

Export Market Orientation Small and Medium Size Business as A Case Study of Erbil Northern Iraq

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ABSTRACT

The objective of this research is to determine if there is significant relationship between export market orientation (EMO) and export performance of small and medium enterprises (SMEs) in Erbil northern Iraq. Quantitative survey method was employed and data were collected from 40 exporting SMEs registered with the Federation of Erbil Manufacturers. Regression analysis, one sample t-test and many other statistics analysis was used to test the relationship between export performance as a dependent variable and export market orientation such as “ intelligence generation , intelligence_ dissemination , responsiveness coordinating _mechanism” an independent variable. The finding emphasizes the importance of developing EMO among the owner/managers of SMEs for their success. Those owner/managers that adopt EMO activities in their firms would gain in terms of competitive advantage over their rivals and reap higher export performance... The study limitations and implications are discussed as well as a number of directions for further research.

Keywords: Export market orientation, Small medium business, Business performance, Erbil Northern Iraq.

ÖZ

Bu araştırmanın amacı Erbil doğu Irak'taki Dış Pazar Odaklı (DPO) ile küçük ve orta boy işletmelerin (KOBİ) piyasa performansı arasında kayda değer bir ilişkinin bulunup bulunmadığını ortaya koymaktır. Kantitatif anket yöntemi kullanılarak Erbil İmalatçılar Federasyonu işbirliğiyle ihracat yapan 40 küçük ve orta işletmeden bilgiler elde edilmiştir. İhracat performansı bağımlı değişkeni ile “akıl jenerasyonu, akıl yayılımı, çözüm koordinasyon mekanizması” etkenleri içeren dış pazar odak bağımsız değişkeni arasındaki ilişkiyi belirlemek için regresyon analizi, tek grup t-testi ve daha birçok istatistik analizlerden faydalanılmıştır. Yapılan tespitler, küçük ve orta işletme sahiplerinin başarıya ulaşabilmeleri için işletmelerinde Dış Pazar Odaklı politika geliştirmeleri gerekliliğinin önemini vurgulamaktadır. İşletmelerinde DPO politikasına sahip olan işletmeciler, rakipleri karşısında rekabet üstünlüğüne sahip olup daha yüksek ihracat performansı elde etmektedir.

Anahtar Kelimeler: Piyasa Yönelimi, Küçük ve orta işletmelerin ihracat performansı, Erbil kuzey Irak.

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Chapter 1

INTRODUCTION

1.1 Concept of Export Market Orientation

Market orientation can be defined as a form of organizational culture where employees throughout the organization are committed to continuously create superior customer value, or as a sequence of marketing activities that lead to better performance. Years of business research have concluded that market oriented companies perform better than companies that are less market oriented. They focus on adapting their products and services to the needs and expectations of their customers, as opposed to product oriented businesses that focus on developing a product or service that is then marketed and hopefully sold (Grönroos, 2006). To achieve this customer focus, a firm with a high degree of market orientation cultivates a set of shared values and beliefs about putting the customer first in business planning, and reaps results in form of a defensible competitive advantage, decreased costs and increased profits (Desphandé, 1999). So, the market orientation concept is concerned with coordinated business intelligence generation, intelligence dissemination and responsiveness to market data and information for efficient and effective marketing management decisions. The concept is also concerned with other issues including organizational culture, innovation, human resource planning and organizational learning (Narver and Slater, 1990; Baker and Sinkula, 1999; Ruekert, 1992; Keskin, 2006). Not surprisingly, research interest in the market orientation concept has grown substantially (Hooley, Greenley, Cadogan and Fahy, 2005).

In today's turbulent market environment, economists around the world are interested in research data from Iceland, especially information on Iceland's financial sector that has expanded tremendously during the last years through daring investments, often with borrowed money. It is worth mentioning that this thesis contributes to the INTICE research project that was instigated by the University of Iceland, School of Business, in 2006 and has the objective to describe and research the internationalization of Icelandic organizations in detail. Results are anticipated winter 2008. It is unknown how Icelandic managers implement and practice American marketing theories such as market orientation. This study might shed some light on whether Icelandic managers and staff understand (and consequently practice) marketing theories differently from their counterparts in other economies.

Most literature on market orientation is American, but at first sight the pattern of antecedents and consequences seems to be similar in Scandinavia (Selnes, Jaworski and Kohli, 1996). It may be argued that the market orientation construct is more suitable to describe crucial information processing in big centralized American companies than in Scandinavian companies that may rely more on empowered front-line units (Nielsen, Host, Jaensson, Kock and Selnes, 2002). This study might also add to this discussion. Recently, market orientation has been subject to research in the Nordic countries as well. The scholars Haugland, Myrtveit and Nygaard (2007) published an article about the relationship between the degree of market orientation and performance of Nordic service companies. Based on data from the hotel industry, their results indicate that market orientation has only modest effect on productivity, but also that it can be a useful instrument in the process of designing products and services. Nielsen et al (2002) found that nationality matters when they compared the

level of market orientation of banks in four Nordic countries. Icelandic academics have researched market orientation of Icelandic companies from different perspectives (Hermannsdottir, 2006; Jonsdottir, 2006; Adalsteinsson and Gudlaugsson, 2004; Heimisdottir, 2008).

1.2 Research on Export Market Orientation

Marketing theorists such as Kohli and Jaworski (1990), Narver and Slater (1990), Ruekert (1992), Gainer and Pandanyi (2005), Carr and Lopez (2007) have argued that market orientation traces its origins from the market concept (also labeled marketing concept) and has noteworthy consequences to overall business strategy. The *market concept* is concerned with customer-orientation, innovation and profit as an inducement for creating satisfied customers (cf. Narver and Slater, 1990, 1994; Kohli and Jaworski, 1990; Hunt and Morgan, 1995). Theories on market orientation have been widely accepted by scholars and academics either as the implementation of the market(ing) concept, as an organizational culture, or as a mix of those two (Greenley, 1995; Han, Kom and Srivastave, 1998). To simplify, “market concept” and “marketing concept” are used interchangeably in this thesis. Per definition, a *market* is a physical or non-physical place where goods are offered for sale and *marketing* the act or process of buying and selling in a market by means of commercial functions involved in transferring goods from producer to consumer. But for the purpose of this study the demarcation is believed to keep the focus on market orientation. Through the years, numerous scholars have found that market oriented behavior in marketing new products or services leads to better performance, has positive effects on customer satisfaction and loyalty as well as innovation, employee satisfaction and cooperation (Deshpandé, Farley and Webster, 1993; Gatignon and Xuereb, 1997; Rapp, Schillewaert and Wei Hao, 2008; Twaites and Lynch, 1992).

1.3 Challenges with Export Market Orientation

After the global economic disabilities and financial crisis, the export oriented strategy has faced new challenges. Organizations begun to question the ongoing feasibility and influence of an export oriented strategy, and to doubt, whether there is a need to continue to adhere to it, if export orientation is not yet powerful strategy for a developing country searching to reach with the developed world. Although if export orientation still stay the best strategy, what challenges and constraints must come across during the implementation process? Regarding to the first question, there is a significantly positive correlation between trade liberalization and economic growth. Thus an outward, export oriented strategy, is one of the significant strategies which can influence economic growth. The experience of East Asia is a real example (Krueger, et al. 1985; World Bank, 1993).

So, given that the export oriented strategy is a very good one, what are the challenges it will face in future? Export oriented strategy in East Asia has been based on a series of internal and external conditions. If these conditions continue to exist, then this strategy can continue to be implemented. If not, change is needed. First, the implementation of an export oriented strategy needs an open international environment. Since the financial crisis broke out, questioning and criticism of economic globalization have been a common theme in the western developed countries. In 2009 doubts about the impact of globalization on US employment appeared in US political and academic circles (Spence 2011), as well as critical reflections on the capitalist system. In 2010, the former French President Nicolas Sarkozy publicly questioned the impact of globalization (Sarkozy 2010). However, the process of globalization will not be determined, let alone be reversed. The market

segmentation is the most effective way of allocating resources and the most efficient way to coordinate the behaviors of market players. Globalization is actually the expansion of the market mechanism all over the world. In fact, in the last few years, the global market mechanism has still worked, and worked very well. It may even have been strengthened. In addition, the key developed countries, especially the United States as the representative of the Pacific Rim countries, are also actively forcing the highest level of regional trade arrangements in the history of mankind (The Trans-Pacific Economic Partnership, (TPP)). Based on the above evidence the globalization is still in process and was influentially being forced towards financial crisis. At the same time, the U.S. is also strengthening the so-called institutional architecture of the global marketing system.

1.4 Export Market Orientation and Erbil Northern Iraq

With the intensifying globalization of business world, many firms especially from developing countries have resorted to exporting as an essential activity for long term growth, profitability and survival (Sousa & Alserhan, 2002; Leonidas, 1995). This is mainly because exporting offers the simplest and cheapest means to expand and access foreign markets compared to other forms of international involvement such as joint ventures and overseas production (Tesform & Lutz, 2006; Bo, 2006; Morgan, 1997). However, the foreign markets are associated with a lot of uncertainty which necessitates firms to acquire export market information/ intelligence concerning competitors, customers, prices, technology and government regulations, disseminate this information and act upon it (Bozic, 2006; Salavou, 2002; Sanjeev, Krishna & Chekitan, 2003; Codogan, Cui & Yeung, 2003; Jasmine and William, 2005). This behavior has widely been conceptualized by authors such as Codogan (2003); Alhakimi & Baharun (2009); Okpara (2009); Kohil & Jaworski (1993); Narvar & Slater

(1999) and Sorensen (2005) as export market orientation. Accordingly, Cadogan, Cui & Li (2003); Zeljko (2007); Mehmet (2008); Hoq, & Norbani (2009) observe that with the adoption of market oriented behaviors, firms are able to generate information that is particularly important for their innovativeness as it helps them to come up with new and modified products, ideas, processes, and subsequently enter into new markets.

As of December 2014, the Erbil is exporting almost 400,000 barrels per day, and by end of the first quarter of 2015 that figure is expected to rise to 500,000 bpd. Production for refining and domestic consumption continues at around 120,000-150,000 bpd. As Erbil production continues to increase, so too will its export to the international market through the Erbil crude pipeline and the trucking arrangements through Turkey. The revenues from all export activity will be treated as part of Erbil's constitutionally mandated share of the federal budget and will continue to benefit the people of the Erbil Region and Iraq. In 2014, the Region's share of fuel products from the Federal Government halted due to the instability in areas of Iraq that were administered by the federal authorities. As a result, the Erbil Region was forced to become self-reliant on its own production and imports of fuel products in order to satisfy its domestic needs. These imports mostly occurred through the crude oil for products swaps arrangement the Erbil has established through Turkey. The Erbil Region remains focused on its plans to substantially increase oil production after reaching its initial target of one million barrels per day.

1.5 Structure of the Thesis

The thesis prepared here having six chapters altogether, where the first chapter is introducing the concept in broader view and the idea behind taking this title for thesis dissertation.

The second chapter is the literature review discussing all important literature related to the export market orientation concept. Further sub sections in this chapter have more clear explanations about the various topics related to the concept.

The third chapter is the conceptual framework of the study shows the research problem, research questions and research objectives. This is the most important chapter of the thesis where the conceptual model presenting the whole idea of the study and hypothesis formulation has been discussed.

The fourth chapter is the research methodology where all the needful is explained for the types of research, sample size, sources of data, sampling plan, methods of data collection and instrument of data collection.

The fifth chapter has the data analysis and interpretation of data collected. This chapter is the base for result of the research. The final outcome of this study is drawn on the basis of the analysis and interpretation. The sixth chapter is the final discussion on result with concluding remarks. Furthermore limitations of the study are discussed in this chapter. The contribution of the research to the broader theory and practical implication of the study is discussed here.

Chapter 2

LITERATURE REVIEW

2.1 Definitions of Export Market Orientation

In order to create the most sustainable competitiveness advantages the profit of shareholders is made the most of rivals in the market place. The problem they face where competitive advantages was based on the individuality of structural which is market power, the balance of economics, then the wide range of product line, and the importance changing from the enable business to capabilities, time after time when the greater value its customers. That's what they called the importance of competitive advantage. (Gummesson, 1991).

We can reason that market orientation builds on the same foundations as the market concept, as that concept is believed to have three facets that are customer focus, coordinated marketing focus and profit focus (Donnelly, Ivancevich and Hise, 1967; Kohli and Jaworski, 1990; Wrenn, 1997). Customer focus implies that companies need to have intensive knowledge and understanding of customer needs, demands and expectations. In order to be able to fulfill those demands and expectations with goods and services those must be carefully charted. This is done with marketing planning, surveys, market intelligence dissemination and generation. Focus on integrated marketing means that all marketing efforts of the company are in sync and support each other. Profit focus is an important measurement in all strategy-making and

management. Even not for profit firms measure their performance, although they use other than financial bench marks.

The marketing concept can be classified into two parts, being the “old” concept of marketing then the new concept of marketing. The studies shows that as (Gunay, 2002) stated that the terms of old marketing concept is disturbed in terms of market orientation. The “new” marketing concept is more a business culture than a philosophy. Philosophic questions cannot be answered empirically by observation or experiment, while it is possible to measure the level of culture, and then describe its characteristics. Many labels have been worn to indicate that the orientation of marketing concept Shapiro (1998), Kohli & Jaworski (1990); Harris & Ogbonna, (2001). Examples include “marketled” (Piercey, 1997). There is consensus in the literature shows that there are very little differences among these labels, “Shapiro (1988)”. The market orientation although, has been taken as the most appropriate label to describe the construct, Kohli & Jaworski (1990).

2.2 Market Orientation Scenario

In such a case conditions like customer focused, market drive, and market oriented, was always been identical mixed with business practical of organizations of strategy which is happening all around the world. The notion that the customer needs to be at the origin of business planning processes seems a very contemporary one, as is the idea of organizing the firm’s activities around a thorough understanding of customer needs and demands (Desphandé, 1999). The market orientation concept builds on the marketing concept which is a relatively new academic. A definition of the marketing concept that is cited from the American Marketing Association website (AMA, 2008)

is found in Grönroos (2006) article called findings a new roadmap for marketing , on defining marketings

In order to become market oriented, all employees must participate in working towards a common goal. Employees that feel that their colleagues support and empower them are more likely to create superior customer value and (Zeithaml and Bitner, 2003). Therefore, cross functional coordination between employees is very important for organizations that want to create a high degree of market orientation. (Narver & Slater, 1998). state that market orientation is an organizational culture where culture, management and market orientation are interwoven. For an organization to be market oriented, leaders within that company must have a clear vision that is continuously mediated to employees. Market oriented companies must communicate their mission, vision and values in such a way that every employee knows his/her role. Companies must be able to change and adapt to new market situations such as increased competition, needs and expectations of customers and new technologies. Bisp (1999) defines market orientation as a series of actions to obtain, analyze and apply information about current and new customers, consumers and competitors. He emphasizes the importance of organizational learning and states that the ability to attract and develop staff with the needed knowledge and skills drives market orientation. Farrell (2000) also emphasizes that organizational learning is of great importance when installing a market orientation. Other scholars prefer to view market orientation as proactive business actions that take place in a certain sequence. Bisp (1999) emphasizes that market orientation should not be confused with marketing orientation which has a functional focus or customer orientation that has a stakeholder focus. According to Bisp (1999) the form and intensity of market oriented activity is a behavioral manifestation of elements of corporate culture and

strategy. Kotler (2001) points out that market oriented companies must balance between customer orientation and competitor orientation when installing a market oriented culture in the company. Logically, a company that only focuses on either the customer or the competition will end up performing poorly.

Gudlaugsson (2004) has written about the orientation of marketing behavior which is emphasis the concept of marketing orientation characterized by continuously gathering market data, analyzing data and creating knowledge that is communicated to everybody within the organization. Gray et al. (1998) posit that although there is no agreement (in extant literature) regarding what a market orientation means, the definitions of (Kohli & Jawaroski, 1990). Seem to be gaining ground and acceptance. However, despite the fact that there are a number of acceptable definitions of market orientation, scholars seem to agree that the concept has both a cultural aspect and market aspect to it. For the purpose of this study, they believed that marketing orientation is the implementation of the concept of market through the firms of organizational culture.

2.3 Export Market Orientation Scenario

The focus on export market ordination in many researchers such as, Cadogan (1999, 2002, & Racela (2007). For example the studies who is working on export market orientation is in recent studies applicable of the create for identifies the background of market orientations', then the studies which is pays the cost of export market orientation as example of Cadogan, (2001, 2006). Representing that the strategy of achieving the key of export market orientation into superior of export performance, Cadogan, (2009).

In addition, however, there are many researchers stated that the gaps between extend studies to tend to focus on the main topics of direct effecting of export market orientation on export performance. On the other hand the results we got related to the market orientation and the export performance are to get the relationships between them. And many researchers state that the importance of effecting the direct of export market orientation in export performance (Cadogan, 1990, 2002).

2.4 Status and Scope of Export Market Orientation

The marketing concept can be classified into an “old” marketing concept and a “new” one (Gunay 2002). The shift in focus becomes clear with the new millennium. Before 2000, scholars mainly focused on the direct effects of market orientation that were found to be diverse business performance measures, while after 2000, the focus shifted to the numerous indirect effects of it such as the effect on learning, employee satisfaction, and innovation. For example, Farrell (2000) was one of the first to come with new evidence that the level of marketing orientation goes hand in hand with organizational learning. The “old” marketing concept emphasized customer orientation, product improvement drivers like profit to generating happy consumers while the “new” one emphasizes culture, innovation and the importance of organizational learning.

Today’s marketing concept comprises customer orientation, distinctive advantages, market intelligence, value or quality delivery, continuous improvement in goods and services, customer-oriented business culture, and coordinated and integrated business activities in the whole organization creating a competitive advantage. In order to get this job done, organizations must gather and analyze market knowledge and empower their people with it. As their definitions of orientation of marketplace

suggests that, there is quite a strong market-related information aspect to market orientation. Hence, its fit within an organization is related to the ability of that organization to effectively manage its business information systems and make sure that all data is analyzed and developed into useable knowledge. Prahalad and Hamel (1990) share this opinion and state that market knowledge must be translated into strategic capabilities that in turn will create a core competence leading to a defensible competitive advantage. Deshpandé (1990) poses that the fit of market orientation within a firm is threefold: as part of the development of strategic competence as a learning organization; as part of a market knowledge management system and as a foundation for corporate strategy.

2.5 Implementation of Export Market Orientation

To install the market orientation process, one should start with thorough analysis of the company and its environment, the markets on which it operates, competition, customer demands and expectations and the satisfaction level of customers and employees to name a few. Kohli and Jaworski (1990) write about the antecedents in this context. Marketing theorists have provided a number of simple tools such as SWOT analysis, and PESTEL analysis (which is analysis of political, economic, social, technological, environmental and legal issues) to do this analysis. The next step is to systematically and continuously mediate the obtained knowledge and information to all employees (Kotler et al, 2001). This organizational learning process will mix with the corporate culture and as such create market-oriented behavior that will have a positive effect on employees and customers and lead to better overall performance. The third step is continuous learning and adapting. Firms must set clear and measurable goals and milestones, and improve along the way. Feedback is an important issue here. The concept of market orientation and its steps

for implementation should be integrated with the strategy and decision making processes in the company (Perry and Shao, 2002).

Many business owners and top managers tend in order to focus on the (Kohlii & Jaworskii 1990). That being said, it has become evident that organizational culture is the key to building a market orientation and the vehicle that should drive organizational learning and change (cf. Narver and Slater, 1990; Denison, 1990; Han, Kom and Srivastave, 1998; Bisp, 1999). One could say that a distinctive type of organizational culture is necessary to effectively build a high level of market orientation.

Chapter 3

CONCEPTUAL FRAMEWORK OF STUDY

3.1 Research Problem

This research received many attentions in terms of the significance of resources and ability. Experimental of this research have inspect many different abilities of firms, which is including human resource management strategies, capability of forecasting, the ability of learning's and development, and research and development.

Many studies have been arguing about the abilities are essential to the companies achievements in challenging in both side international and domestic markets in that the process of organizational through which income and how they mixed than changed into the value contributions, in terms of competitive advantages.

In the study we have worked on, we observe the benefits of lower cost than the different advantages. The companies regards as the assessments of changes their measures the performance as the competitive advantages. In this structure the greater skills and incomes can be utilizes to grow their competitive advantages. And how they are doing it is by either the relative cost position as the lower cost, or greater value customers in brand position.

The first statement says that those companies or firms follow a low cost position tries to find out the benefit of affecting quickly down the knowledge bend. Then the second issues is the greater customers value bran position and the differentiation benefit take place when the companies is able to gain something's which is usually apparent as being exclusive from those competitors offering.

Though the export market orientation is facing so many limitations and challenges as cited in the above paragraph. Here the study is concentrated on the problem that.

Having a vast scope of export, organizations are unable to perform aptly and to get their share by showing their efficiency. The real quantitative measurement of the efficiency of export market variables and its effect on business performance is not available in this Erbil Northern Iraq.

3.2 Conceptual Model and Research Objective

Independent Variables
Variable

Dependent

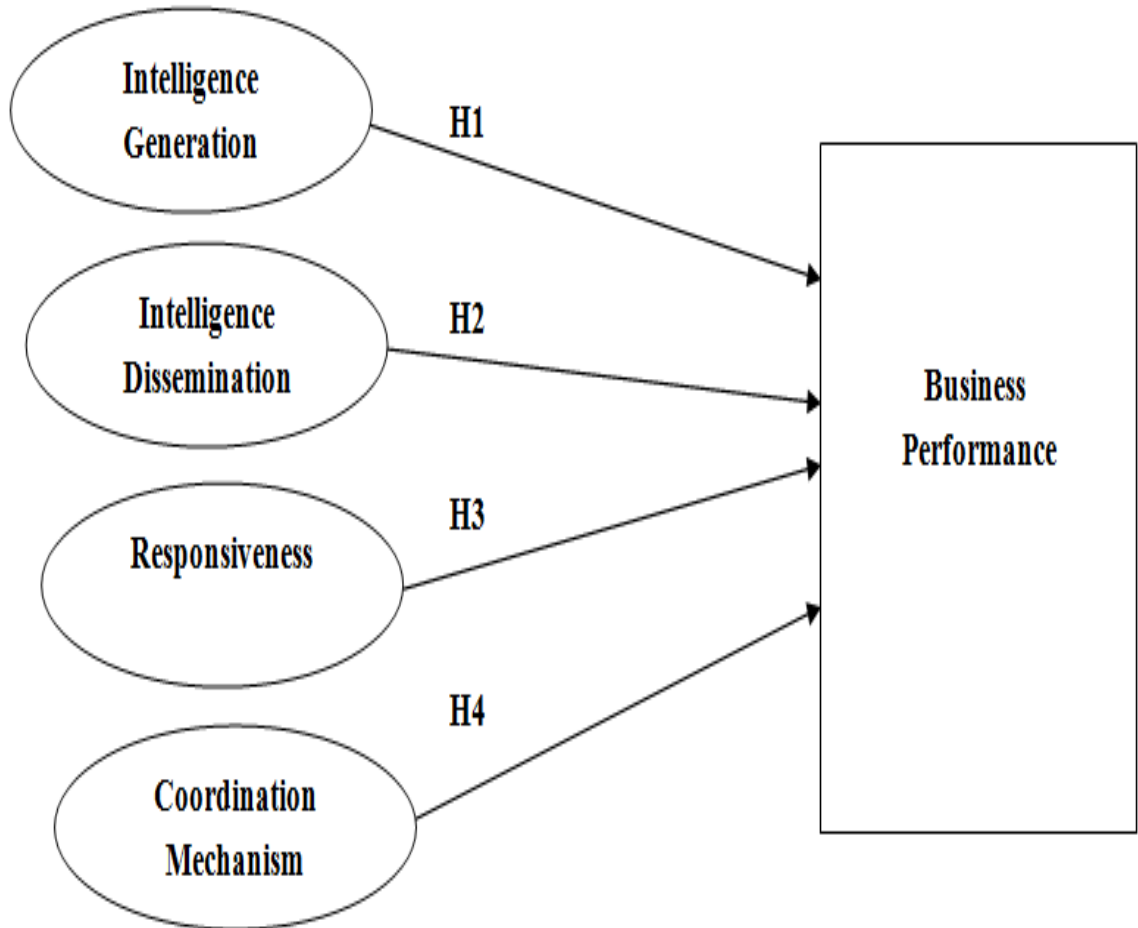


Figure 1: Conceptual Model

The conceptual model presented above has two types of variables, one is independent variable and other is dependent variable. The independent variable set has four variables named as Intelligence Generation, Intelligence Dissemination, Responsiveness and Coordination mechanism respectively as 1st, 2nd, 3rd and 4th. The other side the variable is dependent variable named as Business Performance. These independent variables are linked with dependent variables using arrows as links and named as H1, H2, H3 and H4.

3.3 Hypothesis Formulated

Hypotheses 1: export market orientation component “Intelligence Generations” is positively related with the business performance of small and medium enterprises in Erbil.

Hypotheses 2: export market orientation component “Intelligence Dissemination” is positively related with the business performance of small and medium enterprises in Erbil.

Hypotheses 3: export market orientation component “Responsiveness” is positively related with the business performance of small and medium enterprises in Erbil.

Hypotheses 4: export market orientation component “coordinating mechanism” is positively related with the business performance of small and medium enterprises in Erbil.

Chapter 4

RESEARCH METHODOLOGY

4.1 Types of Research

Commonly researches are two types either qualitative or quantitative. Those who undertake research project must be alert with the differences between and know how to give precise information for reaching the target.

Principally exploring the research project is called qualitative research. That is more about achieving sympathetic the fundamental motivations. It makes the reader to deliver what the subject is and what are the alternative answers to insights the hypotheses and the idea of the research. It also more specified and drives deeper into the subject. Collecting data methods in qualitative research is either unstructured or semi-structured. The methods are mostly focus on group discussions, individual interviews, or explanations. Sampling is commonly made small sized, and respondents are aimed to fulfill the definite response.

The other type of research is called quantitative research. It is mostly emphasis the study by generating the data. It is more about achieving the conclusion of the study by generalizing the outcomes from a larger sample population. In quantitative researches are contains numerous data to express evidences and expose outlines in research. The methods are includes all types of surveys, face-to-face interviews and regular observations

4.2 Sources of Data

The data for this research work was obtained essentially from primary and secondary sources.

Primary source: A primary source delivers straight indication about the study. That includes historical and permitted documents, observer resources, results of experiments, statistical data, pieces of creative writing, audio and video recordings, speeches, and art objects. There are many ways to collect primary data such as interviews, observations, and questionnaires.

Secondary source: Secondary data is collected from previous research and literature to inform the project on theory and current issues. The secondary data mostly collected through different books, journals, articles, and websites with academic and specialized backgrounds.

4.3 Sampling Plan

The table shown below is the complete list of companies working in Erbil northern Iraq for export in different industry. This has given the clear number of employees working in the export business. The sample selection done randomly, using simple random sampling method of probability sampling. Where firstly 300 respondents selected for the survey, out of 300, only 256 respondents returned the filled up instrument. Again after checking for the completion only 228 samples found usable. So finally 228 samples used for the study.

Table 1: List of companies

	Company name	Establishment	Sector	N. of employers
1	Salahaddin holding	1991	Construction materials, printing, pharmaceuticals, food & beverage, oil.	12,000
2	Kar company	1999	Dairy Products, Brick, Pharmaceutical, Beverage Bottling and distribution.	14,000
3	Nokan group & companies	1993	Internal and external trading, large and small industry, oil.	17,000
4	Faruk group & companies	2008	Telecommunication & IT, cement, construction, industry, energy, oil.	13,000
5	Zagros group, companies	2005	Zagros General Contracting, Zagros Energy Group, oil.	14,000
6	Ster group & companies	2006	Construction, consultancy environmental engineering,	13,000
7	UB holding	2001	IRON & STEEL PROJECTS	20,000
8	Mass group	2008	produces electrical energy, cement, steel,	7,000
9	Darin group	1998	Erbil Steel Factory, Flour factor, food industry.	8,000
10	Alban diary product	2004	Production of cheese, milk, eggs, yogurt.	1,800
11	Bakoor general trading	2004	Quality Mineral water, cup procedure.	400
12	Zer group	2007	sunflower oil, corn oil and olive oil, Vegetable Ghee,	7,000
13	SWDCG	2005	Crude oil, oil products, natural gas.	1,900
14	SHAGOOOL GLASWARE	1990	Beverages, confectionery, sanitary articles, Cosmetics and Household Chemicals.	4,000

15	ROJMAN COMPANY	1998	Company for Electric Cables, wire.	2,500
16	ALPHA ACOUSTIKI LTD	1991	Ant vibration products, vibration control.	2,000
17	Azad Rice Company	2002	All kind of rice.	1,000
18	Cover cartoon box	2005	COVER CARTON", manufacturer and supplier.	350
19	ECKHARDT STEEL & ALLOYS	2008	Exporters & suppliers of Stainless Steel.	1,400
20	AL-SHIMAL GROUP	2011	Manufacturing of animal feeds.	1,500
22	BCC logistic Erbil	2003	Logistics support and services ranging.	1,900
23	Awamedica company	2004	Awamedica develops. pharmaceutical	1,000
24	Empire world	2007	IRAQ OIL AND TRADING.	7,000
26	Abor Oil & Gas	2010	General trading, oil.	2,000
27	DNO International company.	2009	DNO explores for oil and natural gas.	2,000
28	BLACK LAKE COMPANY - PROACTIVE NOT REACTIVE	2011	Mineral water, constricting	2,000
29	AWRA COMPANY	2007	Shell mineral oils serve to the people of Iraq.	1,000
30	Marathon oil service	2009	Living Our Values	4,000
31	KRG Asian Food B.V.	2005	Foods, such as rice, flour, drink.	4,000
32	Active food	2004	Elit Chocolate, polen food, tea, Tago Baked Cookies.	1,000
33	RONESANS_INSAAT	1993	Multifunctional complexes, high-rise buildings.	1,400
34	Zheela food and dairy	1999	Construction of buildings and the restored. Road construction.	2,000
35	DLBA COMPANY for Food Trading	2005	Egg , Ayran , Yogurt , Milk , ice cream , cheese.	1,000
36	Meer group	2006	Planting, Harvesting, Cleaning and distributing general trades.	1,200

37	Al Safi Danoon dairy	2001	Cheese, egg, yogurt..etc	1,500
38	Ranj company	1999	CONSTRUCTION, INVESTMENT AND DEVELOPMENT	1,200
39	ORKILA GROUP	2003	Pharmaceuticals, Food, Animal Nutrition	1,000
40	Gavleen company	2004	Oil and service companies.	1,200

4.4 Methods of Data Collection

The data is collecting as a set needed to test the research question; a cross-sectional study design was used. This design was most convenient as the questionnaire was only sent out once to a single population element. Cross-sectional study design fits studies that aim to analyze a phenomenon, problem, situation, attitude or issue by considering a cross-section in a certain populace at one spot in time. This type of design is comfortable both for the researcher and the participants. Matter of fact, the majority of market orientation studies described in literature use in this research design. The major disadvantage of this research design is the fact that the results only mirror one point in time and show no trend or development over time. Furthermore, this study employs the survey method using an electronic questionnaire that was sent to the respondents by e-mail. The use of e-mail surveys is recommended for this type of studies as it is convenient and cost effective. A first advantage is that the researcher can dispatch the survey to the whole sample at once, track response rates in real time and sent reminders to the people that have not yet answered after a certain time period. Within days rather than weeks, all data is collected, opposed to the interview method that is very time consuming. Secondly, self administered questionnaires can eliminate interview bias. Thirdly, the method was used to measure

market orientation by many other researchers too. Nevertheless, the mail survey method has some disadvantages to it. The obvious of which is the response rate that can be quite low because there is no direct one-on-one interaction between the researcher and the respondents in the sample. Secondly, e-mail surveys can automatically end up in the junk mail box, or be thrown there by the receiver.

4.5 Export Market Orientation Instruments in Brief

Table 2: Export Market Orientation Instrument in Brief

Variables	No. of items	References
Intelligence Generation	11	Jaworskii, B. J. & A. K. Kohlii. 1992. Market orientation: Antecedents and consequences. <i>Journal of Marketing</i> , 57 (July): 53-70
Intelligence Dissemination	18	Narver JC, Slater SF. The effect of a market orientation on business profitability. <i>J Mark</i> 1990;54(October):20–35.
Responsiveness	16	Cadogan, J.W., Kuivalainen, O. and Sundqvist, S. (2009), “Export market-oriented behavior and export performance quadratic and moderating effects under differing degrees of market dynamism and internationalization”, <i>Journal of International Marketing</i> , Vol. 17 No. 4, pp. 71-89.
Coordinating mechanism	26	Cadogan, J. W., C. C. Cui, and E. K. Y. Li. 2003. Export market-oriented behavior and export performance. <i>Turbulence. International Marketing Review</i> 20 (5):493–513.
Business Performance	3	Perry, M. L. and Shao, A. T. (2002). Market orientation and present performance in dynamic markets. <i>European Journal of Marketing</i> , 36, 1140-1153.

4.6 Questionnaire with Dimension Names

The instrument is pretested and well justified, used for this study, with a minor modification in the items. All four dimensions of the independent variable is well established and tested by this instrument, It has all together 71 items, where The first dimension having 11 items, the second dimension has 18 items, the third dimension has 16 items and the fourth dimension has 26 items measuring the independent dimension. Other side the dependent variable gets constructed on the basis of concept by the researcher. The instrument further gets tested for its reliability and gets used in the study.

Table 3: Instrument of Data Collection

This survey instrument is getting used to measuring the effect of export market orientation on economy. Data collected through this will get used for the academic purpose and no commercial use is involved in this. Your cooperation will be a valued contribution. Please choose only option for each item.	
Demographical Information	
Gender :	(1) Male (2) Female
Age :	(A) 16 years -25 years (B) 26 years -35 years (C) 36 years - 45 years (D) 46 years - 55 years (E) 56 years and more
Marital Status :	(A) Single (B) Married
Education:	(A) Secondary (B) Intermediate (C) Graduate (D) Post Graduate (E) Ph.D.
Family Income/ Month:	(A) Up to \$500 (B) \$ 501 - \$1000 (C) \$ 1001 - \$2000 (D) \$2001 - \$3000 (E) \$3001 and more
Profession:	(A) Student (B) Private Employee (C) Govt. Employee (D) Business (E) Self Employed

Survey information

Sl. No.	Items	Dimension
1	Periodically review the likely effect of changes in our export environment (e.g., technology, regulation).	Intelligence Generation
2	Individuals from the manufacturing department interact directly with export customers to learn how to serve them better.	Intelligence Generation
3	Are slow to detect changes in our overseas customers' product preferences.	Intelligence Generation

4	We poll end users once a year to assess the quality of our products and services.	Intelligence Generation
5	We are slow to detect fundamental shifts in our export environment (e.g., technology, regulatory, economy).	Intelligence Generation
6	In this company, we generate a lot of information concerning trends (e.g., regulation, technological developments, politics, and economy) in our export markets.	Intelligence Generation
7	We generate a lot of information in order to understand the forces which influence our overseas customers' needs and preferences.	Intelligence Generation
8	We do not generate enough reliable/relevant information concerning our competitors' activities in our export markets.	Intelligence Generation
9	We constantly monitor our level of commitment and orientation to serving export customer needs.	Intelligence Generation
10	Our top managers from every function regularly visit our current and prospective export customers.	Intelligence Generation
11	We measure export customer satisfaction systematically and regularly.	Intelligence Generation
12	We have 'inter functional' meetings at least once a quarter to discuss trends and developments (e.g., regulatory, technology) in our export markets.	Intelligence Dissemination
13	Marketing personnel in our company spend time discussing export customers' future needs with other functional areas.	Intelligence Dissemination
14	Our company periodically circulates documents (e.g., reports, newsletters) that provide information on export customers.	Intelligence Dissemination
15	There is minimal communication between the export and manufacturing departments concerning foreign market developments (e.g., regulations, technology).	Intelligence Dissemination
16	When one department finds out something important about foreign market competitors, it is slow to alert other departments.	Intelligence Dissemination
17	Important information about our export competitors is often 'lost in the system'	Intelligence Dissemination
18	In this company, export personnel rarely pass on information on customer preferences to other functions/units	Intelligence Dissemination
19	Information about our export competitors activities often reaches relevant personnel too late to be of any use	Intelligence Dissemination
20	Important information concerning export market trends (regulatory, technology) is often discarded as it makes its way along the communication chain.	Intelligence Dissemination
21	Important information concerning our major export customers is disseminated right down to the shop floor.	Intelligence Dissemination
22	Personnel directly involved in export operations frequently discuss export competitors' activities with non-export personnel.	Intelligence Dissemination
23	Export sales personnel rarely share their experiences of dealing with customers with others.	Intelligence Dissemination

24	Too much information concerning our export competitors is discarded before it reaches decision makers.	Intelligence Dissemination
25	All information concerning our export competition is shared within this company.	Intelligence Dissemination
26	Information which can influence the way we serve our export customers takes forever to reach export personnel.	Intelligence Dissemination
27	Export personnel regularly share information within our business concerning export competitors' strategies.	Intelligence Dissemination
28	We freely communicate information about our successful and unsuccessful export customer experiences across all business functions.	Intelligence Dissemination
29	Top management regularly discusses export competitors' strengths and strategies.	Intelligence Dissemination
30	It takes us forever to decide how to respond to our export market competitors' price changes.	Responsiveness
31	For one reason or another we tend to ignore changes in our foreign customers' product or service needs.	Responsiveness
32	We periodically review our product development efforts to ensure that they are in line with what foreign customers want.	Responsiveness
33	Our strategy for standardizing or adapting our export product offerings is based on detailed customer research.	Responsiveness
34	Several 'departments' get together periodically to plan a response to changes taking place in our foreign business environment (e.g., regulation, technology, etc.).	Responsiveness
35	The product lines we sell to foreign markets depend more on internal politics than real market needs.	Responsiveness
36	If a major competitor were to launch an intensive campaign targeted at our foreign customers, we would implement a response immediately.	Responsiveness
37	Foreign customer complaints fall on deaf ears in this company.	Responsiveness
38	We are quick to respond to significant changes in our competitors' price structures in foreign markets.	Responsiveness
39	When we find out that export customers are unhappy with the quality of our service, we take corrective action immediately.	Responsiveness
40	We are quick to respond to important changes in our export business environment (e.g., regulatory, technology, economy).	Responsiveness
41	All 'departments' in our firm are involved in implementing our export market strategies.	Responsiveness
42	Our export business strategies are driven by our beliefs about how we can create greater value for export customers.	Responsiveness
43	We give close attention to after sales service in our export markets.	Responsiveness
44	Our export business objectives are driven primarily by customer satisfaction.	Responsiveness

45	We rapidly respond to competitive actions that threaten us in our export markets.	Responsiveness
46	Our export strategy for competitive advantage is based on our understanding of export customer needs.	Responsiveness
47	Departments in our company work together as a team in relation to our export business.	Coordinating Mechanism
48	The activities of our business functions (e.g., marketing/sales, manufacturing, R&D, finance/accounting, etc.)are integrated in pursuing a common goal.	Coordinating Mechanism
49	In our firm there is 'interdepartmental' conflict.	Coordinating Mechanism
50	In our company, departments/individuals compete with each other to achieve their own goals rather than working together to achieve common objectives.	Coordinating Mechanism
51	Key players from other functional areas (e.g., production, finance) hinder the export related activities of this firm.	Coordinating Mechanism
52	In our company, the objectives pursued by export personnel do not match those pursued by members of the manufacturing or R&D department.	Coordinating Mechanism
53	Key players from other functional areas (e.g., production, finance) are supportive of those involved in the firm's export operations.	Coordinating Mechanism
54	Export personnel build strong working relationships with other people in our company.	Coordinating Mechanism
55	Salespeople coordinate very closely with other company employees to handle post-sales problems and services in our export markets.	Coordinating Mechanism
56	In this firm, when conflicts between functional areas occur (e.g., between export personnel and manufacturing), we reach mutually satisfying agreements.	Coordinating Mechanism
57	Employees within the export unit and those in other functional areas (e.g., engineering) help each other out.	Coordinating Mechanism
58	Those employees involved in our firm's export operations look out for each other as well as for themselves.	Coordinating Mechanism
59	Other than export personnel, it could be stated that few people in this organization contribute to the success of the firm's export activities.	Coordinating Mechanism
60	Certain key players in our firm attach little importance to our export activities.	Coordinating Mechanism
61	The export activities of this company are disrupted by the behavior of managers from other departments.	Coordinating Mechanism
62	In this company, there is a sense of teamwork going right down to the shop floor.	Coordinating Mechanism
63	There is a strong collaborative working relationship between export personnel and production.	Coordinating Mechanism
64	Functional areas in this firm pull together in the same direction.	Coordinating Mechanism

65	We resolve issues and conflicts through communication and group problem-solving.	Coordinating Mechanism
66	In our company, it is considered that the less interaction export personnel have with other functional areas the better.	Coordinating Mechanism
67	People from different functional areas in our firm discuss their problems openly and constructively.	Coordinating Mechanism
68	There are tensions among functional areas (e.g., export personnel and manufacturing) that interfere with the company's export activities.	Coordinating Mechanism
69	In this firm, our business functions (e.g., export, manufacturing) are integrated in serving the needs of our export markets.	Coordinating Mechanism
70	Our managers understand how everyone in our business can contribute to creating value for export customers.	Coordinating Mechanism
71	In this company, export staff share programs and resources with other business functions.	Coordinating Mechanism
72	We have big domestic market share (percent).	Business performance
73	We are growing with profit share (percent per year).	Business performance
74	Our premium on business is increasing (percent premiums).	Business performance

4.7 Data Analysis Methods

4.7.1 Regression Analysis

Regression analysis is used in order to estimate the relationships among variables. It is mostly used to forecast and predict. It is based on the relationship between a dependent variable and at least one independent variable. Various techniques are utilized in order to form a model which can best indicate the way these variables are related, meaning that holding all the other independent variables constant, how a predicted change in the value of an independent variable can alter the value of the dependent variable. The most familiar techniques used to conduct this analysis are 'linear regression' and 'ordinary least regression'. In some cases, a 'probability distribution' can be used in order to describe the variation of the dependent variable around the regression function.

4.7.2 One Sample t-test

In order to determine the difference between the mean of a specific sample and the population mean (in case it is known), a statistical procedure is used. Such procedure is called 'one sample t-test'. In order to perform this statistical device, a random sample is drawn from the population. The next step is to compare the mean of such a sample with the population mean. Afterwards, a decision is made based on whether there is a statistical difference between the sample mean and the population mean. For instance, suppose we draw a random sample of students from a university. Knowing the average (mean) of the CGPA of the students of the university (the population), 'one sample t-test' is used to find out whether or not the average CGPA of the students in the sample (sample mean) is different from the average CGPA of the university (the population mean).

4.7.3 One Way ANOVA

One way anova is the statistical test used to decide whether there are any differences in terms of statistically importance's between the means and more independent variables. (Although you tend to only see it used when there are a minimum of three, rather than two groups). For example, you could use a one-way ANOVA to understand whether exam performance differed based on test anxiety levels amongst students, dividing students into three independent groups (e.g., low, medium and high-stressed students). Also, its significance to understand that one way anova is the statically test which is compilation but cannot give you the exact group were statistically importance different from one mean to another, it's just gives you the idea of two groups were different. We have chosen this method to determine the differences between the mean of our four independent variables.

Chapter 5

DATA ANALYSIS

5.1 Quantitative Tools and Techniques Used

The data analyzed here using many statistical tools and techniques. For the purpose of data analysis, SPSS 20 has been used. The data categorized in nominal and scale for the purpose of better justification. All samples collected through survey questionnaire entered to SPSS data file and the variables explained in the variable view window.

For the sake of checking the genuineness of the data, reliability testing is performed. Based on the character of data many statistical tests performed. The T-test and Anova tests performed to check the acceptability of each item in this study. For the testing of hypothesis of the concept, regression analysis performed.

5.2 Demographical Data Analysis and Interpretation

One of the most frequently used reliability statistic tool today is known as the Cronbach's alpha (α). This tool determines the internal average correlations of a survey instrument to measure its reliability. In other words, Cronbach Alpha (1951), Table 4 shows the reliability analysis of variables. The Cronbach's Alpha is 0.917 respectively. Sekeran, (2003) mentioned that if a Cronbach's alpha value is greater than 0, 7, then the research is noticed a good reliable.

Table 4: Reliability Statistics

Cronbach's Alpha	N of Items
.917	74

Table 5 gives the respondents' gender distribution of the study. There are 127 male respondents and 101 female. It shows male respondents are comparative more than female respondents.

Table 5: Gender

	Frequency	Percent
Male	127	55.7
Female	101	44.3
Total	228	100.0

Here in this study the respondents of age are quite similar. It shows that the highest respondents are between the age 36 to 45, and the lowest number of respondents is between 16 to 25 years.

Table 6: Age

	Frequency	Percent	Cumulative Percent
16 years -25 years	28	12.3	12.3
26 years -35 years	52	22.8	35.1
36 years - 45 years	75	32.9	68.0
46 years - 55 years	35	15.4	83.3
56 years and more	38	16.7	100.0
Total	228	100.0	

Table 7 gives the respondents' marital distribution of the study. There are 156 married respondents and 72 single. It shows married respondents are comparative more than single respondents.

Table 7: Martial status

	Frequency	Percent	Cumulative Percent
Single	72	31.6	31.6
Married	156	68.4	100.0
Total	228	100.0	

Table 8 gives the respondents' education distribution of the study. There are 139 graduate respondents and 2 intermediate. It shows graduate respondents are comparative more than intermediate respondents.

Table 8: Education Level

	Frequency	Percent	Cumulative Percent
Secondary	21	9.2	9.2
intermediate	2	.9	10.1
Graduate	139	61.0	71.1
Postgraduate	48	21.1	92.1
PhD	18	7.9	100.0
Total	228	100.0	

Table 9 gives the respondents' family income distribution of the study. There are 55 respondents with 3001-4000 and 23 Up to \$1500. It shows \$3001-\$4000 respondents are comparative more than Up to-\$1500 respondents.

Table 9: Family Income

	Frequency	Percent	Cumulative Percent
Up to-\$1500	23	10.1	10.1
\$1501-\$2000	48	21.1	31.1
\$2001-3000	54	23.7	54.8
\$3001-\$4000	55	24.1	78.9
\$4001and more	48	21.1	100.0
Total	228	100.0	

Table 10 gives the respondents' profession distribution of the study. There are 96 private employee respondents and 2 students. It shows private employees respondents are comparative more than student respondents.

Table 10: profession

	Frequency	Percent	Cumulative Percent
Student	2	.9	.9
Private Employee	96	42.1	43.0
Govt Employee	23	10.1	53.1
Business	80	35.1	88.2
Self Employed	27	11.8	100.0
Total	228	100.0	

5.3 Analysis of the Variables in the the Conceptual Model

In this section of the study the four variables in the conceptual model are going to be analyzed in detail as 74 items.

5.3.1 Intelligence Generation (see Appendix A)

Periodically review the likely effect of changes in our export environment (e.g., technology, regulation).

The respondents were asked if they agree with the statement above. The answers show us that 44.3% of the respondents are sure stating that they are agreed. Only 26.8% of the respondents are negative (Disagree – 5.3% and Strongly Disagree – 21.5%).

Individuals from the manufacturing department interact directly with export customers to learn how to serve them better.

The respondents were asked if they agree with the statement above. The answers show us that 26.3% of the respondents are not sure stating that they are neutral. And 41.7% of the respondents are negative (Disagree – 22.4% and Strongly Disagree – 19.3%).

Are slow to detect changes in our overseas customers' product preferences.

The respondents were asked if they agree with the statement above. The answers show us that 30.7% of the respondents are not sure stating that they are neutral. The 37.8% of the respondents are negative (Disagree – 29.8% and Strongly Disagree – 7.0%).

We poll end users once a year to assess the quality of our products and services.

The respondents were asked if they agree with the statement. The answers show us that 29.4% of the respondents are Disagree. Only 8.8% of the respondents are negative and they stated that they are strongly disagreeing.

We are slow to detect fundamental shifts in our export environment (e.g., technology, regulatory, economy).

The respondents were asked if they agree with the statement above. The answers show us that 37.7% of the respondents are not sure stating that they are neutral. Only 25.9% of the respondents are negative (Disagree – 21.5% and Strongly Disagree – 4.4%).

In this company, we generate a lot of information concerning trends (e.g., regulation, technological developments, politics, and economy) in our export markets.

The respondents were asked if they agree with the statement above. The answers show us that 45.2% of the respondents are sure stating that they are agreed. Only 24.6% of the respondents are negative (Disagree – 12.3% and Strongly Disagree – 12.3%).

We generate a lot of information in order to understand the forces which influence our overseas customers' needs and preferences.

The respondents were asked if they with the statement above. The answers show us that 54.8% of the respondents are not sure stating that they are neutral. Only 22.8% of the respondents are negative (Disagree – 16.7% and Strongly Disagree – 6.1%).

We do not generate enough reliable/relevant information concerning our competitors' activities in our export markets.

The respondents were asked if they agree with the statement above. The answers show us that 37.7% of the respondents are not sure stating that they are neutral. Only 25.9% of the respondents are negative (Disagree – 21.5% and Strongly Disagree – 4.4%).

We constantly monitor our level of commitment and orientation to serving export customer needs.

The respondents were asked if they agree with question we have asked. The answers show us that 30.7% of the respondents are not sure stating that they are neutral. The 37.8% of the respondents are negative (Disagree – 29.8% and Strongly Disagree – 7.0%).

Our top managers from every function regularly visit our current and prospective export customers.

The respondents were asked if they with the questions we have asked. The answers show us that 26.3% of the respondents are not sure stating that they are neutral. And 41.7% of the respondents are negative (Disagree – 22.4% and Strongly Disagree – 19.3%)

We measure export customer satisfaction systematically and regularly.

The respondents were asked if they agree with the statement above. The answers show us that 39.3% of the respondents are sure stating that they are agreed. Only 17.8% of the respondents are negative (Disagree – 6.3% and Strongly Disagree – 11.5%).

5.3.2 Intelligence Dissemination (see appendix B)

We have 'inter functional' meetings at least once a quarter to discuss trends and developments (e.g., regulatory, technology) in our export markets.

The respondents were asked if they agree on whether they measure export customer satisfaction systematically and regularly. The answers show us that 44.3% of the respondents are sure stating that they are agreed. Only 25.8% of the respondents are negative (Disagree – 8.3% and Strongly Disagree –17.5%).

Marketing personnel in our company spend time discussing export customers' future needs with other functional areas.

The respondents were asked if they agree with the statement above. The answers show us that 54.4% of the respondents are sure stating that they are agreed. Only 25.8% of the respondents are negative (Disagree – 9.3% and Strongly Disagree – 16.5%).

Our Company periodically circulates documents (e.g., reports, newsletters) that provide information on export customers.

The respondents were asked if they agree with the question we have asked. The answers show us that 46.3% of the respondents are not sure stating that they are neutral. And 41.7% of the respondents are negative (Disagree – 22.4% and Strongly Disagree – 19.3%).

There is minimal communication between the export and manufacturing departments concerning foreign market developments (e.g., regulations, technology).

The respondents were asked if they agree with question we have asked. The answers show us that 34.3% of the respondents are not sure stating that they are neutral. And 21.7% of the respondents are negative (Disagree – 12.4% and Strongly Disagree – 9.3%).

When one department finds out something important about foreign market competitors, it is slow to alert other departments.

The respondents were asked if they agree with the statement above. The answers show us that 44.3% of the respondents are sure stating that they are agreed. Only 25.8% of the respondents are negative (Disagree – 8.3% and Strongly Disagree – 17.5%).

Important information about our export competitors is often 'lost in the system'.

The respondents were asked if they agree with the question we have asked . The answers show us that 44.4% of the respondents are sure stating that they are agreed. Only 25.8% of the respondents are negative (Disagree – 8.3% and Strongly Disagree –17.5%).

In this company, export personnel rarely pass on information on customer preferences to other functions/units.

The respondents were asked if they agree with the statement above. The answers show us that 34.3% of the respondents are not sure stating that they are neutral. And

21.7% of the respondents are negative (Disagree – 12.4% and Strongly Disagree – 9.3%).

Important information concerning export market trends (regulatory, technology) is often discarded as it makes its way along the communication chain.

The respondents were asked if they agree with the question we have asked. The answers show us that 44.4% of the respondents are sure stating that they are agreed. Only 25.8% of the respondents are negative (Disagree – 8.3% and Strongly Disagree – 17.5%).

Important information concerning our major export customers is disseminated right down to the shop floor.

The respondents were asked if they agree with the statement above. The answers show us that 44.3% of the respondents are sure stating that they are agreed. Only 25.8% of the respondents are negative (Disagree – 8.3% and Strongly Disagree – 17.5%).

Personnel directly involved in export operations frequently discuss export competitors' activities with non-export personnel.

The respondents were asked if they agree with the statement. The answers show us that 47.5% of the respondents are not sure stating that they are neutral. Only 26.9% of the respondents are negative (Disagree – 21.5% and Strongly Disagree – 4.4%).

Our strategy for standardizing or adapting our export product offerings is based on detailed customer research.

The respondents were asked if they agree with the statement above. The answers show us that 44.3% of the respondents are sure stating that they are agreed. Only 25.8% of the respondents are negative (Disagree – 8.3% and Strongly Disagree – 17.5%).

Information about our export competitor’s activities often reaches relevant personnel too late to be of any use.

The respondents were asked if they agree with the statement. The answers show us that 34.4% of the respondents are sure stating that they are agreed. Only 26.8% of the respondents are negative (Disagree – 8.3% and Strongly Disagree –17.5%).

Export sales personnel rarely share their experiences of dealing with customers with others.

The respondents were asked if they agree with the statement above. The answers show us that 44.3% of the respondents are sure stating that they are agreed. Only 36.8% of the respondents are negative (Disagree – 8.3% and Strongly Disagree – 27.5%).

Too much information concerning our export competitors is discarded before it reaches decision makers.

The respondents were asked if they agree with the statement above. The answers show us that 34.3% of the respondents are not sure stating that they are neutral. And

21.7% of the respondents are negative (Disagree – 12.4% and Strongly Disagree – 9.3%).

All information concerning our export competition is shared within this company.

The respondents were asked if they agree with the statement above. The answers show us that 54.3% of the respondents are sure stating that they are agreed. Only 25.8% of the respondents are negative (Disagree – 8.3% and Strongly Disagree – 18.5%).

Information which can influence the way we serve our export customers takes forever to reach export personnel.

The respondents were asked if they agree with the statement above. The answers show us that 44.3% of the respondents are sure stating that they are agreed. Only 36.8% of the respondents are negative (Disagree – 8.3% and Strongly Disagree – 27.5%).

Export personnel regularly share information within our business concerning export competitors' strategies.

The respondents were asked if they agree with the statement above. The answers show us that 44.3% of the respondents are sure stating that they are agreed. Only 36.8% of the respondents are negative (Disagree – 8.3% and Strongly Disagree – 27.5%).

We freely communicate information about our successful and unsuccessful export customer experiences across all business functions.

The respondents were asked if they agree with the question above. The answers show us that 49.7% of the respondents are not sure stating that they are neutral. The 37.8% of the respondents are negative (Disagree – 19.8% and Strongly Disagree – 9.0%).

Top management regularly discusses export competitors' strengths and strategies.

The respondents were asked if they agree with the question above. The answers show us that 40.7% of the respondents are not sure stating that they are neutral. The 39.8% of the respondents are negative (Disagree – 29.8% and Strongly Disagree – 7.0%).

5.3.3 Responsiveness : (see appendix C)

It takes us forever to decide how to respond to our export market competitors' price changes.

The respondents were asked if they agree with the statement above. The answers show us that 39.7% of the respondents are not sure stating that they are neutral. The 37.8% of the respondents are negative (Disagree – 27.8% and Strongly Disagree – 7.0%).

For one reason or another we tend to ignore changes in our foreign customers' product or service needs.

The respondents were asked if they agree with the statement above. The answers show us that 44.7% of the respondents are not sure stating that they are neutral. The 36.6% of the respondents are negative (Disagree – 26.8% and Strongly Disagree – 7.6%).

We periodically review our product development efforts to ensure that they are in line with what foreign customers want.

The respondents were asked if they agree with the question above. The answers show us that 40.7% of the respondents are not sure stating that they are neutral. The 37.8% of the respondents are negative (Disagree – 28.8% and Strongly Disagree – 8.0%).

Several departments' get together periodically to plan a response to changes taking place in our foreign business environment (e.g., regulation, technology).

The respondents were asked if they agree with the statement above. The answers show us that 30.7% of the respondents are not sure stating that they are neutral. The 47.8% of the respondents are negative (Disagree – 29.8% and Strongly Disagree – 7.0%).

The product lines we sell to foreign markets depend more on internal politics than real market needs.

The respondents were asked if they agree with the statement above. The answers show us that 40.7% of the respondents are not sure stating that they are neutral. The 27.8% of the respondents are negative (Disagree – 29.8% and Strongly Disagree – 7.0%).

If a major competitor were to launch an intensive campaign targeted at our foreign customers, we would implement a response immediately.

The respondents were asked if they agree with the statement above. The answers show us that 50.7% of the respondents are not sure stating that they are neutral. The 37.8% of the respondents are negative (Disagree – 29.8% and Strongly Disagree – 7.0%).

Foreign customer complaints fall on deaf ears in this company.

The respondents were asked if they agree with the statement above. The answers show us that 45.6% of the respondents are not sure stating that they are neutral. The 27.2% of the respondents are negative (Disagree – 29.8% and Strongly Disagree – 7.0%).

We are quick to respond to significant changes in our competitors' price structures in foreign markets.

The respondents were asked if they agree with the statement above. The answers show us that 48.7% of the respondents are not sure stating that they are neutral. The 26.8% of the respondents are negative (Disagree – 29.8% and Strongly Disagree – 7.0%).

When we find out that export customers are unhappy with the quality of our service, we take corrective action immediately.

The respondents were asked if they agree with the question we have asked. The answers show us that 56.7% of the respondents are not sure stating that they are neutral. The 27.8% of the respondents are negative (Disagree – 29.8% and Strongly Disagree – 7.0%).

We are quick to respond to important changes in our export business environment changes in our export business environment (e.g., regulatory, technology)

The respondents were asked if they agree with the question we have asked. The answers show us that 52.7% of the respondents are not sure stating that they are

neutral. The 27.8% of the respondents are negative (Disagree – 29.8% and Strongly Disagree – 7.0%).

All 'departments' in our firm are involved in implementing our export market strategies.

The respondents were asked if they agree with the statement above. The answers show us that 55.7% of the respondents are not sure stating that they are neutral. The 27.8% of the respondents are negative (Disagree – 29.8% and Strongly Disagree – 7.0%).

Our export business strategies for export customers.

The respondents were asked if they agree with the statement above. The answers show us that 45.7% of the respondents are not sure stating that they are neutral. The 39.8% of the respondents are negative (Disagree – 29.8% and Strongly Disagree – 7.0%).

We give close attention to after sales service in our export markets.

The respondents were asked if they agree with the statement above. The answers show us that 49.7% of the respondents are not sure stating that they are neutral. The 27.8% of the respondents are negative (Disagree – 19.8% and Strongly Disagree – 7.0%).

Our export business objectives are driven primarily by customer satisfaction.

The respondents were asked if they agree with the question we have asked. The answers show us that 30.7% of the respondents are not sure stating that they are

neutral. The 37.8% of the respondents are negative (Disagree – 29.8% and Strongly Disagree – 7.0%).

We rapidly respond to competitive actions that threaten us in our export markets.

The respondents were asked if they agree with the statement above. The answers show us that 50.7% of the respondents are not sure stating that they are neutral. The 47.8% of the respondents are negative (Disagree – 29.8% and Strongly Disagree – 7.0%).

Our export strategy for competitive advantage is based on our understanding of export customer needs.

The respondents were asked if they agree with the statement above. The answers show us that 44.7% of the respondents are not sure stating that they are neutral. The 38.8% of the respondents are negative (Disagree – 29.8% and Strongly Disagree – 7.0%).

5.3.4 Coordinating Mechanism: (see appendix D)

Departments in our company work together as a team in relation to our export business.

The respondents were asked if they agree with the statement above. The answers show us that 40.7% of the respondents are not sure stating that they are neutral. The 27.8% of the respondents are negative (Disagree – 29.8% and Strongly Disagree – 7.0%).

The activities of our business functions (e.g., marketing/sales, manufacturing, R&D, finance/accounting, etc.)Are integrated in pursuing a common goal.

The respondents were asked if they agree with the statement above. The answers show us that 39.7% of the respondents are not sure stating that they are neutral. The 27.8% of the respondents are negative (Disagree – 29.8% and Strongly Disagree – 7.0%).

In our firm there is 'interdepartmental' conflict.

The respondents were asked if they agree with the question above. The answers show us that 40.7% of the respondents are not sure stating that they are neutral. The 37.8% of the respondents are negative (Disagree – 29.8% and Strongly Disagree – 7.0%).

In our company, departments/individuals compete with each other to achieve their own goals rather than working together to achieve common objectives.

The respondents were asked if they agree with the question we have asked. The answers show us that 44.7% of the respondents are not sure stating that they are neutral. The 23.8% of the respondents are negative (Disagree – 29.8% and Strongly Disagree – 7.0%).

Key players from other functional areas (e.g., production, finance) hinder the export related activities of this firm.

The respondents were asked if they agree with the statement above. The answers show us that 50.7% of the respondents are not sure stating that they are neutral. The

27.8% of the respondents are negative (Disagree – 29.8% and Strongly Disagree – 7.0%).

In our company, the objectives pursued by export personnel do not match those pursued by members of the manufacturing or R&D department.

The respondents were asked if they agree with the statement above. The answers show us that 39.7% of the respondents are not sure stating that they are neutral. The 26.8% of the respondents are negative (Disagree – 29.8% and Strongly Disagree – 7.0%).

Key players from other functional areas (e.g., production, finance) are supportive of those involved in the firm's export operations.

The respondents were asked if they agree with the statement above. The answers show us that 30.7% of the respondents are not sure stating that they are neutral. The 37.8% of the respondents are negative (Disagree – 29.8% and Strongly Disagree – 7.0%).

Export personnel build strong working relationships with other people in our company.

The respondents were asked if they agree with the question we have asked. The answers show us that 45.7% of the respondents are not sure stating that they are neutral. The 42.8% of the respondents are negative (Disagree – 29.8% and Strongly Disagree – 7.0%).

Salespeople coordinate very closely with other company employees to handle post-sales problems and services in our export markets.

The respondents were asked if they agree with the statement above. The answers show us that 42.7% of the respondents are not sure stating that they are neutral. The 24.8% of the respondents are negative (Disagree – 29.8% and Strongly Disagree – 7.0%).

In this firm, when conflicts between functional areas occur (e.g., between export personnel and manufacturing), we reach mutually satisfying agreements.

The respondents were asked if they agree with the question above. The answers show us that 42.7% of the respondents are not sure stating that they are neutral. The 37.8% of the respondents are negative (Disagree – 29.8% and Strongly Disagree – 7.0%).

Employees within the export unit and those in other functional areas (e.g., engineering) help each other out.

The respondents were asked if they agree with the statement above. The answers show us that 40.7% of the respondents are not sure stating that they are neutral. The 38.8% of the respondents are negative (Disagree – 29.8% and Strongly Disagree – 7.0%).

Those employees involved in our firm's export operations look out for each other as well as for themselves.

The respondents were asked if they agree with the question above. The answers show us that 42.7% of the respondents are not sure stating that they are neutral. The

27.8% of the respondents are negative (Disagree – 29.8% and Strongly Disagree – 7.0%).

Other than export personnel, it could be stated that few people in this organization contribute to the success of the firm's export activities.

The respondents were asked if they agree with the statement above. The answers show us that 42.7% of the respondents are not sure stating that they are neutral. The 27.8% of the respondents are negative (Disagree – 29.8% and Strongly Disagree – 7.0%).

Certain key players in our firm attach little importance to our export activities.

The respondents were asked if they agree with the statement above. The answers show us that 330.7% of the respondents are not sure stating that they are neutral. The 23.8% of the respondents are negative (Disagree – 21.8% and Strongly Disagree – 7.0%).

The export activities of this company are disrupted by the behavior of managers from other departments.

The respondents were asked if they agree with the statement above. The answers show us that 30.7% of the respondents are not sure stating that they are neutral. The 37.8% of the respondents are negative (Disagree – 29.8% and Strongly Disagree – 7.0%).

In this company, there is a sense of teamwork going right down to the shop floor.

The respondents were asked if they agree with the statement above. The answers show us that 40.7% of the respondents are not sure stating that they are neutral. The 27.8% of the respondents are negative (Disagree – 29.8% and Strongly Disagree – 7.0%).

There is a strong collaborative working relationship between export personnel and production.

The respondents were asked if they agree with the question above. The answers show us that 50.7% of the respondents are not sure stating that they are neutral. The 37.8% of the respondents are negative (Disagree – 29.8% and Strongly Disagree – 7.0%).

Functional areas in this firm pull together in the same direction.

The respondents were asked if they agree with the statement above. The answers show us that 40.7% of the respondents are not sure stating that they are neutral. The 27.8% of the respondents are negative (Disagree – 19.8% and Strongly Disagree – 7.0%).

We resolve issues and conflicts through communication and group problem-solving.

The respondents were asked if they agree with the statement above. The answers show us that 30.7% of the respondents are not sure stating that they are neutral. The 52.8% of the respondents are negative (Disagree – 29.8% and Strongly Disagree – 7.0%).

In our company, it is considered that the less interaction export personnel have with other functional areas the better.

The respondents were asked if they agree with the question above. The answers show us that 44.7% of the respondents are not sure stating that they are neutral. The 37.8% of the respondents are negative (Disagree – 29.8% and Strongly Disagree – 7.0%).

People from different functional areas in our firm discuss their problems openly and constructively.

The respondents were asked if they agree with the question above. The answers show us that 39.7% of the respondents are not sure stating that they are neutral. The 26.8% of the respondents are negative (Disagree – 19.8% and Strongly Disagree – 7.0%).

There are tensions among functional areas (e.g., export personnel and manufacturing) that interfere with the company's export activities.

The respondents were asked if they agree with the statement above. The answers show us that 52.7% of the respondents are not sure stating that they are neutral. The 27.8% of the respondents are negative (Disagree – 18.6% and Strongly Disagree – 9.0%).

In this firm, our business functions (e.g., export, manufacturing) are integrated in serving the needs of our export markets.

The respondents were asked if they agree with the statement above. The answers show us that 44.3% of the respondents are not sure stating that they are neutral. The

37.8% of the respondents are negative (Disagree – 29.8% and Strongly Disagree – 7.0%).

Our managers understand how everyone in our business can contribute to creating value for export customers.

The respondents were asked if they agree with the statement above. The answers show us that 40.7% of the respondents are not sure stating that they are neutral. The 34.8% of the respondents are negative (Disagree – 29.8% and Strongly Disagree – 4.0%).

In this company, export staff share programs and resources with other business functions.

The respondents were asked if they agree with the statement above. The answers show us that 30.7% of the respondents are not sure stating that they are neutral. The 37.8% of the respondents are negative (Disagree – 29.8% and Strongly Disagree – 7.0%).

5.3.5 Business performance :(see appendix E)

We have big domestic market share (percent).

The respondents were asked if they agree with question we have asked. The answers show us that 56.6% of the respondents are stating that they are agreed. Only 10.1% of the respondents are negative (disagree – 8.3% and strongly disagree – 1.8%).

We are growing with profit share (percent per year).

The respondents were asked if they agree with the statement above. The answers show us that 34.2% of the respondents are stating that they are agreed. Only 30.3% of the respondents are negative (disagree – 13.6% and strongly disagree – 16.7%).

Our premium on business is increasing (percent premiums).

The respondents were asked if they agree with the statement above. The answers show us that 41.7% of the respondents are stating that they are agreed. Only 22.0% of the respondents are negative (disagree – 5.3% and strongly disagree – 16.7%).

5.3.6 One Sample t-test for the Items

In this section of the study all the items involved have been examined by one sample t-test. Aim of the test was to find out whether the responses for each item differ from 3.0. The reason of choosing 3.0 as the test value is that it is the median value of the five point likert scale used for each item. The items marked with the asterisk (*) shows that the item is different from the median value 3.0. Other items which are not marked with asterisk (*) are not statistically different from the median value which means that the respondents are indifferent for that item.

The “Mean Difference” shows the magnitude of the difference from the median (Test value 3.0). The positive sign of the mean difference denotes that the difference is due to the response above the median value 3.0 (agree with the item proposed) and thus the negative sign of the mean difference is due to the response as disagree to the item.

Table 11: One Sample t-test

Parameters	Test Value = 3			
	t	df	Sig. (2-tailed)	Mean Difference
Periodically review the likely effect of changes in our export environment (e.g., technology, regulation).	6.059	227	.000*	.465
Individuals from the manufacturing department interact directly with export customers to learn how to serve them better.	-1.907-	227	.058	-.171-
Are slow to detect changes in our overseas customers' product preferences.	-.181-	227	.857	-.013-
We poll end users once a year to assess the quality of our products and services.	2.213	227	.028*	.193
We are slow to detect fundamental shifts in our export environment (e.g., technology, regulatory, economy).	2.806	227	.005*	.197
In this company, we generate a lot of information concerning trends (e.g., regulation, technological developments, politics, and economy) in our export markets.	2.551	227	.011*	.189
We generate a lot of information in order to understand the forces which influence our overseas customers' needs and preferences.	-.790-	227	.430	-.044-
We do not generate enough reliable/relevant information concerning our competitors' activities in our export markets.	-.795-	227	.427	-.057-
We constantly monitor our level of commitment and orientation to serving export customer needs.	3.757	227	.000*	.272
Our top managers from every function regularly visit our current and prospective export customers.	.730	227	.466	.053
We measure export customer satisfaction systematically and regularly.	.752	227	.453	.053
We have 'inter functional' meetings at least once a quarter to discuss trends and developments (e.g., regulatory, technology) in our export markets.	.295	227	.769	.022
Marketing personnel in our company spend time discussing export customers' future needs with other functional areas.	2.239	227	.026*	.184
Our company periodically circulates documents (e.g., reports, newsletters) that provide information on export customers.	2.583	227	.010*	.197

Parameters	Test Value = 3			
	t	df	Sig. (2-tailed)	Mean Difference
There is minimal communication between the export and manufacturing departments concerning foreign market developments (e.g., regulations, technology).	-3.664-	227	.000*	-.272-
When one department finds out something important about foreign market competitors, it is slow to alert other departments.	-.591-	227	.555	-.039-
Important information about our export competitors is often 'lost in the system'	.864	227	.388	.061
In this company, export personnel rarely pass on information on customer preferences to other functions/units	1.240	227	.216	.101
Information about our export competitors activities often reaches relevant personnel too late to be of any use	3.225	227	.001*	.237
Important information concerning export market trends (regulatory, technology) is often discarded as it makes its way along the communication chain.	4.362	227	.000*	.316
Important information concerning our major export customers is disseminated right down to the shop floor.	5.984	227	.000*	.390
Personnel directly involved in export operations frequently discuss export competitors' activities with non-export personnel.	2.421	227	.016*	.180
Export sales personnel rarely share their experiences of dealing with customers with others.	.878	227	.381	.070
Too much information concerning our export competitors is discarded before it reaches decision makers.	1.974	227	.050*	.140
All information concerning our export competition is shared within this company.	-1.370-	227	.172	-.101-
Information which can influence the way we serve our export customers takes forever to reach export personnel.	2.853	227	.005*	.211
Export personnel regularly share information within our business concerning export competitors' strategies.	-.836-	227	.404	-.048-

Parameters	Test Value = 3			
	t	df	Sig. (2-tailed)	Mean Difference
We freely communicate information about our successful and unsuccessful export customer experiences across all business functions.	-.052-	227	.959	-.004-
Top management regularly discusses export competitors' strengths and strategies.	.000	227	1.000	.000
It takes us forever to decide how to respond to our export market competitors' price changes.	-1.974-	227	.050*	-.145-
For one reason or another we tend to ignore changes in our foreign customers' product or service needs.	.534	227	.594	.035
We periodically review our product development efforts to ensure that they are in line with what foreign customers want.	.661	227	.509	.044
Our strategy for standardizing or adapting our export product offerings is based on detailed customer research.	-1.471-	227	.143	-.114-
Several departments' get together periodically to plan a response to changes taking place in our foreign business environment (e.g., regulation, technology, etc.).	3.016	227	.003*	.237
The product lines we sell to foreign markets depend more on internal politics than real market needs.	.326	227	.745	.026
If a major competitor were to launch an intensive campaign targeted at our foreign customers, we would implement a response immediately.	.216	227	.829	.018
Foreign customer complaints fall on deaf ears in this company.	2.757	227	.006*	.211
We are quick to respond to significant changes in our competitors' price structures in foreign markets.	5.805	227	.000*	.333
When we find out that export customers are unhappy with the quality of our service, we take corrective action immediately.	-1.689-	227	.093	-.140-
We are quick to respond to important changes in our export business environment (e.g., regulatory, technology, economy).	1.339	227	.182	.092

Parameters	Test Value = 3			
	t	df	Sig. (2-tailed)	Mean Difference
All 'departments' in our firm are involved in implementing our export market strategies.	3.245	227	.001*	.211
Our export business strategies are driven by our beliefs about how we can create greater value for export customers.	1.856	227	.065	.123
We give close attention to after sales service in our export markets.	-.156-	227	.876	-.009-
Our export business objectives are driven primarily by customer satisfaction.	.436	227	.663	.031
We rapidly respond to competitive actions that threaten us in our export markets.	2.145	227	.033*	.158
Our export strategy for competitive advantage is based on our understanding of export customer needs.	5.852	227	.000*	.390
Departments in our company work together as a team in relation to our export business.	-1.912-	227	.057	-.154-
The activities of our business functions (e.g., marketing/sales, manufacturing, R&D, finance/accounting, etc.)are integrated in pursuing a common goal.	-2.403-	227	.017*	-.189-
In our firm there is 'interdepartmental' conflict.	-.878-	227	.381	-.070-
In our company, departments/individuals compete with each other to achieve their own goals rather than working together to achieve common objectives	-2.793-	227	.006*	-.219-
Key players from other functional areas (e.g., production, finance) hinder the export related activities of this firm.	4.162	227	.000*	.298
In our company, the objectives pursued by export personnel do not match those pursued by members of the manufacturing or R&D department.	1.859	227	.064	.136
Key players from other functional areas (e.g., production, finance) are supportive of those involved in the firm's export operations.	-.071-	227	.944	-.004-
Export personnel build strong working relationships with other people in our company.	1.406	227	.161	.096
Salespeople coordinate very closely with other company employees to handle post-sales problems and services in our export markets.	2.459	227	.015*	.154

Parameters	Test Value = 3			
	t	df	Sig. (2-tailed)	Mean Difference
In this firm, when conflicts between functional areas occur (e.g., between export personnel and manufacturing), we reach mutually satisfying agreements.	3.269	227	.001*	.250
Employees within the export unit and those in other functional areas (e.g., engineering) help each other out.	.201	227	.841	.018
Those employees involved in our firm's export operations look out for each other as well as for themselves.	3.216	227	.001*	.250
Other than export personnel, it could be stated that few people in this organization contribute to the success of the firm's export activities.	-.973-	227	.331	-.079-
Certain key players in our firm attach little importance to our export activities.	1.690	227	.092	.127
The export activities of this company are disrupted by the behavior of managers from other departments.	2.446	227	.015*	.180
In this company, there is a sense of teamwork going right down to the shop floor.	4.457	227	.000*	.298
There is a strong collaborative working relationship between export personnel and production.	4.419	227	.000*	.298
Functional areas in this firm pull together in the same direction.	-2.005-	227	.046*	-.162-
We resolve issues and conflicts through communication and group problem-solving.	-.330-	227	.742	-.022-
In our company, it is considered that the less interaction export personnel have with other functional areas the better.	-3.888-	227	.000*	-.272-
People from different functional areas in our firm discuss their problems openly and constructively.	2.596	227	.010*	.202
There are tensions among functional areas (e.g., export personnel and manufacturing) that interfere with the company's export activities.	4.461	227	.000*	.325
In this firm, our business functions (e.g., export, manufacturing) are integrated in serving the needs of our export markets.	2.486	227	.014*	.197

Parameters	Test Value = 3			
	t	df	Sig. (2-tailed)	Mean Difference
Our managers understand how everyone in our business can contribute to creating value for export customers.	-2.107-	227	.036*	-.145-
In this company, export staff share programs and resources with other business functions.	-1.864-	227	.064	-.123-
We have big domestic market share (percent).	12.000	227	.000*	.675
We are growing with profit share (percent per year).	1.106	227	.270	.092
Our premium on business is increasing (percent premiums).	4.156	227	.000*	.355

5.4 Demographical and Conceptual Linkage of Data

5.4.1 One Way Anova “Education Levels” (see Appendix F)

A common statistical technique for determining if differences exist between two or more "groups" is one-way analysis of variance. One-way Anova tests whether the means of two or more independent groups are equal by analyzing comparisons of variance estimates.

We have carried out One-way Anova in order to determine whether there is a difference between attitudes of dimensions according to education levels of the respondents.

Thus we have developed one hypothesis for each dimension, total of five hypotheses.

The proposed hypotheses for the dimensions are provided below with the results.

Hypothesis test 1:

H_0 : Attitude for “intelligence Generation” does not differ according to different education levels of the respondents

H_A : Attitude for “intelligence Generation” differs according to different education levels of the respondents

The null hypothesis H_0 has been rejected at 1% significant level according to one way ANOVA test result.

Tukey's multiple comparison is the statistical test which used to determine whether there are any differences between mean and other means in the set of means. They also called this test as Tukey's truthfully important differentiation test or Tukey's HSD. Since the proposed H_0 , rejected and concluded that there is significant difference among different education levels Tukey test was carried in order to find out how the means are grouped.

Table 12: Intelligence generation Tukey HSDa,b

Education level	N	Subset for alpha = 0.05		
		1	2	3
5 PhD	18	2.2828		
3 Graduate	139		2.9516	
1 Elementary	23		3.2213	
4 Post Graduate	48			3.7936
Sig.		1.000	.083	1.000

In the table above those respondent who holds PhD degrees are highly disagree with the questions we have asked, with the average of 2.28 , 5.00. Graduate and elementary respondents have 2.95, 3.22, which is they are agree. Compare to post graduate the respondent are highly agree with questions and its 3.97.

Hypothesis test 2:

H_0 : Attitude for “intelligence Dissemination” does not differ according to different education levels of the respondents

H_A : Attitude for “intelligence Dissemination” differs according to different education levels of the respondents

The null hypothesis H_0 has been rejected at 1% significant level according to one way ANOVA test result.

Table 13: Intelligence Dissemination Tukey HSDa,b

Education level	N	Subset for alpha = 0.05		
		1	2	3
5 PhD	18	2.1358		
3 Graduate	139		3.0647	
4 Post Graduate	48		3.2384	
1 Elementary	23			3.6932
Sig.		1.000	.357	1.000

In the table above the PhD respondent are highly disagree with the questions we have asked, which only 2.13. And graduate and elementary respondent have 3.06, 3.23, which is they are agree. Compare to post graduate the respondent are highly agree with questions and its 3.69.

Hypothesis test 3:

H_0 : Attitude for “Responsiveness” does not differ according to different education levels of the respondents

H_A : Attitude for “Responsiveness” differs according to different education levels of the respondents

The null hypothesis H_0 has been rejected at 1% significant level according to one way ANOVA test result

Table 14: Responsiveness Tukey HSDa,b

Education level	N	Subset for alpha = 0.05		
		1	2	3
5 PhD	18	2.7222		
3 Graduate	139	2.8040		
1 Elementary	23		3.2283	
4 Post Graduate	48			3.7474
Sig.		.910	1.000	1.000

In the table above the PhD and graduate respondent are highly disagree with the questions we have asked, which is only 2.72, 2.80. And elementary respondent have 3.22, which is they are agree. Compare to post graduate the respondent are highly agree with questions and its 3.74.

Hypothesis test 4:

H_0 : Attitude for “Coordinating Mechanism” does not differ according to different education levels of the respondents

H_A : Attitude for “Coordinating Mechanism” differs according to different education levels of the respondents

The null hypothesis H_0 has been rejected at 1% significant level according to one way ANOVA test result.

Table 15: Coordinating Mechanism Tukey HSDa,b

Education level	N	Subset for alpha = 0.05	
		1	2
3 Graduate	139	3.0081	
5 PhD	18	3.0842	
1 Elementary	23		3.3676
4 Post Graduate	48		3.5720
Sig.		.855	.142

In the table above the Graduate and PhD respondent are highly disagree with the questions we have asked, which only 3.00. But elementary and post graduate they are highly agreed which have 3.36, 3.57.

Hypothesis test 5:

H_0 : Attitude for “Performance” does not differ according to different education levels of the respondents

H_A : Attitude for “Performance” differs according to different education levels of the respondents

The null hypothesis H_0 has been rejected at 1% significant level according to one way ANOVA test result.

Table 16: Performance Tukey HSDa,b

Education level	N	Subset for alpha = 0.05		
		1	2	3
3 Graduate	139	2.9161		
5 PhD	18		3.8519	
4 Post Graduate	48		4.0417	4.0417
1 Elementary	23			4.3768
Sig.		1.000	.750	.293

In the table above the graduate respondent are highly disagree with the questions we have asked, which is only 2.91. PhD and post graduate respondent they are agree with 3.85, 4.04. Compare to elementary and secondary, the respondent are highly agree with questions and its 4.37.

5.4.2 One-way Anova “Age Groups” (see appendix G)

A common statistical technique for determining if differences exist between two or more "groups" is one-way analysis of variance. One-way anova tests whether the

means of two or more independent groups are equal by analyzing comparisons of variance estimates.

We have carried out one-way Anova in order to determine whether there is a difference between attitudes of dimensions and Age. Since the null hypothesis H_0 for all dimensions are not differ from Age. We can say the null hypothesis H_0 has been rejecting from all dimensions according to age.

Hypothesis test 1:

H_0 : Attitude for “intelligence Generation” does not differ according to different education levels of the respondents

H_A : Attitude for “intelligence Generation” differs according to different education levels of the respondents

The null hypothesis H_0 has been rejected at 1% significant level according to one way ANOVA test result.

Table 17: intelligence generation Tukey HSDa,b

Age	N	Subset for alpha = 0.05		
		1	2	3
56 years and more	38	2.5455		
26 years -35 years	52	2.5769		
46 years - 55 years	35		3.1766	
36 years - 45 years	75			3.5188
16 years -25 years	28			3.6331
Sig.		.997	1.000	.707

Table 17 shows that the respondent of 50 years and more and 26 years to 35 years are highly disagree with the questions we have asked, which are 2.5, 2.57. But the respondent of 46 years to 55 years is agreeing with the statements 3.17. Compare to

the respondent of 36 years to 45 years and 16 years to 25 years which means the respondent are highly agree with questions and its 3.51, 3.63.

Hypothesis test 2:

H_0 : Attitude for “intelligence Dissemination” does not differ according to different education levels of the respondents

H_A : Attitude for “intelligence Dissemination” differs according to different education levels of the respondents

The null hypothesis H_0 has been rejected at 1% significant level according to one way ANOVA test result.

Table 18: intelligence dissemination Tukey HSDa,b

Age	N	Subset for alpha = 0.05	
		1	2
26 years -35 years	52	2.6453	
46 years - 55 years	35	2.8032	
56 years and more	38		3.1944
16 years -25 years	28		3.3274
36 years - 45 years	75		3.3948
Sig.		.489	.246

Table 18 shows that the respondent of 26 to 35 years and 46 years to 55 years are highly disagree with the questions we have asked, which are 2.6, 2.80. But the respondent of 56 years and more, 16 years to 25 years, 36 years to 45 years are agreeing with the statements which are 3.19, 3.27, 3.39.

Hypothesis test 3:

H_0 : Attitude for “Responsiveness” does not differ according to different education levels of the respondents

H_A : Attitude for “Responsiveness” differs according to different education levels of the respondents

The null hypothesis H_0 has been rejected at 1% significant level according to one way ANOVA test result.

Table 19: responsiveness Tukey HSDa,b

Age	N	Subset for alpha = 0.05		
		1	2	3
16 years -25 years	28	2.3527		
46 years - 55 years	35		2.7893	
26 years -35 years	52		2.8413	
56 years and more	38		2.9375	
36 years - 45 years	75			3.6000
Sig.		1.000	.586	1.000

Table 19 shows that the respondent of 16 to 25 years is highly disagree with the questions we have asked, which is 2.35. But the respondent of 46 years to 55 years, 26 to 35, 56 and more are agreeing with the statements 2.78, 2.84, 2.93 respectively. Compare to the respondent of 36 years to 45 years which is 3, 60 respondent are highly agree with questions.

Hypothesis test 4:

H_0 : Attitude for “Coordinating Mechanism” does not differ according to different education levels of the respondents

H_A : Attitude for “Coordinating Mechanism” differs according to different education levels of the respondents

The null hypothesis H_0 has been rejected at 1% significant level according to one way ANOVA test result.

Table 20: Coordinating Mechanism Tukey HSDa,b

Age	N	Subset for alpha = 0.05		
		1	2	3
56 years and more	38	2.6364		
46 years - 55 years	35		2.9593	
26 years -35 years	52		3.1603	
16 years -25 years	28			3.3680
36 years - 45 years	75			3.4687
Sig.		1.000	.051	.644

Table 20 shows that the respondent of 50 years and more are highly disagree with the questions we have asked, which is only 2.63. But the respondent of 46 to 55 and 26 to 35 are agreeing and its 2.95, 3.16. Compare to the respondent of 36 to 45 years and 16 to 25 years which means the respondent are highly agree with questions and its 3.36, 3.46.

Hypothesis test 5:

H_0 : Attitude for “Performance” does not differ according to different education levels of the respondents

H_A : Attitude for “Performance” differs according to different education levels of the respondents

The null hypothesis H_0 has been rejected at 1% significant level according to one way ANOVA test result.

Table 21: performance Tukey HSDa,b

Age	N	Subset for alpha = 0.05		
		1	2	3
46 years - 55 years	35	2.3429		
56 years and more	38		3.0000	
26 years -35 years	52		3.3974	
16 years -25 years	28		3.4286	

36 years - 45 years	75			4.0089
Sig.		1.000	.092	1.000

Table 21 shows that the tukey test for the performance variable it shows that the respondent of 46 to 55 years are highly disagree with the questions we have asked, which is only 2.34. But the respondent of 56 to 65, 26 to 35, and 16 to 25 years are agreeing and its 3.0, 3.39, 3.42. Compare to the respondent of 36 to 45 years which means the respondent are highly agree with questions and its 4.00.

5.4.3 Regression Analysis

The regression analysis is the statistical process in order to find out the estimating the relationships between dimensions. In covers a lot of techniques and modeling then analyzes a couple of dimensions. Normally in any studies is the relationship between an independent and dependent variables.

We carried out regression analysis test in order to test the conceptual model proposed in Figure 1. First, simple regression was carried out for each dimension separately and then regression test was carried out for all the variables proposed in the model.

5.4.3.1 Simple Regression for Intelligence Generation

Table 22: Model Summary for Intelligence Generation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.370 ^a	.137	.133	.88465

a. Predictors: (Constant), Intelligence Generation

Table 23: Coefficient intelligence generation

Model		Un standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.576	.306		5.152	.000
	Intelligence Generation	.579	.097	.370	5.990	.000

a. Dependent Variable: Performance

Intelligence generation - the coefficient for intelligence generation is .579. Thus, for every unit increase in intelligence generation, a 0.58 unit increase in performance is predicted, holding all other variables constant.

t and **Sig.** - These are the t-statistics and their associated 2-tailed p-values used in testing whether a given coefficient is significantly different from zero. Using an alpha of 0.05: The coefficient for Intelligence Generation (0.579) is significantly different from 0 because its p-value is 0.000, which is smaller than 0.05.

5.4.3.2 Simple Regression for Intelligence Dissemination

Table 24: Model Summary for Intelligence Dissemination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.513 ^a	.263	.259	.81767

a. Predictors: (Constant), Intelligence Dissemination

Table 25: Coefficients intelligence Dissemination

Model		Un standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.568	.317		1.792	.075
	Intelligence Dissemination	.908	.101	.513	8.975	.000

a. Dependent Variable: Performance

Intelligence Dissemination - for every unit increase Intelligence Dissemination, we expect a 0.908 unit increase in the performance score, holding all other variables constant.

t and **Sig.** - These are the t-statistics and their associated 2-tailed p-values used in testing whether a given coefficient is significantly different from zero. Using an alpha of 0.05:

The coefficient for Intelligence Dissemination (0.908) is significantly different from 0 because its p-value is 0.000, which is smaller than 0.05.

5.4.3.3 Simple Regression for Responsiveness

Table 26: Model Summary for Responsiveness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.468 ^a	.219	.215	.84182

a. Predictors: (Constant), Responsiveness

Table 27 : Coefficient Responsiveness

Model		Un standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.202	.279		4.313	.000
	Responsiveness	.715	.090	.468	7.951	.000

a. Dependent Variable: Performance

Responsiveness - The coefficient for Responsiveness is .715 So for every unit increase in Responsiveness, we expect an approximately .07 point increase in the performance score, holding all other variables constant.

t and **Sig.** - These are the t-statistics and their associated 2-tailed p-values used in testing whether a given coefficient is significantly different from zero. Using an alpha of 0.05: The coefficient for Responsiveness (0.715) is significantly different from 0 because its p-value is 0.000, which is smaller than 0.05.

5.4.3.4 Simple Regression for Intelligence Mechanism

Table 28: Model Summary For Coordinating Mechanism

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.589 ^a	.347	.344	.76940

a. Predictors: (Constant), Coordinating Mechanism

Table 29: Coefficient Coordinating Mechanism

Model		Un standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.637-	.369		-1.725-	.086
	Coordinating Mechanism	1.266	.115	.589	10.964	.000

a. Dependent Variable: Performance

Coordinating Mechanism – The coefficient for Coordinating Mechanism is 1.266 so for every unit increase in Coordinating Mechanism, we expect an approximately 1.3 point increase in the performance score, holding all other variables constant.

t and **Sig.** - These are the t-statistics and their associated 2-tailed p-values used in testing whether a given coefficient is significantly different from zero. Using an alpha of 0.05:

The coefficient for Coordinating Mechanism (1.266) is significantly different from 0 because its p-value is 0.000, which is smaller than 0.05.

5.4.3.5 Linear Regression for the All the Variables in the Model

Simple regression analysis was carried out for each variable involved in the conceptual model. And, finally linear multiple regression analysis was carried out for the whole conceptual model.

R value in the model summary of the test shows that the 44.8% of the variance in the performance of the firms is predictable by the dissemination, responsiveness and intelligence generation variables in the model.

Table 30: Model Summary for the Multiple Regression of the Conceptual Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.669 ^a	.448	.438	.71240

Adjusted R square in the model summary for the multiple regression analysis measures the explanatory power of the regression model. Therefore, we can conclude that 43.8% of the change in the performance of the firms can be explained by the three variables (dissemination, responsiveness and intelligence generation) of the model.

Table 31: ANOVA Result for the Multiple Regression Model

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	91.774	4	22.944	45.207	.000 ^b
	Residual	113.177	223	.508		
	Total	204.951	227			

ANOVA result of for the regression shows that the conceptual model is statistically significant.

The coefficients of the multiple regression model shows us that there is a negative relation with the intelligence generation with the performance and the relation of the other three variables “Intelligence Dissemination, Responsiveness, Coordinating Mechanism” with the performance of the firms are positively related.

Table 32: Coefficients of the Multiple Regression Model

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.476	.369		-3.997	.000
	Intelligence Generation	-.250	.108	-.160	-2.315	.022
	Intelligence Dissemination	.598	.110	.338	5.421	.000
	Responsiveness	.158	.097	.104	1.641	.102
	Coordinating Mechanism	1.041	.152	.484	6.862	.000

a. Dependent Variable: Performance

The magnitude of the coefficients shows us that the “Coordinating Mechanism” has the biggest impact on the performance of the firms involved in the study. Second important factor is the “intelligence dissemination”, the third is the “responsiveness”.

Then we realize that there is only one minus beta shows up. It shows the negative impact of the variables.

5.5 Hypotheses Test Results

There are four hypothesis formulated as:

H 1: export market orientation component “Intelligence Generations” is positively related with the business performance of small and medium enterprises in Erbil.

The first hypothesis got tested using regression analysis where the value of R is 0.370 and the value of R squared is 0.133 having the significant result. It shows that the hypothesis is getting rejected and the concept is getting accepted as drawn in the model.

H 2: export market orientation component “Intelligence Dissemination” is positively related with the business performance of small and medium enterprises in Erbil.

The second hypothesis got tested using regression analysis where the value of R is 0.513 and the value of R squared is 0.259 having the significant result. It shows that the hypothesis is getting rejected and the concept is getting accepted as drawn in the model.

H 3: export market orientation component “Responsiveness” is positively related with the business performance of small and medium enterprises in Erbil.

The third hypothesis got tested using regression analysis where the value of R is 0.465 and the value of R squared is 0.215 having the significant result. It shows that the hypothesis is getting rejected and the concept is getting accepted as drawn in the model.

H 4: export market orientation component “coordinating mechanism” is positively related with the business performance of small and medium enterprises in Erbil.

The fourth hypothesis got tested using regression analysis where the value of R is 0.589 and the value of R squared is 0.344 having the significant result. It shows that the hypothesis is getting rejected and the concept is getting accepted as drawn in the model.

Chapter 6

SUMMARY AND CONCLUSION

6.1 Review of Findings with Objectives

The research conducted in this study having many findings. The findings of the T-test give an idea about the items not supporting the concept. A broader set of items are not showing the significant result, means the items not showing the significant value are not supporting the concept in the export market orientation concept in Erbil. Further next one way Anova is performed with all six demographical variables which is again justifying the variation in the opinion of respondents for the items based on demographical variations. It is broadly explained in the data analysis chapter with the interpretations and findings.

There are three objectives set in this study are: To measure the importance of export market orientation variables, to generate the quantitative information about the scenario of export market orientation with small and medium business in Erbil, and to justify the concept of export market orientation in the context of Erbil. All three objectives could get reached in this study by analyzing and interpreting the data. The first objective gets fulfilled as the T-test, it is very important to the items selected for the measurement of the need of export market orientation and its getting well justified. The second objective well defended with the analysis in both T-test and one way Anova, where the current scenario of the export market orientation in Erbil northern Iraq get developed on the basis of quantitative data. The third objective could get achieved by the analysis of T-test, Anova and Regression analysis where

the outcome is showing the status and the acceptability of export market orientation concept in Erbil northern Iraq.

6.2 Discussion and Contribution of the Theory

Export market orientation is the concept of widely getting used all around the world. Dimensions discussed in this study are major dimensions and needs to get cared in all aspect. The study conducted here is justifying all objectives with finding the solution of research problem all research question. The research is re justifying the concept with supported data. Erbil northern Iraq is natural rich region and can get the huge export potential. The outcome of this study is the contribution to the academic learning. The practical usage can get implemented by companies involved in export. Many multinational companies can also get enrich with information about the existing resources and support in Erbil. They can prepare for needful for export market orientation. Economically, for the purpose of social and economic development as well this research can be guide map.

6.3 Limitations of the Research

The study becomes a very good learning experience, where the conceptual and practical learning came together. Though during the study many supportive hands contributed their best then too, a few limitations made the task difficult and have brought some gaps in the study. The time for the study was of not enough to go through a broader scope of the study. The length of the questionnaire with items is quite long, so it became challenging to get data from respondents aptly. As the concept is vast, it was a bigger challenge to justify it practically. The data of companies were not available easily, so it took a lot of practical exercise to get it. Respondents were not willing to response on questions due to data secrecy issue.

6.4 Conclusion

The study is getting concluded here with its outcome and results based on data analysis and interpretation. The vast study on the export market orientation in Erbil northern Iraq conducted taking four independent dimensions and one dependent dimension namely Intelligence Generation, Intelligence Dissemination, Responsiveness, Coordination Mechanism and Business Performance respectively. It is very clear in the study as per the responses of respondents all four independent variables are important for business performance. When we see the values of R are much better showing the positive relationship and the R square as well supportive in the limit. Erbil region needs to take the initiative for the development of export by export market orientation concept.

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APPENDICES

Appendix A: Intelligence Generation

Sl. No.	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
1	Periodically review the likely effect of changes in our export environment (e.g., technology, regulation).	12	49	27	101	39	228
		5.3%	21.5%	11.8%	44.3%	17.1%	100%
2	Individuals from the manufacturing department interact directly with export customers to learn how to serve them better.	51	44	60	39	44	228
		22.4%	19.3%	26.3%	17.1%	14.9%	100%
3	Are slow to detect changes in our overseas customers' product preferences.	16	68	70	51	23	228
		22.4%	19.3%	26.3%	17.1%	14.9%	100%
4	We poll end users once a year to assess the quality of our products and services.	20	67	42	47	52	228
		8.8%	29.4%	18.4%	20.6%	22.6%	100%
5	We are slow to detect fundamental shifts in our export environment (e.g., technology, regulatory, economy).	10	49	86	52	31	228
		4.4%	21.5%	37.7%	22.8%	13.6%	100%
6	In this company, we generate a lot of information concerning trends (e.g., regulation, technological developments, politics, and economy) in our export markets.	28	28	57	103	12	228
		12.3%	12.3%	25.0%	45.2%	5.3%	100%
7	We generate a lot of information in order to understand the forces which influence our overseas customers' needs and preferences.	14	38	125	46	5	228
		6.1%	16.7%	54.8%	20.2%	2.2%	100%
8	We do not generate enough reliable/relevant information concerning our competitors' activities in our export markets.	23	63	54	80	8	228
		10.1%	27.6%	23.7%	35.1%	3.5%	100%
9	We constantly monitor our level of commitment and orientation to serving export customer needs.	23	34	39	122	10	228
		10.1%	14.9%	17.1%	53.5%	4.4%	100%
10	Our top managers from every function regularly visit our current and prospective export customers.	15	61	72	57	23	228
		6.6%	26.8%	31.6%	25.0%	10.1%	100%
11	We measure export customer satisfaction systematically and regularly.	15	52	91	41	24	228
		6.6%	22.8%	39.9%	20.2%	10.5%	100%

Appendix B: Intelligence Dissemination

12	We have 'inter functional' meetings at least once a quarter to discuss trends and developments (e.g., regulatory, technology) in our export markets.	33	27	85	68	15	228
		14.5%	11.8%	37.3%	27.8%	6.6%	100%
13	Marketing personnel in our company spend time discussing export customers' future needs with other functional areas.	14	66	62	36	50	228
		6.1%	28.9%	28.6%	15.8%	21.9%	100%
14	Our company periodically circulates documents (e.g., reports, newsletters) that provide information on export customers.	14	69	69	98	22	228
		6.1%	30.3%	11.0%	43.0%	9.6%	100%
15	There is minimal communication between the export and manufacturing departments concerning foreign market developments (e.g., regulations, technology).	19	93	79	5	32	228
		8.3%	40.8%	34.6%	2.2%	14.8%	100%
16	When one department finds out something important about foreign market competitors, it is slow to alert other departments.	9	85	48	78	8	228
		3.9%	37.3%	21.1%	34.2%	3.5%	100%
17	Important information about our export competitors is often 'lost in the system'	27	28	92	66	15	228
		11.8%	12.3%	41.4%	28.9%	6.6%	100%
18	In this company, export personnel rarely pass on information on customer preferences to other functions/units	31	29	93	36	39	228
		13.6%	12.7	40.8%	15.8%	17.0%	100%
19	Information about our export competitors activities often reaches relevant personnel too late to be of any use	9	41	90	45	43	228
		3.9%	18.0%	39.5%	19.7%	18.9%	100%
20	Important information concerning export market trends (regulatory, technology) is often discarded as it makes its way along the communication chain.	9	31	75	18	25	228
		3.9%	13.6%	26.8%	27.6%	13.6%	100%
21	Important information concerning our major export customers is disseminated right down to the shop floor.	35	42	88	40	23	228
		4.8%	27.2%	39.9%	20.2%	10.5%	100%
22	Personnel directly involved in export operations frequently discuss export competitors' activities with non-export personnel.	33	27	85	68	15	228
		15.4%	22.8%	39.9%	20.2%	10.5%	100%
23	Export sales personnel rarely share their experiences of dealing with customers with others.	18	38	71	74	27	228
		7.9%	16.7%	31.1%	32.2%	11.8%	100%
24	Too much information concerning our export competitors is discarded before it reaches decision makers.	24	49	79	39	37	228
		10.5%	21.5%	34.6%	17.4%	16.2%	100%
25	All information concerning our export competition is shared within this company.	23	38	61	96	15	228
		10.1%	16.7%	26.8%	42.1%	4.4%	100%
26	Information which can influence the way we serve our export customers takes forever to reach export personnel.	35	42	88	40	23	228
		4.8%	27.2%	39.9%	20.2%	10.5%	100%
27	Export personnel regularly share information within our business concerning export competitors' strategies.	31	29	93	36	39	228
		13.6%	12.7	40.8%	15.8%	17.0%	100%
28	We freely communicate information about our successful and unsuccessful export customer experiences across all business functions.	19	93	79	5	32	228
		8.3%	40.8%	34.6%	2.2%	14.8%	100%

29	Top management regularly discusses export competitors' strengths and strategies.	14	66	62	36	50	228
		6.1%	28.9%	28.6%	15.8%	21.9%	100%

Appendix C: Responsiveness

30	It takes us forever to decide how to respond to our export market competitors' price changes.	19	69	98	10	32	228
		8.3%	30.3%	43.3%	4.4%	14.0%	100%
31	For one reason or another we tend to ignore changes in our foreign customers' product or service needs.	9	85	48	78	8	228
		3.9%	37.3%	21.1%	34.2%	3.5%	100%
32	We periodically review our product development efforts to ensure that they are in line with what foreign customers want.	27	28	92	66	15	228
		11.8%	12.3%	41.4%	28.9%	6.6%	100%
33	Our strategy for standardizing or adapting our export product offerings is based on detailed customer research.	31	29	93	36	39	228
		13.6%	12.7	40.8%	15.8%	17.0%	100%
34	Several 'departments' get together periodically to plan a response to changes taking place in our foreign business environment (e.g., regulation, technology, etc.).	9	41	90	45	43	228
		3.9%	18.0%	39.5%	19.7%	18.9%	100%
35	The product lines we sell to foreign markets depend more on internal politics than real market needs.	9	31	75	18	25	228
		3.9%	13.6%	26.8%	27.6%	13.6%	100%
36	If a major competitor were to launch an intensive campaign targeted at our foreign customers, we would implement a response immediately.	35	42	88	40	23	228
		4.8%	27.2%	39.9%	20.2%	10.5%	100%
37	Foreign customer complaints fall on deaf ears in this company.	33	27	85	68	15	228
		15.4%	22.8%	39.9%	20.2%	10.5%	100%
38	We are quick to respond to significant changes in our competitors' price structures in foreign markets.	18	38	71	74	27	228
		7.9%	16.7%	31.1%	32.2%	11.8%	100%
39	When we find out that export customers are unhappy with the quality of our service, we take corrective action immediately.	24	49	79	39	37	228
		10.5%	21.5%	34.6%	17.4%	16.2%	100%
40	We are quick to respond to important changes in our export business environment (e.g., regulatory, technology, economy).	23	38	61	96	15	228
		10.1%	16.7%	26.8%	42.1%	4.4%	100%
41	All 'departments' in our firm are involved in implementing our export market strategies.	35	42	88	40	23	228
		4.8%	27.2%	39.9%	20.2%	10.5%	100%
42	Our export business strategies are driven by our beliefs about how we can create greater value for export customers.	31	29	93	36	39	228
		13.6%	12.7	40.8%	15.8%	17.0%	100%
43	We give close attention to after sales service in our export markets.	19	93	79	5	32	228
		8.3%	40.8%	34.6%	2.2%	14.8%	100%
44	Our export business objectives are driven primarily by customer satisfaction.	14	66	62	36	50	228
		6.1%	28.9%	28.6%	15.8%	21.9%	100%
45	We rapidly respond to competitive actions that threaten us in our export markets.	9	31	75	18	25	228
		3.9%	13.6%	26.8%	27.6%	13.6%	100%

46	Our export strategy for competitive advantage is based on our understanding of export customer needs.	35	42	88	40	23	228
		4.8%	27.2%	39.9%	20.2%	10.5%	100%
47	Departments in our company work together as a team in relation to our export business.	14	66	62	36	50	228
		6.1%	28.9%	28.6%	15.8%	21.9%	100%
48	The activities of our business functions (e.g., marketing/sales, manufacturing, R&D, finance/accounting, etc.)Are integrated in pursuing a common goal.	14	69	69	98	22	228
		6.1%	30.3%	11.0%	43.0%	9.6%	100%
49	In our firm there is 'interdepartmental' conflict.	35	42	88	40	23	228
		4.8%	27.2%	39.9%	20.2%	10.5%	100%
50	In our company, departments/individuals compete with each other to achieve their own goals rather than working together to achieve common objectives.	33	27	85	68	15	228
		15.4%	22.8%	39.9%	20.2%	10.5%	100%
51	Key players from other functional areas (e.g., production, finance) hinder the export related activities of this firm.	18	38	71	74	27	228
		7.9%	16.7%	31.1%	32.2%	11.8%	100%
52	In our company, the objectives pursued by export personnel do not match those pursued by members of the manufacturing or R&D department.	24	49	79	39	37	228
		10.5%	21.5%	34.6%	17.4%	16.2%	100%
53	Key players from other functional areas (e.g., production, finance) are supportive of those involved in the firm's export operations.	23	38	61	96	15	228
		10.1%	16.7%	26.8%	42.1%	4.4%	100%
54	Export personnel build strong working relationships with other people in our company.	35	42	88	40	23	228
		4.8%	27.2%	39.9%	20.2%	10.5%	100%
55	Salespeople coordinate very closely with other company employees to handle post-sales problems and services in our export markets.	31	29	93	36	39	228
		13.6%	12.7	40.8%	15.8%	17.0%	100%
56	In this firm, when conflicts between functional areas occur (e.g., between export personnel and manufacturing), we reach mutually satisfying agreements.	19	93	79	5	32	228
		8.3%	40.8%	34.6%	2.2%	14.8%	100%
57	Employees within the export unit and those in other functional areas (e.g., engineering) help each other out.	14	66	62	36	50	228
		6.1%	28.9%	28.6%	15.8%	21.9%	100%
58	Those employees involved in our firm's export operations look out for each other as well as for themselves.	33	27	85	68	15	228
		15.4%	22.8%	39.9%	20.2%	10.5%	100%
59	Other than export personnel, it could be stated that few people in this organization contribute to the success of the firm's export activities.	35	42	88	40	23	228
		4.8%	27.2%	39.9%	20.2%	10.5%	100%
60	Certain key players in our firm attach little importance to our export activities.	33	27	85	68	15	228
		15.4%	22.8%	39.9%	20.2%	10.5%	100%
61	The export activities of this company are disrupted by the behavior of managers from other departments.	18	38	71	74	27	228
		7.9%	16.7%	31.1%	32.2%	11.8%	100%

62	In this company, there is a sense of teamwork going right down to the shop floor.	24	49	79	39	37	228
		10.5%	21.5%	34.6%	17.4%	16.2%	100%
63	There is a strong collaborative working relationship between export personnel and production.	23	38	61	96	15	228
		10.1%	16.7%	26.8%	42.1%	4.4%	100%
64	Functional areas in this firm pull together in the same direction.	35	42	88	40	23	228
		4.8%	27.2%	39.9%	20.2%	10.5%	100%
65	We resolve issues and conflicts through communication and group problem-solving.	31	29	93	36	39	228
		13.6%	12.7	40.8%	15.8%	17.0%	100%
66	In our company, it is considered that the less interaction export personnel have with other functional areas the better.	19	93	79	5	32	228
		8.3%	40.8%	34.6%	2.2%	14.8%	100%
67	People from different functional areas in our firm discuss their problems openly and constructively.	14	66	62	36	50	228
		4.8%	27.2%	39.9%	20.2%	10.5%	100%
68	There are tensions among functional areas (e.g., export personnel and manufacturing) that interfere with the company's export activities.	35	42	88	40	23	228
		7.9%	16.7%	31.1%	32.2%	11.8%	100%
69	In this firm, our business functions (e.g., export, manufacturing) are integrated in serving the needs of our export markets.	33	27	85	68	15	228
		15.4%	22.8%	39.9%	20.2%	10.5%	100%
70	Our managers understand how everyone in our business can contribute to creating value for export customers.	18	38	71	74	27	228
		7.9%	16.7%	31.1%	32.2%	11.8%	100%
71	In this company, export staff share programs and resources with other business functions.	14	66	62	36	50	228
		6.1%	28.9%	28.6%	15.8%	21.9%	100%

Appendix E: Business Performance

72	We have big domestic market share (percent).	38	12	48	97	35	228
		16.7%	5.5%	20.2%	41.7%	16.2%	100%
73	We are growing with profit share (percent per year).	38	31	56	78	25	228
		16.7%	13.6%	24.6%	28.6%	10.5%	100%
74	Our premium on business is increasing (percent premiums).	4	19	50	129	26	228
		1.8%	8.3%	32.8%	56.6%	13.0%	100%

Appendix F : One way Anova Education Level

ANOVA : Education level						
		Sum of Squares	df	Mean Square	F	Sig.
Intelligence Generation	Between Groups	38.506	3	12.835	63.722	.000
	Within Groups	45.120	224	.201		
	Total	83.626	227			
Intelligence Dissemination	Between Groups	25.904	3	8.635	49.007	.000
	Within Groups	39.467	224	.176		
	Total	65.371	227			
Responsiveness	Between Groups	34.397	3	11.466	48.181	.000
	Within Groups	53.305	224	.238		
	Total	87.701	227			
Coordinating Mechanism	Between Groups	12.431	3	4.144	29.022	.000
	Within Groups	31.982	224	.143		
	Total	44.413	227			
Performance	Between Groups	77.786	3	25.929	45.673	.000
	Within Groups	127.166	224	.568		
	Total	204.951	227			

Appendix G : One way anova Age

ANOVA: Age						
		Sum of Squares	df	Mean Square	F	Sig.
Intelligence Generation	Between Groups	47.228	4	11.807	72.338	.000
	Within Groups	36.398	223	.163		
	Total	83.626	227			
Intelligence Dissemination	Between Groups	22.123	4	5.531	28.519	.000
	Within Groups	43.248	223	.194		
	Total	65.371	227			
Responsiveness	Between Groups	41.399	4	10.350	49.845	.000
	Within Groups	46.303	223	.208		
	Total	87.701	227			
Coordinating Mechanism	Between Groups	20.168	4	5.042	46.375	.000
	Within Groups	24.245	223	.109		
	Total	44.413	227			
Performance	Between Groups	72.872	4	18.218	30.759	.000
	Within Groups	132.079	223	.592		
	Total	204.951	227			

Appendix H: Survey Instrument

This survey instrument is getting used to measuring the effect of export market orientation on economy. Data collected through this will get used for the academic purpose and no commercial use is involved in this. Your cooperation will be a valued contribution. Please choose only option for each item.	
Demographical Information	
Gender :	(1) Male (2) Female
Age :	(A) 16 years -25 years (B) 26 years -35 years (C) 36 years - 45 years (D) 46 years - 55 years (E) 56 years and more
Marital Status :	(A) Single (B) Married
Education:	(A) Secondary (B) Intermediate (C) Graduate (D) Post Graduate (E) Ph.D.
Family Income/ Month:	(A) Up to \$500 (B) \$ 501 - \$1000 (C) \$ 1001 - \$2000 (D) \$2001 - \$3000 (E) \$3001 and more
Profession:	(A) Student (B) Private Employee (C) Govt. Employee (D) Business (E) Self Employed
Measuring the Effect of Export Market Orientation on Business Growth	

Sl. No.	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Periodically review the likely effect of changes in our export environment (e.g., technology, regulation).					
2	Individuals from the manufacturing department interact directly with export customers to learn how to serve them better.					
3	Are slow to detect changes in our overseas customers' product preferences.					
4	We poll end users once a year to assess the quality of our products and services.					
5	We are slow to detect fundamental shifts in our export environment (e.g., technology, regulatory, economy).					
6	In this company, we generate a lot of information concerning trends (e.g., regulation, technological developments, politics, and economy) in our export markets.					
7	We generate a lot of information in order to understand the forces which influence our overseas customers' needs and preferences.					
8	We do not generate enough reliable/relevant information concerning our competitors' activities in our export markets.					
9	We constantly monitor our level of commitment and orientation to serving export customer needs.					
10	Our top managers from every function regularly visit our current and prospective export customers.					
11	We measure export customer satisfaction systematically and regularly.					
12	We have 'inter functional' meetings at least once a quarter to discuss trends and developments (e.g.,					

Sl. No.	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	regulatory, technology) in our export markets.					
13	Marketing personnel in our company spend time discussing export customers' future needs with other functional areas.					
14	Our company periodically circulates documents (e.g., reports, newsletters) that provide information on export customers.					
15	There is minimal communication between the export and manufacturing departments concerning foreign market developments (e.g., regulations, technology).					
16	When one department finds out something important about foreign market competitors, it is slow to alert other departments.					
17	Important information about our export competitors is often 'lost in the system'					
18	In this company, export personnel rarely pass on information on customer preferences to other functions/units					
19	Information about our export competitors activities often reaches relevant personnel too late to be of any use					
20	Important information concerning export market trends (regulatory, technology) is often discarded as it makes its way along the communication chain.					
21	Important information concerning our major export customers is disseminated right down to the shop floor.					
22	Personnel directly involved in export operations frequently discuss export competitors' activities with non-export personnel.					
23	Export sales personnel rarely share their experiences of dealing with customers with others.					
24	Too much information concerning our export competitors is discarded before it reaches decision makers.					
25	All information concerning our export competition is shared within this company.					
26	Information which can influence the way we serve our export customers takes forever to reach export personnel.					
27	Export personnel regularly share information within our business concerning export competitors' strategies.					
28	We freely communicate information about our successful and unsuccessful export customer experiences across all business functions.					
29	Top management regularly discusses export competitors' strengths and strategies.					
30	It takes us forever to decide how to respond to our export market competitors' price changes.					
31	For one reason or another we tend to ignore changes in our foreign customers' product or service needs.					
32	We periodically review our product development efforts to ensure that they are in line with what foreign customers want.					
33	Our strategy for standardizing or adapting our export product offerings is based on detailed customer					

Sl. No.	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	research.					
34	Several 'departments' get together periodically to plan a response to changes taking place in our foreign business environment (e.g., regulation, technology, etc.).					
35	The product lines we sell to foreign markets depend more on internal politics than real market needs.					
36	If a major competitor were to launch an intensive campaign targeted at our foreign customers, we would implement a response immediately.					
37	Foreign customer complaints fall on deaf ears in this company.					
38	We are quick to respond to significant changes in our competitors' price structures in foreign markets.					
39	When we find out that export customers are unhappy with the quality of our service, we take corrective action immediately.					
40	We are quick to respond to important changes in our export business environment (e.g., regulatory, technology, economy).					
41	All 'departments' in our firm are involved in implementing our export market strategies.					
42	Our export business strategies are driven by our beliefs about how we can create greater value for export customers.					
43	We give close attention to after sales service in our export markets.					
44	Our export business objectives are driven primarily by customer satisfaction.					
45	We rapidly respond to competitive actions that threaten us in our export markets.					
46	Our export strategy for competitive advantage is based on our understanding of export customer needs.					
47	Departments in our company work together as a team in relation to our export business.					
48	The activities of our business functions (e.g., marketing/sales, manufacturing, R&D, finance/accounting, etc.)are integrated in pursuing a common goal.					
49	In our firm there is 'interdepartmental' conflict.					
50	In our company, departments/individuals compete with each other to achieve their own goals rather than working together to achieve common objectives.					
51	Key players from other functional areas (e.g., production, finance) hinder the export related activities of this firm.					
52	In our company, the objectives pursued by export personnel do not match those pursued by members of the manufacturing or R&D department.					
53	Key players from other functional areas (e.g., production, finance) are supportive of those involved in the firm's export operations.					
54	Export personnel build strong working relationships with other people in our company.					
55	Salespeople coordinate very closely with other company					

Sl. No.	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	employees to handle post-sales problems and services in our export markets.					
56	In this firm, when conflicts between functional areas occur (e.g., between export personnel and manufacturing), we reach mutually satisfying agreements.					
57	Employees within the export unit and those in other functional areas (e.g., engineering) help each other out.					
58	Those employees involved in our firm's export operations look out for each other as well as for themselves.					
59	Other than export personnel, it could be stated that few people in this organization contribute to the success of the firm's export activities.					
60	Certain key players in our firm attach little importance to our export activities.					
61	The export activities of this company are disrupted by the behavior of managers from other departments.					
62	In this company, there is a sense of teamwork going right down to the shop floor.					
63	There is a strong collaborative working relationship between export personnel and production.					
64	Functional areas in this firm pull together in the same direction.					
65	We resolve issues and conflicts through communication and group problem-solving.					
66	In our company, it is considered that the less interaction export personnel have with other functional areas the better.					
67	People from different functional areas in our firm discuss their problems openly and constructively.					
68	There are tensions among functional areas (e.g., export personnel and manufacturing) that interfere with the company's export activities.					
69	In this firm, our business functions (e.g., export, manufacturing) are integrated in serving the needs of our export markets.					
70	Our managers understand how everyone in our business can contribute to creating value for export customers.					
71	In this company, export staff share programs and resources with other business functions.					
72	We have big domestic market share (percent).					
73	We are growing with profit share (percent per year).					
74	Our premium on business is increasing (percent premiums).					