internationalize fundamental circumstance for an unindustrialized market setting such as in the Cameroon setting.

This investigation has merely been piloted based on cross-sectional revision. Consequently, forthcoming investigation should transmit towards this track of

exploration by following longitudinal qualitative findings in order to improve further understandings.

Keywords: Small medium enterprises, Market orientation, Networking, International Performance, Cameroon.

ÖZ

Bu çalışmanın amacı Kamerun'daki Küçük ve Orta Boy İşletmelerin (KOBİ) taktiksel pazar odaklılık ile girişimcilik veya ağ oluşturma boyutlarının uluslararası faaliyet performanslarına etkisini incelemektir. Taktiksel pazar uygulamalarının ve ağ oluşturma boyutlarının teorik yapıya uygun olduğu da bu çalışma ile desteklenmiştir.

Araştırmadaki bulgular çoklu regresyon ile incelenmiş ve kavramsal modeldeki faktörler analiz edilmiştir. Araştırmamızın örneğini oluşturan 51 KOBİ, Kamerun KOBİ listesinden seçilmiştir. Pazar odaklılık kavramı ile uluslararası ağ oluşumuna dayanarak teorik yapı oluşturulmuştur. Ağ oluşturulması kavramsal modelimizde moderator olarak ele alınmış ve KOBİ'lerin kıtalar arası faaliyetlerinde etkin olacağı ortaya konmuştur.

Araştırma sonucunda elde edilen bulgular pazar odaklı olma ile ağ oluşturma KOBİ'lerin uluslararasılaşmasına olumlu etkisi olduğu sonucuna varılmıştır.

Anahtar Kelimeler: Küçük ve Orta Boy İşletmeler, Pazar odaklılık, Ağ oluşturma, Uluslararası Performans, Kamerun

*I dedicate this work to God Almighty, Mr. and Mrs. Eko
and my beloved husband*

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LIST OF ABBREVIATIONS

CEMAC	Communauté économique et monétaire de l'Afrique centrale
ECCs	E-Commerce Corporations
EO	Entrepreneurial Orientation
IP	Internationalized Performance
MO	Market Orientation
NT	Networking
RBV	Resource-Based View
SMEs	Small and Medium size Enterprises
SPSS	Statistical Package for Social Science

Chapter 1

INTRODUCTION

Growth of medium-sized and small companies is renowned as central to country's trade and industry growth, and also the future good of the nation. As per part of development, the necessity for efficacious intercontinental market enlargement is predominantly severe for small and medium-sized companies chasing niche approach from a partial national market.

The collected works on the intercontinental market enlargement resourcefulness of entrepreneurial companies is rather partial and pretty unreliable in its judgments. Considerably investigation single-mindedness on matters linking to the export enactment of small companies, by means of works on risk-taking organizations' internationalization partial to the examining work of Coviello and Munro, (1997). Geographical enlargement is one of the supreme imperative lanes for corporation development. It is a predominantly imperative growth approach for SMEs whose corporate scope has been in nature narrowed (Barringer and Greening, 1998). By enlargement client cores through getting into new markets, corporations are capable to accomplish a higher capacity of production, and grow. Furthermore, there are dissimilarities in market circumstances transversely diverse geographic regions. By leveraging means or resources in diverse markets, corporations are in a position to get the most out of market deficiencies and accomplish greater proceeds on their means or resources. Preferably or far ahead, in the quest of evolution and/or greater

proceed to means or resources; SMEs will embrace a geographical enlargement tactic to chase new prospects to control core competences through a wide-ranging range of markets (Zahra, Ireland, and Hitt, 2000). Although getting bigger into new geographical markets brings an imperative prospect for progress and value formation, the putting into practice this type of a policy comprises numerous exceptional trials in tally to the communal ones accompanying with the native progress of SMEs. Numerous of the trials are distinctive of the complications accompanying with the obligations of extraneousness (Hymer, 2976) and novelty (Stinchcombe, 1965), if the viewed markets are divergent to the novel markets, and if novel affiliates are reputable.

In this epoch of merging nations, many corporations will preferably or later participate intercontinental. Entirely business undertakers need to be cognizant of the consequences of this development when handling a local company or a cosmopolitan corporation. In the instance of Cameroon, the application of the Free Trade Area (CEMAC) deducted importation blockades such as import tariffs, ranging from 5% to 10%. Formerly endangered baby manufacturing sectors no more getting fortification from straight rivalry with overseas fabricators within CEMAC. For that reason, native corporations that concentrate their trade in the local market are mandatory to be intercontinental modest and to take part in intercontinental commerce. The worldwide business environment currently extents every place of the world, and globalization now encompasses not only the gigantic conglomerates on the other hand also numerous medium-sized and small -sized corporations. The internationalization practice of Small and Medium-sized enterprises (SMEs) from a

linkage standpoint has been well examined in the history (see Axelsson and Johnson, 199; Johnson and Mattson, 1988; Ellis, 2000).

The idea of going international procedure of SMEs as of this standpoint give the impression that is a suitable conception promising to overwhelmed the difficulties of incomplete facilities, skills, and trustworthiness (Lu and Beamish, 2001). Current system of linkage w appeared in midst of corporations includes ECCs which means e-commerce corporations on the Internet.

These establishments look like network establishments in the system of a codependent alliance of undertaking or skill-specialized units (Singh and Kundu, 2002; Achrol and Kotler, 1999), which can outcome in them in advance, assured merits. In the interior the former epoch, the hypothetical dispute on intercontinental has focused to explicit structures of minor corporations' determination to institute an over-all principle (Julien, 1994, in De Chiara and Minguzzi, 2002).

Growing by intercontinental divergence is a significant tactical preference for in cooperation large and small corporations. In the course of current years, a substantial enlargement in the interior the wide-ranging internationalization development has been the progressively more vigorous protagonist played by small and medium-sized corporation in intercontinental markets (Oviatt and McDougall, 1994, 1999). The internationalization of small and medium-sized corporation can be anticipated to improve additional impetus because the world business environment is becoming progressively reputation of the internationalization marvel has took the attention of academics in tactical administration, intercontinental corporate and entrepreneurship.

For academics in the approach and intercontinental corporate regions, intercontinental divergence is an outmoded sphere; nevertheless the concentration has been on outsized, well reputable corporations (McDougall and Oviatt, 1996).

For entrepreneurship academics, small and medium-sized corporation have been a crucial attention, even though entering new topographical markets has for all intents and purposes been observed as a performance of entrepreneurship (Lumpkin and Dess, 1996; Burgelman, 1983; Barringer and Greening, 1998).

This investigation first scrutinizes the acute risk-taking features and tactical MO wedged on SMEs internationalization procedure. It supplementary acknowledged the noteworthy liaison of the tactical market positioning on corporations' performance by amalgamated interacting as the mediator. Perceiving that numerous ancient intercontinental risk-taking investigation relating to tactical alignments were mostly emphasis on western sceneries grounded on advanced economic atmosphere and somewhat very slight investigation portrays strategic orientations contained by the framework of developing economies atmosphere (Slater and Narvar, 1994; Jaworski and Kohli, 1993). This has reinforces the prominence of pragmatic investigation of the conceptions protracted yonder limitations such as from Asia-pacific standpoint (; Kwon and Hu, 2000; Chan and Ellis, 1998). Therefore, this paper decides on Cameroonian SME's scenery as its crucial risk-taking emphasis and similar occurrence piloted a pragmatic investigation scrutinized the liaison in the middle of NT and Tactical market alignments beneath the emerging economic atmospheres. The setting of this writing concentrate on fundamental risk-taking activities in the midst of Cameroonian SME's as these SME's are noteworthy in the direction of

nationwide social economic structure. Therefore, this pragmatic investigation bequeath to the current writings in the method of lean-to studies from prevailing academic background of tactical market alignments in less develop countries. This exploration implemented multi-dimensional tactic by pragmatically verified the homological network of Strategic alignments link MO, NT and subsequently linking to corporation's enactment. The effects aid uncovered consequences and responded crucial investigation intention about the magnitude and the substantial of MO hypotheses and interacting in relative to structural performance. Likewise, numerous academics tense the acute part of MO imperative marketing conception and suggest treasured evidence outcome on the complete promotion deeds.

Certainly, MO has fetched in acute paraphernalia on commercial performance as revealed by its dominance positioning from tactical orientation stance (Kirca et al., 2005; Hult and Ketchen, 2001). Nonetheless, certain academics have articulated with arrangement on MO, it supposed MO it 'sent the lone feasible tactical alignment constituent that can impact corporation's modest advantage and performance (Noble et al., 2002; Fritz, 1996; Hult and Ketchen, 2001). Interacting on the other side has continuously been renowned as an acute helpful resource instrument that heightened SMEs risk-taking competence in the direction of realizing its internationalization objective notwithstanding of having its restrictions on means (McNamee et al., 2000). Hereafter, as a result look like that with the current of closer liaison occurs concerning tactical market alignments and interacting, the further certainly substantial impacts will be revealed on corporations' performance.

Consequently, interacting could conveyed the conglomerate effects with other tactical alignments that aid heightened corporation's resource competences amassed as fragment of the imperative alignment asset as reveal in this writing. This pragmatic investigation first surveyed Cameroonian SMEs internationalization enactments centered on the theoretical structure incriminating MO as an imperative linked resource scopes (Miles and Arnold, 1991; Atuahene –Gima and Ko, 2001). Interacting in this study executed the starring role as mediator. Hereafter, we brought out with the resulting investigation suggestion: To scrutinize the integrative impact of NT and liaison among MO on corporation's enactment. The products from this inquiry revealed with diverse outcomes in which constellation influence of MO and NT have validated with optimistic enactment liaison as contrasting MO which displayed something else. Accordingly, it postulates that IP on corporation's enactment among Cameroonian SME's had produced with unlike standpoint notwithstanding being replicated with parallel academic context embraced from the industrialized countries. The continuing section of this writing includes literature review and theoretical background, Subsequent familiarizes the investigation methodology and analysis. The paper terminates with consequences, short-comings and conclusions.

Chapter 2

LITERATURE REVIEW

2.1 Market Orientation

According to Kohli and Jaworski (1990) the word “*market-orientation*” institutes an extensive petition in the marketing literature. MO signifies an imperative marketing perception amongst many marketing practitioners which include (Narver and Slater, 1990; Kohli and Jaworski, 1990). Kohli and Jaworski (1990) define MO as a set of behaviors and processes, embodying “the organization-wide generation of market intellect pertaining to present and the days to come client needs, diffusion of the intellect through organization units, and organization-wide responsiveness to it”. It can also be define as an art of culture used to build superior client worth (Narver and Slater, 1990), hence foremost to the enhancement of superior customers’ value and thus boost corporation’s superior performance. Narver and Slater (1990) brought out three key behavioral constituents such as “*customer orientation, competitor orientation, and inter-functional co-ordination*” and two decision standards such as “*long-term focus, and profit objectives*”.

Deng and Dart (1994), in synthesizing the models of Kohli and Jaworski (1990), and Narver and Slater (1990), MO as the implementation of a particular business philosophy, the marketing concept (p. 726):

MO: the generation of appropriate market intellect pertaining to current and future customer needs and the relation aptitudes of competitive units to satisfy these needs. The incorporation and diffusion of such intellect through departments; and the harmonized design and performance of the organization strategic retort to market prospects.

Marketing concept: a business philosophy that grips that continuing profitability is best attained by concentrating the harmonized activities of the organization towards meeting the needs of specific market segments. Hence, companies performing MO will turn as a vital signal showing establishments have applied the marketing perception (Agarwal et al., 2003).

MO characterized numerous standpoints; Namely, Strategic tactic standpoint, the decision making standpoint, the customer alignment standpoint, the market intellect standpoint, and the traditional standpoint. MO centered on the tactical standpoint incriminating scheme improvement and application. Deeds like client info collecting, cultivates tactic fulfilling buyer requirements and executing tactic by being proactive in meeting clients' wants and needs(Reukert, 1992). Looking MO from the standpoint of decision making tend to include; decision practices between high-ranking executive and its practical components comprising the allocation of info amongst units (Shapiro, 1988). While, MO centered on client alignment standpoints are concentrating on the believes that putting client's desire prime deprived of intentionally leaving out new interested party concern(proprietors, administrators and personnel) will improve an extensive lucrative initiative (Deshpande et al., 1993). To add, MO from the communicative standpoint intellectualized from three different

concepts incriminates aptitude cohort, aptitude diffusion and approachable to deed constructed on market aptitude (Kohli, 1993; Kohli and Jaworski, 1990).

MO in the traditional standpoint leans towards to dominate MO study. MO is undeniably a ricochet of organizational culture. Customarily based MO has remained closely related with client alignment, rival alignment, and inter-functional harmonization in the interior of companies. Thus, MO traditional standpoint affords earlier integrations in foremost deeds linked to private enterprise (Narver and Slater, 1990). Consequently, MO that links corporations to client are good with selling notion of making a pleased client which funded improved corporate enactment, and from tactical viewpoint MO view client as the midpoint of concentration in alliance with companies tactic and maneuver (Hult and Ketchen, 2001). However, establishments in the unindustrialized market with different cultural characteristics are probable to be prejudiced and weight by the manifestation of cultural impact which might add to alteration of MO result on performance. Scholars such as (Sin et al., 2003) disputed that business in laissez-faire economies tend to display with greater MO effects than businesses in rigid command economies. Therefore, it merits extra analysis when MO when it is put on in emerging economies such as in Cameroon framework.

2.2 Networking

Progressively, NT has come under investigation as an evidently developing firm's strategy suitable to the universal high-technology business which is categorized by high-growth, risk-taking businesses. In contemporary works it has been advocated that network theory can bring a new standpoint on the internationalization development of organization, predominantly for minor industries whose growth be

apt to be reliant on relations with others. In network theory, markets are portrayed as a scheme of relations in the midst of an integer of performers including merchants, clients, rivals and private and state support organizations. In consequence, tactical accomplishment is seldom partial to a single organization, and the nature of relations recognized with others in the market impacts and time and again decrees future strategic alternatives (Johnson and Mattsson, 1999).

The NTs on SMEs is explaining as undertakings that entrepreneurial focused on owners construct and manage individual relationships, predominantly from personal and their environs (Carson et al., 1995). NT nature portions of the risk-taking social capital and make available a vital apparatus that organizations can boost its valued-added in sustenance of its whole corporate chains. In future, interacting together with other tactical orientations boost other facets of universal undertakings such as instigated business enhancements and other improvement processes, attained acute understanding and progress high-tech nationally and globally (Hult and Ketchen, 2001). Consequently, through interacting organizations intercontinental enactment have been observed as having many dimensional marvels endorsed by diverse determining factor and when put together with a number of heterogeneity means to be specific those that related with the acute part ascribed beneath private enterprise (Sexton, 1997).

Networks uncover SMEs to intercontinental markets through an accretion of organizational, corporate, and internationalization acquaintance, which make available the essential intellect in sustenance of the practice (Eriksson et al., 2000; Mejrri and Katsuhiko, 2010). Link can help commerce gain understanding about

overseas establishments so that they are alert of up-to-date guidelines and rules. They also make available contacts to the manner of commercial and market intellect that aid to adopt what time and how to internationalize (Johnson and Mattsson, 1988). Interacting provide SMEs a condensed risk when getting into other flea market (Coviello and McAuley 1999). Interacting can aid overcome scope in amenities as it permits establishments to construct liaison with reputable corporations and also diminish the risk (Madhok, 1997). Relations with others permit SMEs to increase understanding on remote markets, entrance to essential means and competences, and succor them to diminish entry obstacles (Chen, 2003; Johnson and Mattsson, 1988; Coviello and Munro, 1995).

This familiarity about remote marketplace not only make prospects for the organization to globalize but also countenances companies to articulate tactical plans to speed up their internationalization process, take part with born-international shape, and make sure continued existence into the future (Dib et al., 2010; Liesch and Knight, 1999; Korhonen et al., 1996; Sharma, 1993; Moen and Servais, 2002; Wincent, 2005). In addition, having the understanding and evaluating them counter to their structural competencies permits SMEs to gage their aptitudes to venture out (Blomstermo and Sharma, 2003). Interacting can also impact tactical decisions through the give-and-take of resources between diverse affiliates or by fetching in new concepts from inside or external the SMEs network (Fuller-Love and Thomas, 2004; Sharma, 1993; Wincent, 2005). Retrieving links permits merchandises to be incorporated through attachment with universal brands, permitting companies to increase understanding with the universal corporate environment, including almost

their rivals and alertness of universal values, requirements, and worth (de Wit and Meyer, 1998; Yakhlef and Maubourguet, 2004).

2.3 Internationalization Performance

An important strategic option for both small and large firms is growth by international diversification. Small and medium-sized enterprises (SMEs) have played an important role in the development within the broad internationalization trend during the recent years in international markets (Oviatt and McDougall, 1994, 1999). As the world's economy keeps increasingly integrated, there is a tendency that SMEs will gain more impetus in the internationalization because of continuous declines in state-imposed barriers and continued advance in technology. Diversifying internationally leads to higher performance where there are common practices amongst large firms (Kim, et al., 1993; Hitt, et al., 1997). The study of the performance determinants of an enterprise includes two essential complexities: the first connects with the notion of performance itself and the second talks about the blend of the numerous diverse determinants that effect performance, most of them showing a firm-specific nature and each of them problematic to cut off from the others.

The fame of the IP has apprehended the interest of academics in strategic management, entrepreneurship and international business. For academics in international and strategy business context, international branching out is a customary area, all the same the emphasis has been on big, well-known companies (McDougall and Oviatt, 1996). For entrepreneurship academics, SMEs have been a prime concentration, while entering new terrestrial markets has principally been viewed as a deed of entrepreneurship (Burgelman, 1983; Lumpkin and Dess, 1996; Barringer and Greening, 1998). Several homeworks in these writings have viewed at

the previous circumstances and the course of internationalization of SMEs (e.g., Academy of Management journal, 2000; Preece, Miles, and Baetz, 1999; Wolff and Pett, 2000; Special Issues in Entrepreneurship Theory and Practice, 1996). Up till now, diminutive is known about the impact of internationalization on SMEs performance. Past findings establish different perspectives between IP of SMEs. Researcher such as Bloodgood et al (1996) produced an affirmative link between enactment and going oversea of undertakings, while some scholars such as McDougall and Oviatt (1996) realize a no relationship between performance growth and internationalization of businesses.

However, assessing the performance of firms in multidimensional standpoint is imperative. The performance of firm multiple dimensions have been evaluated using both financial and non-financial views (Zahra and George, 2002). The being of merging tactic by integrating monetary and non-monetary dimensions in resolute firm performances has fetching more protuberant (Kaplan and Norton, 2005). Financial dimension on performance can be measured by setting a bench mark contrary to competitors centered on profitability, growth, Return on Equity, Return on Assets, Return on Sales, and even centered on the general performance.

On the other hand, these processes can every now and then be categorized impartiality and partiality or via amalgamations of in cooperation virtuously for inclusive methods look affecting to organizations' enactments. Impartiality categorization incline to be somewhat conventional in define actual performance centered on unconditional scales. Despite the fact, biased tactic on organizations

performance be apt to originate from superiors apparent assessments relative to other most important rivals centered on analogous fringe business.

According to Jaworski and Kohli's (1993), MO and enactments be apt to demonstration with an affirmative end product centered on actions imitative from biased tactic. As a result progressively IP dimension assumed with non-monetary procedures has been generally experiential (Cavusgil and Zou, 1994). Murphy and Callaway (2004) promoter enactment dimension on mass corporations as non-monetary enactment methods. From now, mutually the exceeding cited monetary and non-monetary capacities were embraced in the investigation define company's intercontinental enactment.

2.4 The Concept of Entrepreneurship

Individuals have come up with diverse techniques of realizing conventional commitments as articulated by teleological models of human deed (parson and Shils, 1962). Any activities undertaken by entrepreneurs might be perceived as entrepreneurial actions (Alvarez and Barney, 2006). These might include; to begin with detecting opportunities (McMullen and Shepherd, 2006), bringing forth together of facilities to pursuit prospects (Schumpeter, 1939), to creating, seizing the commercial return generated by deploying prospects (Alvarez and Barney, 2005), and to creating innovative merchandises or amenities (Shane, 2003). Other writers advocate unprejudiced of a businessperson is fortune making (Ireland et, al, 2001), In this framework, fortune generation or formation and adoption could be seen as ways that businesspersons use in making new products and services that are aimed at meeting the requirements of the society.

Some writers have recounted private enterprise to the serviceable part of capitalists which include harmonization, vagueness attitude, investment source, innovation, judgmental, proprietorship and wealth distribution (Frijis et al. 2002). Schumpeter (1935, 1939) differentiates five features to categorize risk-taking activities or deeds. Features are novelty in merchandises or facilities, novelty in courses, novelty in marketplaces, novelty in trade and industry establishments and novelties in cradles of contributions. Novelty fetches return and evolvment and also commercial benefits, but not intentionally by the industrialist as per Schumpeter (1935). Schumpeter novelty in product or service implies bring forth by the industrialist in their construction utility a novel merchandise in his industry or market that offers to the corporation commercial merits or returns. Meanwhile the novelty in process could be a new technology or new method introduced in the production process that create an economic advantage. The novelty or innovation in source of input can be the discovery of new source or type of raw material that could be used in the production unit, which could reduce cost per unit produced. Novelty in a market means identifying a market for the products of the company which the company has never been selling to. It could be a niche market or a segment.

The reason for entrepreneurial discovery or entrepreneurship (Shane and Venkataraman, 2000), originates from conjunctions of diverse types of properties (Drucker, 1985). Study in the arena of entrepreneurial discovery indications that, for the former epochs, there have been concern in a varied diversity of marvels or wunderkinds, from the inner factors of picks thru by industrialists (Busenitz and Baeney, 1997) to the commercial significances that bud from primary unrestricted contributions (McBain and Krause, 1989). In this manner, we can note the

“individual-opportunity nexus” method entrepreneurship theory by Shane (2003). This tactic is also acknowledged as the “Discovery Theory of Entrepreneurship” (Venkataraman, 2003). We can recognize the “Creation Theory of Entrepreneurship” by Venkataraman (2003). This method is an unconventional overall theory of private enterprise (Baker and Nelson, 2005). Our analysis in this research will be based on Shane (2003), entrepreneurship theory. The experiential insinuation of the entrepreneurship or discovery theory of Shane (2003) with respect to risk-taking deed, related to risk-taking judgment constructing, trade forecasting, and novel undertaking sponsoring can be elucidated as surveys. Conferring to Alvarez and Barney (2006), concerning judgment construction, industrialists assemble info ex-ante approximately breaks which is used to compute the current worth of developing prospects. However reasoning prejudices and marginal communicating and inductive manners have inadequate worth in this scenery. The encounter model adopts that the environment of prospects could be revised as regarding business planning, but rarely uncontrolled. Within this context, abundant large modifications in a corporate proposal recommend poor forecasting abilities, like, the incompetence to assemble and scrutinize obtainable statistics. As regarding funding, it is recommended that external source of funding including financial institutions and investment firms are preferred.

2.5 Resource-Based View

According to Zahra and George’s (2002) Intercontinental entrepreneurship can be define as “the process of creatively discovering and exploiting opportunities that lie outside a firm’s domestic markets in the pursuit of competitive advantage”. The experiential investigation look at intercontinental entrepreneurship in the framework of market orientation hypotheses built on the Resource-Based View (RBV) put

together on risk-taking incentives, conducts, and prospect acknowledgment through amalgamation with NT model and cognitive immediacy as fragment of the vital structure for this type of research (Zahra et al., 2003; Oviatt and McDougall, 1995; Young et al., 2003).

The collective end product of MO and interacting as RBV is distinguishing sole process tactic make available the administration with a dominant apparatus which come to be the foundation of modest benefit for the corporation (Miller and Ross, 2003). The development of RBV comprise of bales of means (Eisenhardt and Martin, 2000; Alvarez and Busenitz, 2001).

This basically is to say SMEs most often do come across limitations of means (Welch and Luostarinen, 1988). As an alternative, overbearing for SMEs developed its modest lead not wholly depend on industries in-house means rather to control on interacting and connections with exterior revelries for treasured material and understanding (Johnson and Mattsson, 1988; O'Farrell and Wood, 1998; McKieran, 1992; Coviello et al., 1998). Therefore, this assimilated theoretical structure allude to more than one dimensional hypotheses of risk-taking market orientation and networking work for as the center fact of this research.

Chapter 3

DEVELOPMENT OF CONCEPTUAL FRAMEWORK AND METHODOLOGY

This investigation structure the theoretical framework founded on the behavioral concept of RBV by means of risk-taking MO and NT as vital means of model tactics (Miles and Arnold, 1991; Atuahene-Gima and Ko, 2001). Two assumptions have been put in place in union with this investigation to simplify the exploration. The incorporation of the network concept as a merging starring part has subsidizes to further facet about SME going nationwide marvels with noteworthy characteristics on worldwide undertakings.

- The main marvel of interest emphasis in this investigation alludes to:
- The consequence of MO on SMEs intercontinental process;
- The consequences of NT on tactical MO and their liaison on SMEs IP.

The objective is to look at the precarious starring role of MO and its combined consequence of interacting in modeling SMEs intercontinental procedure. Fine points of these hypotheses and its repercussions are made known with the theoretical structure as shown in figure 1.

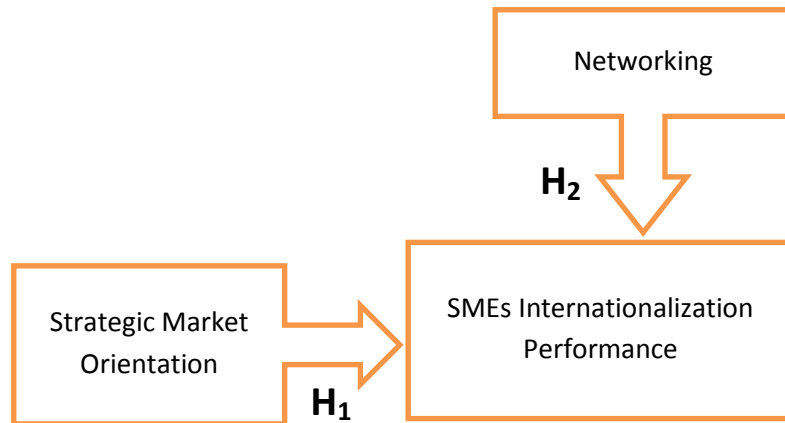


Figure 1: Conceptual framework on SMEs Internationalization

3.1 MO and Performance

The affirmative effect of MO on firms' performance is well acknowledged. By succeeding a MO, a corporation can engender and propagate market intelligence all through the firm about its clients' up-to-date and future requirements, as well as about its rivals' undertakings (Narver and Slater, 1990; Kohli and Jaworski, 1990). As a result, a MO corporation makes available an incorporated focus for specific and departmental exertions inside a corporation, empowering the organization to provide better client value and attain greater performance (Day, 1994). Even though researches in intermediate economies are still inadequate, the experimental investigation done on the China market has bring into being that MO increases organization performance (Deshpande and Farley, 2000). For the reasons that, of its optimistic effect on present performance, MO ought to also lead to employees' self-reliance in their company's prospect performance. MO might also lead to improved emotional performance, such as organizational commitment and job satisfaction. Kohli and Jaworski (1990) elucidate that, due to MO accentuates the teamwork process and achievement of these purposes ought to result in employees' allotment a feeling of influence to the corporation. As a result, employees achieve a sense of

self-importance in belonging to the corporation, feel more contented with their jobs, and turn out to be more loyal to the corporation.

Researches by Peterson (1989), Meziou (1991), Pelham and Wilson (1996), Horng and Chen (1998), specifically, bring to light the direct effect of market-orientation on company performance and competitive merit. As per Pelham (1997), a market-oriented company, which has outstanding market information assembly and handling aptitudes, is capable to foresee the desires and variations in markets correctly and no waste of time, permitting them to act quickly and properly. In that way, they augment their modest advantage. In this esteem, it has been stated by academics in the SME works that MO put in place small companies with a probable competitive advantage over large companies, for the reason that SMEs:

- Are closer to clientele and competent to exploit their wants and needs in a short noticed and more compliantly;
- Are capable to transfer client acumen quickly, with less worsening, due to their condensed structural layers and system of government;
- MO can instrument the marketing plan fast, because it is less ceremonial.

Thus, bearing in mind those SMEs may deficiency a long-range emphasis and tactical orientation that their client orientation in overall and MO in specific are precarious determining factor of performance (Appiah-Adu and Singh, 1998).

MO hypothesizes with substantial role to company as captivating viewpoint within competitive atmosphere. Companies which have positioned appropriate prominence on MO may have amplified their possibility of continued existence. Lusch and

Laczniak (1987) acknowledged affirmative relation amongst commercial notion and company's enactment were considerably linked. Company potential model enlighten that reassuring connection on market orientation enactment relation (Knight and Dalgic, 2000) by handling link with atmosphere to heighten company's enactment (Scherer and Ross, 1990). A number academic's shared related standpoint concerning the vital MO provenances, in precise industry with discerned RBV added to a number of degree of company' enactment (Wernerfelt, 1984; Barney, 1991; Porter, 1991). Prahalad and Hamel (1990) judgmentally lay emphasis on company's core competencies as approach to discern firm competences; as a result, by augmenting MO features it will augment firms' core capabilities. For that reason, companies who pay courtesies to great MO practices and receptiveness will have greater propensity leave behind those who make sure of not or low in market orientation. Henceforward, by augmenting market MO, it is probable to augment the fundamental capabilities of companies. Thus, the succeeding hypothesis can be initiated.

H1: MO has a positive impact on SMEs IP.

3.2 Networking and Internationalized Performance relationship

Network relationships have initiated understanding prospects for trade and have striving firms to access global markets (Ellis, 2000). Chetty and Patterson (2002) appealed that working hand in hand or as a group can help companies overcome harsh conditions and lack of incentive. Subsequently the global markets for SMEs are somewhat extensive and diverse, wanting to select particular markets to venture first denote a main decision for SMEs. Bell (1995) bring into being that inter-company interactions (merchants, customers, etc.) seems persuasive in market assortment and manner of entrance for trivial companies. Speedy and efficacious

progress of companies seems as payback of their participation in worldwide NT, with key allies' repeatedly supervisory overseas market assortment and putting in place the apparatus for market entrance (Coviello and Munro, 1997). NT interactions impact companies' market and admittance manner assortment.

Internationalization are in cooperation vigorous and multifaceted processes which possibly will need to include numerous intercessors in which societal and corporate NT have grown into an actual moderating apparatus joining intercontinental to company's performance as an alternative of virtuously being centered on direct impact from the main paradigm unaided. Interacting goes yonder evocative manners with connections to tactical values as well-organized way to intercontinental SMEs companies (Ellis, 2000; Harris and Wheeler, 2005; Chen and Chen, 1998).

Illustration from preceding works, entrepreneur might overcome size interconnected limitations through network interactions (Coviello and McAuley, 1999; Dubini and Aldrich, 1991). Numerous trivial companies have exhausted their societal interacting intelligently as resources to supports their corporate undertakings precisely in emerging new undertakings (Curren and Blackburn, 1994). Their connections are gotten form of private or public links and in due course spreading the relation within industry and state societies (Coviello et al., 1998).

This linking's are vital in overwhelming restrictions of means, restraints and making ways in attainment trade via other parties implanted amongst their corporate NT. As a result, interacting are seeming to overcome magnitude drawbacks predominantly shared within the SMEs and can still preserve adequate liveness which are

exceptional strong point of trivial companies(Coviello et, all, 1998). We have local relations amongst risk-taker connections to NT as sources of communication amongst atmospheres. SMEs apply societal interacting as ways to abstract precarious data that assistance to diminish ambiguity or diminished risk intrinsic within their intercontinental actions (Liesch et al., 2002). Even beneath usual conditions, risk-bearers used networking to search prospects which eventually determination towards profit-making (Iacobucci, 1996). Numerous academics acknowledged the prominence of networking which are essential to SMEs intercontinental growth (Coviella and Munro, 1997; Hadley and Wilson, 2003). Whereas others see making contacts as an unconventional means for tracking down notions, capital intensifying, and procuring and developing technology for forthcoming gains (Ramachandran and Rammarayan, 1993). Ellis and Pecotich (2001) experimental works have publicized some discoveries in favor of social linkages which has vigorous its role in ascertaining prospects and in building companies competitive merit in intercontinental market. Emerging along this track, capitalists who had in the long run formed their own clusters of cooperative alliances or partnerships were put together to meet mutually interior as well as exterior trials. Park and Luo (2001) highlighted that prosperous NT stimulates solid interactions which impact the movement of industry's facilities with exterior surroundings and by take on the paramount tactical alternative through re-formed their modest place to increase the total enactments.

In the same way, interacting permits small companies secures valuable similar market data concerning to clientele, rivals, and other parties not sponsored through interior means. In this light, linkages assisted as an imperative policy in confirmation

of the MO accomplishments by means of inter-company together with inter-serviceable harmonization for higher wealth making to clients (Narvar and Slater, 1990). In that light, therefore, risk bearers who have instigated tactical MO in the usage of market skimming via links internet website re- formations augment their market intellect and this brings us to the next hypotheses centered on:

H2: NT has a positive on SMEs IP.

3.2 Methodology and Research Design

This research implements computable investigation methodology via the examination of surveyed statistics and authentication of the inquiry hypotheses resulting from the beyond cited theoretical outline.

3.2.1 Method

Methodical sampling statistics assortments in the form of questionnaire has been directed straight to the owner-managers or capitalist of SMEs itemized from the up-to-date 6th edition of Cameroon SME/SMI connotation directory which forms part of this random sample frame statistics. The official definition of SMEs/ SMIs in Cameroon is derived from Law 2010/001 of April 13, 2010 on the promotion of Small and Medium- sized Enterprises (SMEs). The law includes a set of criteria for classifying enterprises in the following categories: "Very Small Enterprises"(VSEs), "Small Enterprises" (SEs), and "Medium-sized Enterprises"(MEs). In keeping with these criteria, the SME category encompasses enterprises with a permanent staff of between 21 and 100 employees and whose annual turnover net of taxes is between 100 million and one billion CFA francs. The questionnaire were adopted from three sources. For market Orientation, questions were adopted from Deng and Dart, 1994; Narver and Slater, 1990; which include eight items one-dimensional scale. The response were formed on a five point Likert scale with 1 for strongly

disagree to 5 for strongly agree. While for Performance measurement it was adopted from Kara et al (2005) which also took the same five point Likert scale. Lastly questions on NT were adopted from Coviello and Munro (1995), which also had the same five Likert point scale response.

3.2.2 Research Design

A cross sectional method survey was implemented also the quantitative method and measures of data of the variables (MO, NT and IP) through the administered questionnaires. The data collection was anonymous using online questionnaire version. In addition, an analysis based on correlation would be employed to get outcomes on how the variables are related.

3.2.3 Participants

A random sample assessment containing 250 invited partakers out of which fifty nine answer with finalized questionnaire were received which characterized roughly twenty percent of the whole reply rate from the random sample population either regular returned mails or electronically. Even though this answer numeral may seem to be small in unconditional terms other research works of internationalization have operated with samples of virtually similar size (Alyol and Akehurst, 2003; Li, Li and Dalgi, 2004; Rose and Shoham, 2002). To add, adequate sample size with reasonable symbolic of the considered population were considerably imperative compared to inadequately of diversity of sample size (Blair and Zinkhan, 2006). The finally operational sample size resulting for this analysis was fifty one samples and deemed sufficiently surpassed the minimum sample requisite guideline (Chin 1998; Barclay, Higgins, Thompsom, 1995). The questionnaire source is presented below.

Table 1: Questionnaires Source and Measures.

<p>MO</p>	<ol style="list-style-type: none"> 1) We are always looking at ways to create customer value in our products 2) In our company marketing's most important job is to identify and help meet the needs of our customers 3) We regularly monitor our competitors' marketing efforts and We respond rapidly to competitors' actions 4) We frequently collect marketing data on our competitors to help direct our marketing plan 5) Our management information system can quickly determine the profitability of our major customer 6) Our management information system can quickly determine the profitability of our distribution channels 7) The key business success is producing quality goods and services at a reasonable cost. Good Products and services sell themselves. If possible, products and services should be standardized to keep costs down. 8) The key to business success lies in persuading potential customers to buy your goods and Services through advertising, personal selling or other means. Potential customers must be Informed and convinced of the benefits of the products. 	<p>Deng and Dart, 1994; Narver and Slater, 1990</p>
<p>IP</p>	<ol style="list-style-type: none"> 1) We achieved more sales volume due to the adoption of market orientation 2) We acquired more market share due to the adoption of market orientation 3) Our return on investment is higher due to the adoption of market orientation 4) We have better cash flows due to the adoption of market orientation 5) We earned more profits due to the adoption of market orientation 6) We have realized our goals and objectives 	<p>Kara et al (2005)</p>
<p>NT</p>	<ol style="list-style-type: none"> 1) Networking facilitate international market development 2) Networking triggers international market selection and the mode of entry 3) The initial foreign market selection and entry mode were triggered by opportunities presented by contacts in a formal or informal network, rather than resulting from the company's own proactive identifications process. 4) We collect industry information on an informal basis 5) It is utmost important that the company maintain relationships with so that it is easier for them to go international 6) Networking is not only deemed important but requires strong and sustainable relationships. 7) Networking is essential to initiating international awareness 	<p>Sharma & Johnson (1987), Coviello and Munro (1995), Korhonen et al. (1995), Andersen (1996), Ellis (2000), Chetty and Patterson (2002)</p>

3.2.4 The Instrument's Validity

The validity of the analysis for this research may be verified through the items use to measure the variables which were acquired from existing instruments. The item that was used for the variables of this study has been used by former scholars and also the evaluated literature above which was based on existing theories makes it valid. (Eylon and Au 1999; Locke 1976; Spreitzer, 1995).

3.3 Data Analysis

This section provides statistical data analysis used to examine outcomes and test for hypotheses that had been formulated in the hypothesis development section of this study. After the questionnaires were collected reliability analysis was carried out to test for internal consistency of the variables, Pearson correlation analysis was carried out to test for the relationship between the variables and also to check for multicollinearity and finally a regression analysis was carried out to test the proposed hypothesis of this study. All the analysis results which were carried out will be explained in the next chapter.

Chapter 4

ANALYSIS AND FINDINGS

4.1 Introduction

This section provides statistical data analysis used to examine outcomes and test for hypotheses that had been formulated in the hypothesis development section of this study. First, we will present the descriptive statistics of all the variables including the reliability and correlations results. Subsequently, I will present the regression results to test the hypotheses and discuss the findings.

4.2 Descriptive Statistics

Majority of the respondents who answered the questions (78.4%) age was less than 39. Those respondents whose age was between 40 and 49 were 7 people with 13.7% of the sample, and lastly those above 50 where 4 people with 7.8% of the sample.

Table 2: Age of the Respondents

Age Categories	Frequency	Percent
20 – 29	20	39.2
30 – 39	20	39.2
40 – 49	7	13.7
older than 50	4	7.8
Total	51	100.0

In the sample size of 51, majority of the respondents who answered the questionnaires were male with 64.7% of the sample while female were 35.3% of the sample.

Table 3: Gender of Respondents

Gender	Frequency	Percentage
Male	33	64.7
Female	18	35.3
Total	51	100.0

Majority of the respondents had an average income in US dollars below 600\$ with 33.3% of sample size, followed by those with 1000\$ to1299\$ which is 25.5% of sample size, thirdly by those within 600\$ to 999\$ with 17.6% of sample size and those between 1300\$ to 1500\$ and above 1500\$ both have 11.8% of the sample size. The low level of income is due to the economy of the country.

Table 4: Personal Average Monthly Income: (USD\$) of Respondents

Income categories	Frequency	Percentage
Below 600\$	17	33.3
600 \$ - 999 \$	9	17.6
1000 \$ -1299 \$	13	25.5
1300 - 1500 \$	6	11.8
more than 1,500 \$	6	11.8
Total	51	100.0

45.1% of the respondents of our questionnaires have an educational background of Bachelor degree, 39.2% had Master degree, while 7.8% had PhD. Below high school and High school had 2% and 5.9% respectively of the sample size.

Table 5: Education Level of Respondents

Education Categories	Frequency	Percentage
Below high school	1	2.0
High school	3	5.9
Bachelor degree	23	45.1
Master degree	20	39.2
PhD degree	4	7.8
Total	51	100.0

Large fraction of the firms who answered the questionnaire was involved with wholesalers, retailers, hotels, restaurants with 33.3% of the sample size. It was second by transport, storage, and communications with 23.5% of the sample size, thirdly by manufacturing firms with 17.6% of the sample and lastly by agriculture and other firms with 15.7% and 9.8% respectively. All firms undertaken in this research were actively engaged through various forms international trade either directly or indirectly.

Table 6: Industries of Respondents

Industry categories	Frequency	Percentage
Agriculture, forestry, fishing	8	15.7
Manufacturing	9	17.6
Wholesalers, retailers, hotels, restaurants	17	33.3
Transport, storage, communications	12	23.5
Others	5	9.8
Total	51	100.0

Limited liability dominates in the legal status with 40 firms making 78.4% of the sample size. It was second by joint venture with 11.8%, public corporation with 7.8%

and other with 2% of the sample size. This disparity amongst the legal status is due to the high risk associated with businesses in Cameroon.

Table 7: Legal Status of Companies Interviewed

Categories of Legal status	Frequency	Percentage
Limited liability	40	78.4
Public corporation	4	7.8
Joint venture	6	11.8
Others	1	2.0
Total	51	100.0

4.3 Reliability Analysis

Reliability is the degree to which a scale yields stable outcomes if repetitive measurements are made on the distinctive. Reliability can also demarcate as degree to which measures are free from indiscriminate errors. The reliability evaluated by determining percentage of logical discrepancy in a scale. If the result yield from this test is high it means the data is reliable. Nonetheless the Cronbach alpha factor value can range between 0 and 1 resulting Nunnally (1978), a lowest value of 0.70 is estimated for dependable outcomes.

The reliability test was conducted and the coefficients resulting from all dependent and independent variables strongly reveal values of reliability above 0.70 with the exception of market orientation with a lower value of 0.638. In consequence, all variables were thought satisfied with the reliability test. The outcomes of the test were as follows; Market Orientation: 0.638; Internationalized Performance: 0.894; Networking: 0.845 for the Cronbach alpha.

4.4 Pearson Correlation

A Pearson Correlation conducted and the analysis showed that these were substantial positive correlation between market orientation and Networking. Networking have shown a positive moderated relationship with correlated of effects against the performances with $r = 0.539$, significant at 0.0001.

There is statistically significant correlation among the variables. Correlation between Market orientation and internationalized performance ($r = 0.464$, significant at 0.01 level).

Table 8: Pearson Correlation

		MO	IP	NT
MO	Pearson	1		
	Correlation			
	Sig. (2-tailed)			
	N	51		
IP	Pearson	.464**	1	
	Correlation			
	Sig. (2-tailed)	.001		
	N	51	51	
NT	Pearson	.539**	.616**	1
	Correlation			
	Sig. (2-tailed)	.000	.000	
	N	51	51	51

** . Correlation is significant at the 0.01 level (2-tailed)

Checking for multicollinearity assumptions looking at the correlation matrix table above. The multicollinearity rule states that if the value is less than .10 this suggest that there might be multicollinearity but since the value of these variables is greater than .10 shows that there is no multicollinearity.

4.5 Regression Analysis

Investigating the link involving the variables a simple regression analysis is been applied to test the proposed hypothesis of this study.

4.5.1 Hypothesis 1

Regression analysis was used to test the relationship between Market Orientation (MO) and Internationalized Performance (IP) which is (H1). In this case, internationalized performance was considered as the dependent variable and Market Orientation as the independent variable.

Table 9: Model Summary for H1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.616 ^a	.379	.366	.50311

Predictors: (Constant), networking.

The above table can be explained by this simple equation as follows

$$IP = \alpha + \beta MO + \varepsilon$$

R square is 0.379 which means that 38% of variation in the dependent variable IP is explained by changes in the independent variable. In other words, a 1% change in MO will lead to a 38% change in IP, while Networking (NT) is held constant. Hence 62% of the results are explained by other factors that contribute to IP. This is called error term.

Table 10: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.569	1	7.569	29.901	.000 ^b
	Residual	12.403	49	.253		
	Total	19.972	50			

a. Dependent Variable: IP

b. Predictors: (Constant), networking

The model is statistically significant at 0.01 level ($F=29.901$), $P < 0.001$). This confirms that there is a strong substantiation to discard the null hypothesis H_0 of the model irrelevance. As a result, we admit H_1 that the general model is substantial at 5% and 1% confidence interval.

Table 11: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.591	.447		3.562	.001
NT	.589	.108	.616	5.468	.000

a. Dependent Variable: IP

The coefficients shown in the table above are individual coefficients, t-test and significance for each item of the regression analysis (regression(s) and constant). The constant term is statistically significant at 5% confident but not at 1%. MO is substantial both at 5% and 1% confident interlude. Hence MO factor shows for a 1% change in MO, IP will change by nearly 59%. Consequently there is a positive correlation between MO and IP.

4.5.2 Hypothesis 2

Regression analysis was used to test the relationship between Networking (NT) and Internationalized Performance (IP) which is (H_2). In this case, internationalized performance was considered as the dependent variable and Networking as the independent variable.

Table 12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.464 ^a	.215	.199	.56556

a. Predictors: (Constant), mrkt_orientation

The above table can be explained by this simple equation as follows

$$IP = \alpha + \beta NT + \varepsilon$$

R square is 0.215 which means that 21.5% of variation in the dependent variable IP is explained by changes in the independent variable NT. In other words, a 1% change in NT will lead to a 21.5% change in IP, while MO is held constant. Hence 78.5% of the results are explained by other factors that contribute to IP and it is called error term.

Table 13: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.299	1	4.299	13.439	.001 ^b
	Residual	15.673	49	.320		
	Total	19.972	50			

a. Dependent Variable: IP

b. Predictors: (Constant), MO

The model is statistically significant at 0.01 level (F=13.439), P< 0.001). This confirms that there is a strong substantiation to discard the null hypothesis H₀ of the model irrelevance. As a result, we admit H₁ that the general model is substantial at 5% confidence interval.

Table 14: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.154	.781		1.476	.146
	MO	.745	.203	.464	3.666	.001

a. Dependent Variable: intr_perf

The coefficients shown in the table above are individual coefficients, t-test and significance for each item of the regression analysis (regression(s) and constant). The constant term is statistically significant at 5% confident but not at 1%. NT is substantial at 5% confident interlude. Hence NT factor shows for a 1% change in NT, IP will change by nearly 75%. Consequently there is a positive correlation between NT and IP.

4.6 Discussion of the Findings

It appears that all the projected postulates implicating the idea and variables of Market Orientation (MO) and networking (NT) exposed sure gradation of stimuli over the SMEs internationalization activities. The experimental discoveries bare results as made known in the subsequent vital discoveries.

The results reveal a substantial positive liaison between MO and NT supplementary augmenting SMEs international performance. MO revealed substantial correlation factors in backing of performance ($t= 5.468$; $p= 0.0001$; $Beta= 0.589$). The outcome confirmed affirmative liaison between MO and companies internationalization performances (IP). For that reason, postulate (hypothesis) H1 was sustained. NT revealed substantial correlation factors in backing of performance ($t= 3.666$; $p= 0.001$; $Beta= 0.745$). The outcome confirmed affirmative liaison between NT and

companies internationalization performances (IP). For that reason, postulate (hypothesis) H2 was sustained.

This investigation discovered that MO performs an imperative role in SMEs internationalization developments and had displayed straight stimulus on corporation's enactments. NT largely validated as the most noticeable forecaster and has reputable substantial affirmative liaison over corporation's enactments as compare to the relationships comprising with just MO which has displayed substantial but lower liaison. This might be enlightened by considering the fact that most SMEs might needs to highlight its advantage influence on MO that could convey substantial benefits to the corporation's enactment ample required in a resource limitation situations.

Subsequently, the result of our finding from this experimental investigation ensures with numerous promises and every one of these connections develops from vital concepts and variables on NT, and MO that associating to enactments may be extremely influenced by different "resources limitations" and by means of the SME's "functioning atmospheres".

Chapter 5

CONCLUSION, LIMITATIONS AND RECOMMENDATIONS FOR FURTHER RESEARCH AND MANAGERIAL IMPLICATION

5.1 Conclusion

The investigation was based on questions that have been used by past researchers to evaluate internationalization of SMEs. The results from the study displayed that risk-takers of Cameroonian SMEs in pursuit of intercontinental activities have articulated more favorably on NT and interlink with MO were tangible and imperative. Therefore, this investigation has led to the discovery by given that the response to the vital investigation postulates and authenticates the substantial of Cameroon SMEs international performance really been influenced by networking and market orientation.

On the other hand, the individual effects of MO over the enactment have been observed lowly correlated as compared to NT. For this reason, the propositions relating to MO liaison on enactment was sustained. This has unwrapped new prospect for forthcoming investigations specially when concerning nature of businesses affecting to market alignment liaison on corporations' performance in the SMEs setting which might deviate the projecting nature of their liaison with enactment. The outcome established MO and NT liaison (MONT) as the most substantial forecaster contained by the theoretical structure of this investigation. This

is in dependable with most of the forgoing works while some disparities could be due to dissimilarity in culture and market condition which are distinctive to a precise country (Yoon and Lee, 2005).

The outcome of this research, obviously validate both the viability and usability of this multi- dimensional theoretical background appropriate to Cameroonian setting. As a consequence it addressed the key hypothetical apprehensions and offers useful response for the vital investigation postulates grounded on the authentic setting. Therefore, this investigation has realized its goal founded on its discoveries about the effect of strategic orientations and networking on Cameroonian SMEs international performances.

5.2 Limitations and Recommendations for Further Research

If the outcomes of this investigation are laid into their appropriate standpoint, numerous precincts must to be sighted out. Paramount, the investigation concentrated on a lone country sample in that the statistical data was composed in Cameroon.

Secondly, the point that our investigation is grounded on cross-sectional surveying pragmatic statistical data entailing of somewhat experienced and mature born-intercontinental corporations possibly will be viewed a drawback due to the loss of established commemoration, for example: longitudinal statistical data possibly will make available cherished intuitions in relations of assessing and scrutinizing the impact of internationalization (Jones,1999). We have confidence in that, by chasing some natures of risk-taking approaches and by plus of know-how, born-intercontinental possibly will become true born-universal of the forthcoming. This conception is in track with Preece et al. (1999)who institute out that universal

assortment augmented over period within their model of trivial technology-built corporations. Autio et al.(2000) likewise annotation that due to means and resource limitations, it is implausible that fledgling corporations are adept of taking loftier, courageous phases than their mature colleagues; they have a duty to be competent to take minor incremental phases more promptly. Nevertheless, as our investigation was cross-sectional we cannot be acquainted with the forthcoming tracks of these corporations.

Thirdly, an inadequacy associated to the statistical data and the debate beyond is that all the corporations in interrogation have subsisted the phase of being a trivial corporations: they are all presently at least medium-sized and selling overseas their services and merchandises to intercontinental markets. Consequently, the features of the corporations that did not persist are not considered into justification and there possibly will be a 'subsistence bias' in the model (Vermeulen & Barkema, 2002). One tactic to neutralize this favoritism would be to concentration on the sub-sets in our model, such as containing case investigation underlining the dissimilarities between old and young corporations.

Fourthly, we prepared every exertion to lessen the evils modeled by erroneous remembrance by converging on somewhat current and precarious undertakings in a trivial corporations and assembling data from top managers and CEOs respondents who were strictly taking part in action being elicited. Nonetheless, it is probable that in some illustrations remembrance exactitude possibly will still have been a feature in our investigation.

Finally, drawback embroils our use of hypotheses and procedures that were established in a dissimilar background. Whereas this is a communal exercise, it adopts that hypotheses are correspondingly prominent and can be assessed in the equivalent manner in any investigation background. Nonetheless, unlike rules of social collaboration possibly will impact respondent conception, appropriateness of diverse reply set-ups, and diverse reply styles (Douglas & Craig, 2006). Definitely, the exceptional recognized background in conversion economies impact together the method as well as organizational possessions of corporate linkages and interacting styles (Jansson, Johnson, and Ramstrom, 2007). We consider that even though networking possibly will be to some extent unlike in Cameroon from what it is in Western economies, the hypotheses and procedures applied by us are apt for the investigation constructed on the questionnaires with Cameroonian SME CEOs. Forthcoming investigation that encompasses this investigation to other developing economies (for example in Asia or Latin American) will aid endorse our discoveries in a wide-ranging framework.

5.3 Managerial Implication for Entrepreneur Orientation

It is unmistakable that intercontinental firms from not the same fragments of the world have numerous possessions in communal: an intercontinental mentality (for example international entrepreneurial orientation), and administration and employees intentions have been highlighted in numerous investigations (Knight, 2001). We assess the dissimilarities amongst proper born- universal and born- intercontinental alongside the three scopes of entrepreneurial orientation: hazard compelling, pro-vigor and modest forcefulness. Hazard taking was greater midst the born intercontinental. Staffs have grasped the capabilities and talents wanted to withstand their modest advantage. The risk-taking action is not understood as a indispensable

fragment of the work of export administrators. Numerous speedily internationalized minor corporations possibly will be considered fragmented corporations. There possibly will be some clienteles in areas and markets that these superficially born-worldwide corporations have not however get hold of. As a result, they possibly will be further enthusiastic to take uncertainty beleaguered for supplementary market enlargement. This kind of geographic-market-range approach possibly will be understood as a judicious transfer for minor corporations. Madsen (1989) bring into being that it would in reality be convenient for precise small corporations to extent their exertions over a number of markets as they possibly will not have the means to trail an attentiveness tactic efficaciously.

5.4 Managerial Relevance

Our investigation discoveries as well have imperative consequences for rehearsal. By emphasizing the prominence of linkages in the internationalization progression of small and medium-sized enterprises, our research delivers to initiators and administrators that in corporations intending and implementing intercontinental enlargement they requisite to proceeds into consideration the organization and content of their linkages. For illustration, small and medium-sized enterprise administrators have to be alert of the contextual and capability of their intercontinental interactions and be acquainted with the worth of language aptitude in the simplification of communication with linkage associates. They are furthermore recommended to sidestep overconfidence on peculiar intercontinental relations. Our investigation point out that pronouncement made built on material acquired from this type of stalemates possibly will lack the level of superiority that is imperative to achievement. Small and medium-sized enterprise administrators requisite to cautiously appraise the superiority of material they obtain from their peculiar

connections on intercontinental corporate prospects to make certain that the material delivered is not erroneous, inadequate or exceedingly confident. Our investigation outcomes similarly put emphasis on the aids of geographic varied linkages. Top managers (CEOs) with this type of set-ups have entree to a loftier puddle of very important information and are at a locus to chase prospects that superlative tie their merchandise proposing and modest capabilities.

To end with, our investigation has imperative policy suggestions. SMEs performance a very important character in the economic improvement of evolution economies and using distributing oversea time and again is a fundamental constituent in the approach of this type of corporations, strategy architects in such nation state requisite to vigorously think through ways of expediting internationalization. Assumed the prominence of intercontinental linkages in this type of internationalization, bring together detailed happenings (for example, trade carnivals, duties and intercontinental concords) wherever small industries have the prospect to improve the required connections have a duty to ascertain to be of assistance. Additionally, to suites that stimulate intercontinental interacting, investments that expedite the attainment of extraneous language abilities by small and medium-sized enterprise administrators have a duty to have imperative optimistic repercussions for the intercontinental competitiveness of small and medium-sized enterprise in conversion economies.

5.5 Implications for Business Marketing Practice

This pragmatic finding discovered MO and NT correlation as the supreme substantial corporate marketing performs alignment contained by the theoretical outline embraced by the predominant small and medium-sized enterprises. The product from

this investigation has consequential with an ample vibrant standpoint for managers-owners of Cameroonian SMEs in identifying the momentous of MONT scopes when it is connecting to intercontinental undertakings. As such, this empirical research might help owner-managers of Cameroonian SMEs attaining supplementary understandings roughly the prominence exercise of tactical market alignment by influencing on interacting measurement not merely possibly will dazed their inadequate resources and means limitation but possibly will also multiplied numerous market capabilities in enhancing their intercontinental performance. Small and medium-sized enterprises must be cognizant of the vibrant manner of internationalization and its complication and be get ready to adventure any prospects that possibly will ascend by influence on MONT alignment. Henceforth, make contacts performances an imperative apparatus that supports to accrue cherished market understanding, proficiency, abilities and other cherished marketing aptitude or statistics that eventually helped businesspersons transform their novelties to turn into a saleable services or products. In the same way, Policy architects such as management and its organizations possibly will appeal up significance helpful inventiveness, programs and policies stirring along the comparable trail that possibly will promote initiated and nurtured robust intercontinental marketing undertakings that are heir to SMEs intercontinental undertakings.

This type of resourcefulness possibly will promote embolden and contributions further small and medium-sized enterprises taking up internationalization undertakings. As a consequence, the gathering of these constellation possessions strained from the rehearsal of interacting and tactical market alignment by means of professionals, the state, trade organizations both local and intercontinental would

promote fund to the establishment of supplementary efficacious Cameroonian risk-taking SMEs ventured into intercontinental amphitheater.

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APPENDIX

Appendix A: Questionnaire.

EASTERN MEDITERRANIAN UNIVERSITY.

Thank you for agreeing to take this survey. The survey is carried out by a student of the department of business administration for the purpose of Academic research only. All of the answers you provide in this survey will be kept confidential. The survey data will be reported in a summary fashion only and will not identify any individual person.

Firs part: Personal Information:

Please put a sign (X) front of the correct answer:

Q1- **Age:** Less than 20 years 20 – 29 30 – 39
40 – 49 More than 50

Q2- **Gender:** Male Female

Q3- **Marital status:** single married widowed
divorce

Q4- **Personal Average Monthly Income:** (USD\$) Below 600 600 – 900
1000 – 1299 1300 – 1500 More than 1500

Q5- Education Level: Below high school High school

Bachelor degree

Master degree PhD degree

Q6-Industry: Agriculture, forestry, fishing Manufacturing

Wholesalers, retailers, hotels, restaurants Transport, storage,
communications Others

Legal status: Limited liability public corporation joint venture

others

If partnership: % of local partners..... % of foreign
partners.....




Date of establishment.....legal certificate
held.....

Web address.....

Directions: Please indicate your level of agreement or disagreement with each of
these statements. Place an "X" mark in the box of your answer.

1= Strongly Disagree ☹ 2= Disagree 3=Neutral ☺ 4=Agree
5=Strongly Agree ☺

Please tick the appropriate number

Market Orientation						
MO1	We are always looking at ways to create customer value in our products	1	2	3	4	5
MO2	In our company marketing's most important job is to identify and help meet the needs of our customers	1	2	3	4	5
MO3	We regularly monitor our competitors' marketing efforts and We respond rapidly to competitors' actions	1	2	3	4	5
MO4	We frequently collect marketing data on our competitors to help direct our marketing plans	1	2	3	4	5
MO5	Our management information system can quickly determine the profitability of our major customers	1	2	3	4	5
MO6	Our management information system can quickly determine the profitability of our distribution channels	1	2	3	4	5
MO7	The key business success is producing quality goods and services at a reasonable cost. Good Products and services sell themselves. If possible, products and services should be standardized to keep costs down.	1	2	3	4	5
MO8	The key to business success lies in persuading potential customers to buy your goods and Services through advertising, personal selling or other means. Potential customers must be Informed and convinced of the benefits of the products.	1	2	3	4	5
Internationalized performance						
IP1	We achieved more sales volume due to the adoption of market orientation	1	2	3	4	5
IP2	We acquired more market share due to the adoption of market orientation	1	2	3	4	5
IP3	Our return on investment is higher due to the adoption of market orientation	1	2	3	4	5
IP4	We have better cash flows due to the adoption of market orientation	1	2	3	4	5
IP5	We earned more profits due to the adoption of market orientation	1	2	3	4	5
IP6	We have realized our goals and objectives	1	2	3	4	5
Networking		1	2	3	4	5
NT1	Networking facilitate international market development	1	2	3	4	5
NT2	Networking triggers international market selection and the mode of entry	1	2	3	4	5
NT3	The initial foreign market selection and entry mode were triggered by opportunities presented by contacts in a formal or informal network, rather than resulting from the company's own proactive identifications process	1	2	3	4	5
NT4	We collect industry information on an informal basis	1	2	3	4	5
NT5	It is utmost important that the company maintain relationships with so that it is easier for them to go international	1	2	3	4	5
NT6	Networking is not only deemed important but requires strong and sustainable relationships	1	2	3	4	5
NT7	Networking is essential to initiating international awareness	1	2	3	4	5