

# **Marketing Practices and the Performance of SMEs: The Case of North Iraq**

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## ABSTRACT

The market orientation and business performance of small and medium enterprises in northern Iraq will be examined by this study (SMEs). Despite the fact that their associations have attracted considerable scholarly attention, very few studies have been conducted on north Iraq's (SMEs).

There is also a goal in this study to examine the relationship between business performance and market orientation. In the north of Iraq, (SMEs) play a crucial role in economic growth. They are a major source of job creation, poverty reduction, and gross domestic product.

To investigate these relationships, a framework was developed based on theoretical considerations. A self-administered questionnaire survey was used to test the model on a sample of 80 companies. The correlation analysis resulted in a Market orientations and business performance have a good relationship.

**Keyword:** market orientation, business performance, Iraq, SMEs

## ÖZ

Çalışmamız kuzey Irak bölgesindeki Küçük ve Orta Boy İşletmelerin (KOBİ) pazar odaklı olmaları ile bu işletmelerin performansları incelenmiştir. Literatürde KOBİ'lerin pazar odaklılıkları ve performansları birçok çalışmada yer almasına rağmen kuzey Irak ile ilgili çok az çalışma yapılmıştır. Çalışmamızda KOBİ'lerin pazar odaklılıkları ile performanslar arasında anlamlı bir ilişki aranmıştır.

KOBİ'lerin kuzey Irak ekonomisine büyük katkıları vardır. Başlıca katkıları iş gücü oluşturması, yoksulluğun seviyesinin azaltılması ve yerel üretimdir.

Literatür taraması sonucunda oluşturulan kavramsal çerçeve ile yukarıda bahsedilen değişkenler arasında ilişki olup olmadığı incelenmiştir. Oluşturulan anket KOBİ üst düzey yöneticilerine gönderilmiş ve 80 analiz edilebilir geri dönüş elde edilmiştir. Yapılan analizlerde Pazar Odaklılık ile İşletme Performansı arasında ilişki olduğu saptanmıştır.

**Anahtar Kelimeler:** Pazar Odaklılık, İşletme Performansı, Irak, KOBİ'ler

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# Chapter 1

## INTRODUCTION

### 1.1 Introduction

This chapter provides a basis for the other portions of this research. This Study gives an insight into the main variables – marketing orientation and business performance - in the reader's opinion. It also defines the problem of research and lists the study goals. This chapter finishes with the organization of the whole Study.

Market orientation may be characterized as a company culture in which employees constantly provide more consumer value or a sequence of marketing activities that lead to higher performance. Years of research have demonstrated that market-oriented companies accomplish more than organizations with less market orientation. A firm with solid market orientation maintains series of common principles also convictions that put customers first and profitably at a defensible, lower cost and increased profit (Deshpande, 1999).

The marketing concept claims that in addressing the needs of target markets, the key to achieving organizational targets is more efficient and effective than competitive people. The focus is not on the products and services that subsequently get marketed and hopefully sold but on the products and services adapted to their customer's needs and expectations (Grönroos, 2006). This is the technique to gain the client's attention. For effective and efficient decision-making, the market orientation concept focuses

on coordinated dissemination and market information (Sundqvist, 2000; Kohli&Jaworski, 1990).

Market-oriented theorists, including (Kohli&Jaworski., 1990; Narver&Slater., 1990; Ruekert, 1992; Gainer A. P., 2005; Carr, 2007) said the market orientation is founded on the concept of the market and affects the company strategy as a whole. The marketing theory addresses cust.orient, market orientation, innovation and profit as an incentive to produce satisfied customers (Narver&slater., 1994; Hunt S. D., 1995). Other scientists have been arguing for more extraordinary performance, consumer happiness, loyalty, innovation, satisfaction for employees and cooperation in innovative solutions on the market (Deshpandé R. F., 1993; Thwaites, 1992; Rapp A. ., 2008; Gatignon, 1997).

Company performance can be connected with leadership in achieving quantifiable business goals and objectives. SMEs have been demonstrated to evaluate performance to bring marketing plans together and provide customers and stakeholder's value (Lin, 2008). Company performance measurement helps assess organizational targets based on sales projections, market growth, profitability and customer value. Business performance is a series of performance management and analytical methods which enable company management to fulfill one or more pre-selected objectives. In order to reflect two concepts: a more focus on planning and the creation of a new category of solutions for close financial management, "CPM" was re-classified as "financial planning and analysis and financial approach." Strategic business groups in many U.S. enterprises demonstrate their direct relationship to market orientation and Business success (Jaworski&Kohli., 1993; Narver&Slater., 1990; Ruekert R. , 1992; Deshpandé R. F., 1993) .

This linkage was accepted by researchers and practice's (Houston, 1986; Barich, 1991; McGee, 1988; Webster Jr, 1988; Kohli&Jaworsk, 1990) considered this to have been effected by four moderators in order to look at the association linking market orientation and business success, especially market turbulence and technological turbulence, competitiveness, and economic performance, which also indicate the potential impact on market orientation for the national economy and the culture. However, regardless of the first of these three criteria, his later investigation found the link (Kohli&Jaworsk., 1993). Moderate the nine moderators identified by (Narver&slater., 1990) on the market orientation and performance lines. Dobscha and colleagues. (1994) believe that external variables may affect the Orientation of the market instead of being moderators in the access between market orientation and company success. Narver, Slater and Jaworski, and Kohli's actions confirmed that the market orientation and performance of tiny fraction of the U.S. firms are connected. However, since theory demonstrates a significant correlation of market orientation of companies and their accomplishments and profitability, this relationship should cover complete companies, different industries and numerous nations and cultures.

## **1.2 The Background**

The function of marketing in explaining business success was given considerable importance throughout the history of marketing. In the current global recession, marketers were forced to justify the value of operations and expenses; the need to link marketing to business performance becomes even more vital. In the last two decades, the conceptual knowledge of marketing has dramatically increased, enabling firms to develop also maintain their competitive advantage. The recent marketing-finance developments have also been increasingly indicative of the impact of some marketing operations, and different marketing-related accompanies on the

accounting and financial market performance. As a result, marketing plays a considerably lower role in corporate success than before. However, as a field, we have often done little to link our improved understanding to the theories established to explain business performance in strategic management and increase our expertise (Ketchen, 2011).

However, some theories will help researchers; managers and students gain insight into various conceptual and empirical developments in research into marketing strategies in the last 25 years. Still, they will also help inform how these developments can be integrated and offer a roadmap for what can be next. This research synthesizes several strategic management theories with the marketing strategy literature insight to create a conceptual framework that links marketing with corporate performance.

### **1.3 Problem Statement**

Having reviewed the literature, there seems to be no study examining the impact of marketing orientation on business performance amongst Sulaymaniyah in North Iraq. A tendency in Sulaymaniyah' small company start-up finance is to set up funds. First, they confront managerial issues leading to marketing problems and, ultimately, to stagnation and early departure. We are proposing to study elements that influence the sustainability of small companies in our project. In order to collect both primary and secondary information, we shall utilize a quantitative method to point out the success elements for the expansion of small and medium enterprises in Sulaymaniyah.

### **1.4 Research Question**

These are some questions that led to this Study.

What is the impact of marketing orientation on the business performance of SMEs Sulaymaniyah in North Iraq? Is there a link between market orientation and company performance?

### **1.5 Research Objective**

This Study aims at achieving the following objectives:

To determine the impact of marketing orientation on business performance of SMEs Sulaymaniyah in northern Iraq.

To examine the effect of business performance from marketing orientation on SMEs Sulaymaniyah in north Iraq

### **1.6 Report Organization**

The following five chapters are conducted for this research:

The first chapter given as introduction, background, problem statement, research question, research objectives and report organization.

Chapter two provides an overview of the relevant research literature. Various scientific studies of Marketing orientation and business success.

The approach for responding to research questions is described in Chapter three. This encompasses research approaches, data sources, research tools, data analysis methodologies and ethical issues.

Chapter four deals with the analytical results in the available literature and analyzes the results in context.

Chapter 5 concludes the Study by completing the results of the investigation. It also outlines the limitations of the research and offers ideas for additional research.

## **1.7 Research Hypothesis**

In order to evaluate predictions regarding links between the events observed, the wording of hypotheses is directed towards the relevance and aim of research questions (Vasilopoulos, 2012). The following were included the null and alternative hypotheses used to evaluate and estimate results of the study questions.

H1: customer orientation has a positive relationship with Business Performance

H2: Competitor Orientation has a positive relationship with Business Performance

H3: Inter-functional Co-ordination has a positive relationship with Business Performance

H4: Intelligence Generation has a positive relationship with Business Performance

H5: Intelligence Dissemination has a positive relationship with Business Performance.

H6: Response Design has a positive relationship with Business Performance

## **Chapter 2**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

Chapter 2 deals both with the marketing and business performance review of the relevant literature. Marketing orientation and business performance are initially conceptualized from different scholars' perspectives. The relationship or connection between the two concepts will be explained by referring to previous academic works. In addition, well you'll find the study's theoretical foundation.

#### **2.2 Market orientation**

History has laid the foundations for contemporary views to show that the orientation of the market will encourage behaviors which allow leaders to match capacities with consumer needs. The degree of market orientation in relation to company performance is widely viewed by marketing and strategic management literature (Greenley, 1995).The concept of marketing orientation definition has emerged from early business philosophy viewpoints (oudan, 2012).Market orientation is referred to as a corporate culture that responds to consumer value principles (Liu, 2002). Craig et al (2013) have defined market orientation as the organization's broad development of market intelligence, intelligence dissemination across departments and broad reaction organization by studying the connection attached to market orientation as well as new products development and export business performance. (narver&slater..., 1990).Seminal work contributed to the development of interest in market-oriented research.Their work on the advantage of competitiveness has led to

the design of a measurement scale. It was found that the three following components of the concept of market orientation are the customer, the competitor and inter functional co-ordination. The concept of market orientation has been investigated and empirically proved. (Hunt S. D., 1995; Baker W. E., 2005). On the basis of experimental evidence of a link between market orientation and performance, researchers examine methods and obstacles for market orientation development. (ruekert, 1992). These research groups received credit for their insight, but they did not take the differences in organizations' performance from different strategic routes into consideration (Snow, 1980). It was therefore concluded that a company's marketing guidance should be prioritized in order to align its strategy and internal processes (Miller & Friesen, 1986), that mostly they believed would have a significant impact on the effectiveness of market orientation.

The idea of market orientation was viewed to be an intangible resource by (Hunt S. D., 1995). They linked this resource to the competitive advantage that customers, competitors and responses could derive from the information. A new combination of researchers has considered market orientation as part of an organization's culture. market orientation is considered a behavioral knowledge productive behaviors (Baker W. E., 2005; Baker W. E., 1999). Companies with such a culture can take advantage of this by using the core idea as a benchmark. (Hunt S. D., 1995; Baker W. E., 2005; Baker W. E., 1999) There may be positive correlation between market orientation and business success, based on the following main assumptions about marketing orientation. It could be seen broadly as part of the organizations cultures those three different elements of a market concept that are cust. orient, comp.orient and inter functional coordination. Thus, the link between market orientation and organizational performance can be studied alone or in combination.

According to Matsuno et al. 2003, market orientation has three important components. cust.orient must gather and make available a wide range of market information about consumers' needs and demands, and then use that knowledge to help all of its decisions. Customer service has a direct and beneficial impact on a company's profitability. Customer orientation is linked to the organizations' environmental ambition. (Tanja, 2014) Again, consumer focus is on understanding and responding to the needs and on reducing the cost to the company's products and services acquired and used. (Tanja G, 2014; Homburg, 1998) As pattern to which organizations must connect alongside consumer; it was advised that information be freely accessible and flexible. As a result, the company's primary focus is on the consumer. All actions would be taken with the goal of serving the needs of customers as determined by marketing Intelligence. The Company that focuses on the customer so companies will be able to adapt to changes in customer preferences and taste resulting in a large number of long-term devoted customers. A customer-oriented company aims primarily to gain customer loyalty by continually giving the customer superior value (Hasanzadeh M, 2010) .The customer-oriented company continually tries to understand the entire value chain of the buyer (Tanja, 2014).

Information gathered about the competitors and their use for the company's decisions was a key to the company's success. The orientation of competitors was examined to analyze short-term weaknesses, soon strategies and competitive capacity (Ali, 2014).It was considered that the competing company would put to consideration existing competitors, but also future main competitors. In considering the link between the orientations of the competitors and customer, (Birgelen, 2003) argue that a firm is better positioned to define customer-based priorities if it has a good prior knowledge of the drivers of consumer satisfaction that they embody in their market

intelligence activities. The orientation of the competition and customer were components of the first market orientation studies, which also established the connection between components and organizational performance (Dawes, 2000). However, the study found that the orientation of competitors and business performance is more relevant than the customer orientation. The importance of the orientation of the competitors is that it creates a stable competitive advantage and provides customers with secure values in accordance with (Ali, 2014).

When they looked at inter functional coordination in the hotel industry, they found that it encompassed communication, sharing of information, and collaborations between various disciplines and depts. (Peng, 2011). The research project has identified the key role of inter-functional coordination to offer good health services and concluded that marketing requires interdepartmental participation and dissemination of information and materials. In addition to understanding customers and competitor information. In earlier work by (narver&slater..., 1990) inter functional coordination was described as the coordination of the utilization of corporate resources to provide higher value for target consumers. Inter functional coordination was identified as a component of market orientation in their seminal work. The degree of inter-functional coordination has a significant impact on an organization's market orientation. Stronger inter-functional collaboration was demonstrated by stellar delivery businesses. (Tay, 2007) Defined inter-functional coordination as the degree of cooperation among the various functions/departments within the organization. The degree of inter-functional coordination has a significant impact on an organization's market orientation. Stronger inter-functional collaboration was demonstrated by stellar delivery businesses. (Auh, 2005) Considered inter functional coordination as "a key social capital form" as the

capacity has several functional fields to take different views and address conflicting perspectives and mental modeling. Conflicts in the fulfillment of each function can arise, but the need for cooperation to benefit from all the human capital that the organization has in the interests of its customers has been stressed. In order to provide customers with value, however, the different functions of the company play an important role, but the process of providing customer value gives rise to potential conflicts. Inter-functional coordination is helpful to understand and plan to overcome competition the customer's needs and wishes (Mohammad, 2013).

(Kohli&Jaworsk, 1990) Proposed 'market-orientation' seems better compared to 'market-orientation.' (Shapiro, 1988) proposed a focus on marketing, rather than the sole concern of marketing in generating, disseminating and responding to market intelligence, as well as the involvement of diverse departments. The label is also regarded as targeting markets, which involve clients and other market forces, seeing as "market-led "also "customer oriented" are classified in the same conception. In accordance with the debate (Kohli&Jaworski, 1990) identifies three market guidelines, intelligence generation, intelligence dissemination, and responsiveness.

(Kohli&Jaworsk, 1990) Recommended market intelligence as the basis for market orientation in intelligence generation. As a result, analyses of external factors that affect customers' demands and opinions, including as legislation, technology, competition, and economic pressures, were entailed in market intelligence generation. The generation of market intelligence includes such actions. Customers must also be appropriately identified. In addition to consumer surveys, market data could be gathered through direct and indirect procedures (e.g., discussions with commercial team), which entailed primary data collection and secondary data source

consultations. Market intelligence dissemination is important for different departments to provide 'common foundations for concerted actions.' Horizontal communication is one form of intelligence diffusion in an organization (Zeithaml, 1996). Statements made in response to market intelligence generation and dissemination Market intelligence and response, according to (Kohli&Jaworski, 1990), comprise target market identification, "the production and provision of products and services to fulfill their existing and expected demands.".' Increased market orientation should theoretically lead to stronger organizational performance. Several empirical studies test the market-orientation relationship and the performance of companies. Some studies have found that market guidance positively associates business success (Jaworski&Kohli., 1993; Pelham&Wilson, 1996; pelham, 1997; Pitt, 1996; pulendran, 2000; Ruckert, 1992; Kara, 2005; Kirca, 2005; Sin, 2005; Kaynak&Kara, 2004) (verhees, 2004; Langerak, 2003; Shergill&nargundkar, 2005).

In 2010, (Taghian, 2010) analyzed the business orientation execution approach related to marketing planning and performance links. also examined executives from 216 big companies to see the marketing actions of a leader. A Dun & Bradstreet index has selected the sampled framework for the industrial and business sectors organizations. The information was analyzed using descriptive, confirmatory factor analysis and correlation to discover the connection with orientation of market, marketing strategy, and business success. Taghian noted that the selected database might not have well reflected the corporate mix, which might have limited research generalization. The author pointed out that market orientation could be implemented entirely by incorporating marketing planning and strategy elements. The findings showed that a leader's effective use of a marketing campaign would presumably

moderate market orientation, leading to better results. For 43 small business owners, marketing strategy, tools, and innovation to respond to client demands must be considered.

### **2.3 Measuring Market Orientation**

Geminal market orientation views have offered several ways for measuring the degree of market orientation. The MKTOR scale (Narver&Slater., 1990) MARKOR scale (Kohli&Jaworski, 1990) and the MORTN scale are three scales designed to evaluate market orientation (Deshpande&Farley, 1998). The scales emphasize behavioral aspects (Narver&Slater., 1990) know-how based on information (Jaworski&Kohli., 1993) and views oriented towards marketing (Deshpande&Farley, 1998).

Have characterized market instruction as an internal behavior activity consistent with understanding client requirements and extending across external environmental perspectives (Narver&Slater., 1990). Narver and Slater have created the MKTOR scale to assess market orientation behavioral traits based on cust.orien, competition orientation and inter-functional Coordination. This notion meant that cultural alignment of external and internal organizational variables to fulfill consumer requirements might be of potential benefit.

The three behavioral components of the market Orientation are designed to understand consumers, competitive situations better and coordinate the company's resources to increase customer value. In the current Study, the Narver and Slater scale (1990) MKTOR was utilized to analyze the organizational behavior and activities driving performance in connection to a market-oriented culture. The

MKTOR scale strengthens the views that focus on the link between the Orientation of the market and the company's performance.

(Kohli&Jaworski, 1990) Perspectives expanded the market orientation perspective in 1990 to generate knowledge to comprehend client requirements and spread ideas across a company. To evaluate market orientation, Kohli and Jaworski have created a MARKOR scale. The MARKOR scale is based on following market orientation metrics: the generation of intelligence, intelligence, and responsiveness. The importance was shown to be more reactive to the organization's strategy, and internal procedures require the customer. Due to the constraints, for two reasons, were not picked.

First, the size possibly restricts 41 market perceptions among decision-makers who cannot understand the distinctions across all organizational stakeholders, according to (Schlosser&McNaughton, 2009). Secondly, the scale enables quantifying internal market orientation characteristics, which may exclude some external influences. There by limiting the generality.

(Deshpande&Farley, 1998) Developed a perspective in 1998 in which customer orientation as a critical component of company success was emphasized following a remarkable study by (Narver&Slater., 1990; Kohli&Jaworski, 1990) With this progress, (Deshpande&Farley, 1998) developed a market-oriented MORTN scale focused on market-oriented activities. The size was a conceptual framework for evaluating customer orientation, synonymous with market focus, concentrating on understanding customer relationships, corporate culture, innovation, and performance.

## **2.4 Business Performance**

Business Succeed could be explain as the concept of combining financial and operating outputs of a company at any given point in time (Venkatraman&Ramanujam, 1986).Likewise it could be described as assessing all attempts made to achieve market goals. The concept of business success has been so commonly practiced by both trained executives and academicians, especially in strategic management, to ensure judgment are not made on perceptions and emotions ,unless only on actual assessments (Parker, 2000) .

A criterion for measuring a company's good performance in the labor market is to review its position and see its increasing financial and operating functions. In order to assess actual bank results, (Panigyrikis&Theodoridis., 2009) indicates that the whole market performance can be thoroughly evaluated in the assessment of non-financial and financial activities (ROI and assets).

They further argue that because financial metrics are not sufficient to measure business success, non-economic measures like the production and quality of products, loyalty to customers and their satisfaction, market share, and quality of service, according to (Venkatraman&Ramanujam., 1986). Market orientation and performance of company A market-based organization (customer-oriented) can contribute directly to delighted clients and can pass a good word of mouth to other prospective clients who often employ and follow a similar pattern with other clients (Kohli&Jaworsk, 1990).

This event period, if it continues, means immense happiness for the customers and a community of customers who stay faithful to their enterprise to generate more

significant benefit and sales (Reichheld&asser., 1990; Anderson&Sullivan., 1993; Williams&naumann., 2011; Zeithaml.et.al., 1996) In another research, the probability of a business collapse was reduced when consumers were pleased by the rise in cash flow volumes and transactions. Market orientation thus has favorable influence on the performance of companies (Zeithaml A, 1988).

In the previous decade, research has been a fruitful field connected with market orientation and business performance. The study results were significant and can be separated conceptually into two streams (Pulendran, 2003). To begin with significant study analyses the relationship between market orientation and business success. "Research undertaken in this field has usually accepted the proposal that market-oriented organizations produce more substantial results than less market-orientated ones since the outset (Pulendran, 2003).

Researchers in the market orientation-business Success partnership started to investigate the boundaries. The researchers have been looking at relationships that vary significantly from the original U.S. study in economic conditions and industry situations that differ considerably from the initial market climate (Falshaw, 2006; Eusebio, 2006).

Scholars has attempted to evaluate the market orientation and the performance of other organizations, which may be used as performance improvement such as entrepreneurship (Jang, 2005) through more robust research methodology and scaling practices as well as to explore corresponding and engaging effects concerning other organizations' performance enhancement (Slater, 2001).

This study stream has solid fundamental importance for this discipline because the market orientation has relationship with business performance and plays central role in the traditional marketing. While there is a good deal of focus on market orientation and business performance, a second study stream has aimed to define the factors that could differentiate market companies from the norm (Pulendran&Widing, 2003).

The original analysis of (Jaworski&Kohli., 1993) established a variety of organization's characteristics, which may be a precursor of business focus top management emphasizing, low interdepartmental tension and high connectivity, monitoring mechanisms that reward workers for customer-oriented behaviors. market orientation has effect business performance, particularly profitability, has prompted more clarity and broader research into the identification of issues that are likely to influence and decide on their execution (Nwankwo, 2004; Slater&Narver., 2000) The framework that which the application of market orientation takes place is strongly evident in this study stream.

## **Chapter 3**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter includes details about the procedure through which the impact of marketing orientation on business performance is to be carried out and consists of the methods for the design of research, data collecting and analysis.

#### **3.2 Research Design**

In response to the questions posed by the research goal, research is defined as an overall plan or plan for follow-up by the researcher. It is characterized by Munhall (2001) as a clearly defined study structure. In contrast to why, description studies focus on how things are (Clark&adler, 2008; Babbie, 2013).

In view of the scope and intention of this research, the survey research method was used. Survey design describes how data is collected from a population participant in a broad society to assess the status of the population concerning one or more variables. The 5-point Likert Scale survey questionnaire was used for measurement and data collection. The questionnaire was made up of 46 items from various aspects of marketing orientation and company performance. The questions were distributed to the owners or managers of small businesses in the medium enterprise of Sulaymaniyah in the north of Iraq.

### **3.3 Data Collection Questionnaire Design**

In order to create a structured questionnaire, a small group of scholars with extensive business management skills developed and pre-tested it. This Study selected quantitative research methods since it represents one of the most popular collection methods. It makes it possible to evaluate the data requested accurately and offers more excellent protection to the respondent because of its confidentiality (Cervo et al.,2007). This approach focused on primary and secondary data for the data collection.

There are two parts to the questionnaire: Part I deals with the company's market orientation perception. The Narver and Slater measurements were taken in 1990. Jaworski and Kohli used a variety of tools to assess the external environment (1993). All of the items were graded on a five-point Likert scale, with 1 indicating strong disagreement and 5 indicating strong agreement. For data collecting, this strategy emphasized primary and secondary data. Subjective criteria were used to assess corporate performance. This strategy is widely employed in research if data cannot be gathered, according to (Dess&Robinson., 1984). (Greenley, 1995) (Narver&slater., 1994). This method entailed asking respondents to rate their company's performance. The second section, on demography, contains data on the characteristics of the companies in terms of number, age, ownership, and so on.. The results aimed to show the effect of marketing orientation on business performance regarding SMEs in Sulaymaniyah.

### **3.4 Research Strategy**

The study population is the set of elements selected for the sample (Creswell, 2010).The paper examines the impact of marketing orientation on SMEs' business

performance. The total population of the Sulaymaniyah Chamber of Commerce was estimated at 2000 small and medium enterprises. The companies have been selected and accessed online. Consequently, the population in Sulaymaniyah was classified as managers of SMEs.

Random sampling means that the target population is effectively and represented (Rowley, 2014). In this Study, the representativeness of the total population was achieved with a Random Sampling method. A random sample collection from the population of SMEs firms was used in participant recruitment. The Chamber of Commerce's Sulaymaniyah selected the sample, and 300 of the lists were emailed. A convenience sample was used to choose eighty-(80) managers of SMEs. The sample size selected ensured trust in the study objectives.

The data collected has been analyzed using quantitative, descriptive, and inferential statistics to describe as well as interpret the numerical data. Social Sciences (SPSS) software and Microsoft Excel analytical tools were used for illustrative and inferential statistical calculations. In data analysis and demographic characteristics, frequency tables and cross tabulations are used. Descriptive statistics were used for the analysis which included descriptive statistics measures to indicate the amount of variability in data distribution. Correlation and regression analyses have been used to analyze the relationships between variables in a theoretical context.

### **3.5 Variables in The Model and Relation**

There are two sorts of variables in the conceptual model described above; one is an independent and the other is a dependent variable. The independent variable set includes eight variables referred to as the 1st through the 6th mechanism for

:(cust.orient,Compe.Orien,InterFunc.Coordinat,Intellig.Generat,Intellige.Dissemin, Res.des). On the other hand, the variable is the Business Performance dependent variable. Arrows associate these independent factors as connections with dependent variables designated H1, H2, H3 H4 H5, and H6.

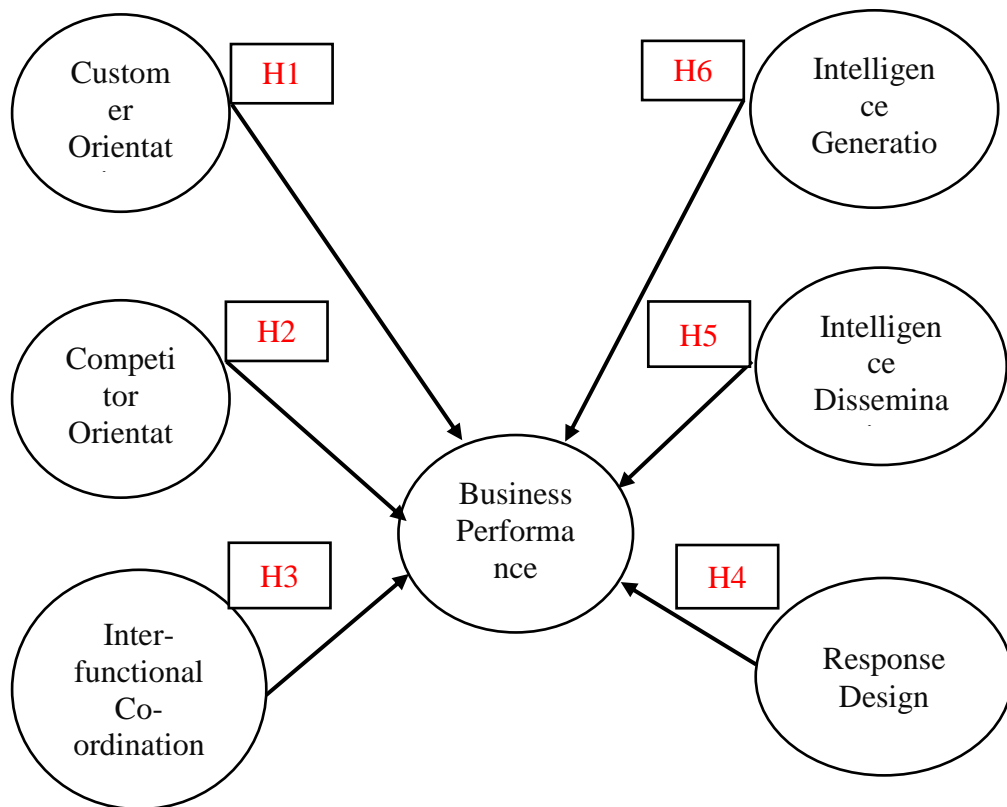


Figure 1: Conceptual Model of The Study

## Chapter 4

### DATA ANALYSIS AND INTERPRETATION

#### 4.1 Research Tool

In this chapter, the findings of the study are presented and discussed according to the research method. The data was gathered from managers and employed by SMEs in Sulaymaniyah in the north of Iraq. The chapter provides and examines data on the impact of market orientation on the business performance of SMEs. SPSS 25 was used for data analytics to get results and interpretations for this research.

#### 4.2 Descriptive Analysis

To begin, a description of the respondent is provided, which emphasizes the various points of view

Table 1: Gender of the respondents

<b>Gender</b>	<b>Number</b>	<b>Percent</b>
Male	46	57.5%
Female	36	42.5%
Total	80	100%

According to Table 1, the number of respondents is 80, which is 57.5 percent male and 40.5 percent female.

Table 2: The average age of respondent

<b>The average age of respondent</b>	<b>Frequency</b>	<b>Percent</b>
26-30	50	65.0%
31-35	23	28.7%

36-40	4	5%
Over 40	1	1.3%
Total	82	100%

According to Table 2, 65 percent of respondents are between the ages of 26 and 30. Participants aged 31 to 35 made up 28.74 percent of the total respondents. 5 percent of respondents were aged between 36 and 40. In the study, respondents between the ages of over 40 made the fewest responses (1.3percent), as shown above.

Table 3: Total monthly income

<b>Total monthly income</b>	<b>Frequency</b>	<b>Percent</b>
\$500-\$1000	40	50%
\$1000-\$2000	26	32.5%
\$2000-\$3000	11	13.8%
Above \$3000	3	3.8%
Total	80	100%

For the study, the respondents' monthly income is shown in Table 3. Forty-five percent of respondents reported having \$500-\$1000, and 32.5% reported having \$1001-\$2000. Those who earn between \$2001 and \$3000 make up 13.8 percent of the total respondents. 3.8 percent of respondents had more than \$3000.

Table 4: Respondents' educational levels

<b>Education level</b>	<b>Frequency</b>	<b>Percent</b>
High school	6	7.5%
Bachelors	64	80%
Master	10	12.5%
Total	80	100%

Table 4 shows the distribution of respondents' educational levels. There are 7.5percent of high school degrees, 80 percent have bachelor's degrees, and 12.5percent have master's degrees.

Table 5: Respondents' marital

<b>Marital status</b>	<b>Frequency</b>	<b>Percent</b>
Single	35	43.8%
Married	43	53.8%
Divorce	2	2.6%
Total	80	100%

The respondents' marital distribution is shown in Table 5. There are 43 married respondents; there were 35 singles and two divorced respondents.

Table 6: Respondents' position in the work

<b>Position in your job</b>	<b>Frequency</b>	<b>Percent</b>
Owner	35	43.8%
employee	45	56.3%
Total	80	100%

As shown in Table 6, respondents' position in the work distribution is indicated by their response. 35 owners and 45 employees participated in the study.

Table 7: Legal status

<b>Legal status</b>	<b>Frequency</b>	<b>Percent</b>
partnership	35	43.8%
Sole proprietorship	40	50%
Joint venture	5	6.3%
Total	80	100%

According to Table 7, 50 percent of the companies are sole proprietorships, and 5 percent are joint venture. Also, 43.8 percent of the companies are partnerships, according to the report.

Table 8: Is your company's family business

<b>is your company family business</b>	<b>Frequency</b>	<b>Percent</b>
Yes	20	25%
No	60	75%
Total	80	100%

The response is your company's family business. There are 25 percent yes. On the other hand, 75 percent no.

Table 9: The companies' establishment

<b>The year of company's established</b>	<b>Number of company</b>	<b>Percentage</b>
1968-2000	13	16.3%
2001-2010	18	22.5%
2011-2020	49	61.3%
Total	80	100%

as shown in Table 9. About 61.3% of the companies in this sample indicate that they were founded between 2011 and 2020. The companies' establishment dates range from 2001-2010 for 22% of the companies, and 1968-2000 for 16.3% of the companies.

Table 10: Do you export

<b>Do you export</b>	<b>Number of company</b>	<b>Percentage</b>
no	49	61.3%

yes	31	38.8%
Total	80	100%

On Table 10, 38.8 % of the companies export, while only 561.3 % of the company's dose not exports.

Table 11: Number of male employees

<b>Number of male employees</b>	<b>Number of company</b>	<b>Percentage</b>	<b>Cumulative percentage</b>
0-5	40	50%	50%
6-10	25	31.3%	81.3%
11-20	9	11.3%	92.6%
21-30	2	2.5%	95.1%
31-50	2	2.5%	97.6%
Total	78	100%	100%

Table 11 shows that approximately 50 percent of companies have fewer than five male employees. In addition, 31.3 percent of companies employ 6-10 female employees. 11.3 percent of companies hire 11-20 females, while 2.5% of companies hire more than 21-30 employees also 2.5 percent hire 31-50.

Table 12: Number of female employees

<b>Number of female employees</b>	<b>Number of company</b>	<b>Percentage</b>	<b>Cumulative percentage</b>
1-5	50	62.5%	62.5%
6-10	7	8.8%	71.3%
11-20	2	2.5%	73.8%
21-30	2	2.5%	76.3%
Total	61	100%	100%

Table 12 shows that approximately 62.5percent of companies have fewer than five female employees. In addition, 8.8 percent of companies employ 6-10 female employees. 2.5 percent of companies hire 11-20 females, while 2.5% of companies hire more than 21 employees.

Table 13: Whether company have website or not

<b>Whether company have website or not</b>	<b>Number of company</b>	<b>Percentage</b>
No	76	95%
Yes	4	5%
Total	80	100%

On Table 13, 95% of the companies do not have a website, while only 5% of the companies do.

Table 14: Whether company have Facebook or not

<b>Whether company have Facebook or not</b>	<b>Number of company</b>	<b>Percentage</b>
No	10	12.5%
Yes	70	87.5%
Total	80	100%

On Table 14, 12.5% of the companies do not have a Facebook, while only 87.5 % of the companies do.

Table 15: Whether company have Mail or not

<b>Whether company have Mali or not</b>	<b>Number of company</b>	<b>Percentage</b>
No	35	43.83%
Yes	45	53%

Total	80	100%
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On Table 15, 43.8% of the companies do not have a mail, while only 56.3% of the companies do.

Table 16: Whether company have Instagram or not

<b>Whether company have Instagram or not</b>	<b>Number of company</b>	<b>Percentage</b>
No	25	31.3%
Yes	55	68.8%
Total	80	100%

On Table 16, 31.3% of the companies do not have a website, while only 68.8% of the companies do.

Table 17: Whether company have snapchat or not

<b>Whether company have Snapchat or not</b>	<b>Number of company</b>	<b>Percentage</b>
No	45	56.3%
Yes	35	43.8%
Total	80	100%

On Table 17, 56.3% of the companies do not have a Snapchat, while only 43.8% of the companies do.

### 4.3 The Reliability

The reliability test is performed to check whether the scale used in the thesis is reliable and dependable. Generally, Cronbach's alpha coefficient the most commonly used reliability test statistic (Cortina, 1993). The capability of an instrument to continually calculate is crucial to reliability. The test is named for Lee Cronbach, who described the alpha coefficient in 1951 to assess the scale's internal consistency. Incorrect alpha usage can lead to false results (Cronbach, 1951).

The table displays the various parts, and total coefficient of Cronbach Alpha analyzed by SPSS. CO (0.911), CPO (0.827), IFO (0.869), IG (0.763), ID (0.866) RD (0.744),BP (0.917) and overall (0.842) These statistics show that the items and the questionnaire are above 0.650 in their reliability.

Table 18: Reliability

<b>Name</b>	<b>Number of Items</b>	<b>Cronbach Alpha</b>
All the Items Used	44	0.842
Customer Orientation	8	0.911
Competitor Orientation	6	0.827
Inter-Functional Co-ordination	5	0.869
Intelligence Generation	5	0.763
Intelligence Dissemination	5	0.866
Response Design	5	0.744
Bossiness performance	10	0.917

## 4.4 Regression Analysis

Statistically, regression analysis is used to estimate the relationships between variables. As well as covering a wide range of topics such as modeling, it also examines a normally, the relationship between independent and dependent variables is examined in any study. In order to test the conceptual model proposed, we conducted a regression analysis test.

We assume that the performance depends on eight variables which are: (Customer Orientation, Competitor Orientation, Inter-Functional Co-ordination, Intelligence Generation, Intelligence Dissemination, Response Design,)A regression test was carried out for all the variables proposed in the model, but none of them were significant. For that reason, we analyzed each dimension separately, as rustle all variables are significant.

Table 19: Regression Customer Orientation

<b>Model Summary</b>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.476 <sup>a</sup>	.226	.216	.67807	

<b>Coefficients</b>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.741	.400		4.354	.000
	Cust_Ornt	.482	.101	.476	4.777	.000

The value of R is 0.47, indicating that the correlation between the variables is moderate and mid-level. The value of r is from +1 to-1. R Square is 0.22, which

displays how much overall variability can be explained or characterized by an independent variable in the dependent variable (business' performance).

The coefficients of the regression model show us that there is a positive impact of the Customer Orientation on business performance. The coefficient Customer Orientation (0.48) is significantly different from 0 because its p-value is 0.000, which is smaller than 0.05 so for every unit increase Customer Orientation; we expect a 0.48 unit increase in the performance score, holding all other variables constant.

Table 20: Regression Competitor Orientation

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.367 <sup>a</sup>	.135	.124	.71702

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.440	.347		7.035	.000
Cust_Ornt	.355	.102	.367	4.777	.001

The value of R is 0.36, indicating that the correlation between the variables is moderate and mid-level. The value of r is from +1 to -1. R Square is 0.13, which displays how much overall variability can be explained or characterized by an independent variable in the dependent variable (business' performance).

The coefficients of the regression model show us that there is a positive impact of the Competitor Orientation on business performance. The coefficient Competitor Orientation (0.35) is significantly different from 0 because its p-value is 0.000, which is smaller than 0.05 so for every unit increase Competitor Orientation; we expect a 0.35 unit increase in the performance score, holding all other variables constant.

Table 21: Regression Inter-Functional Co-ordination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.520 <sup>a</sup>	.270	.261	.65859

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.831	.340		5.379	.000
	IntFunct_Coord	.502	.093	.520	5.373	.000

The value of R is 0.52, indicating that the correlation between the variables is moderate and mid-level. The value of r is from +1 to -1. R Square is 0.27 which displays how much overall variability can be explained or characterized by an independent variable in the dependent variable (business' performance).

The coefficients of the regression model show us that there is a positive impact of the Inter-Functional Co-ordination on business performance. The coefficient Inter-Functional Co-ordination (0.50) is significantly different from 0 because its p-value is 0.000, which is smaller than 0.05 so for every unit increase Inter-Functional Co-

ordination we expect a 0.50 unit increase in the performance score, holding all other variables constant.

Table 22: Regression Intelligence Generation

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.391 <sup>a</sup>	.153	.142	.70949	

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.190	.388		5.639	.000
	Int_Genert	.415	.111	.391	3.754	.000

The value of R is 0.39, indicating that the correlation between the variables is moderate and mid-level. The value of r is from +1 to -1. R Square is 0.15 which displays how much overall variability can be explained or characterized by an independent variable in the dependent variable (business' performance).

The coefficients of the regression model show us that there is a positive impact of the Intelligence Generation on business performance. The coefficient Intelligence Generation (0.41) is significantly different from 0 because its p-value is 0.000, which is smaller than 0.05 so for every unit increase Intelligence Generation; we expect a 0.41 unit increase in the performance score, holding all other variables constant.

Table 23: Regression Intelligence Dissemination

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.395 <sup>a</sup>	.156	.145	.70812	

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.492	.306		8.135	.000
	Int_Dissemination	.337	.089	.395	3.801	.000

The value of R is 0.39, indicating that the correlation between the variables is moderate and mid-level. The value of r is from +1 to -1. R Square is 0.15 which displays how much overall variability can be explained or characterized by an independent variable in the dependent variable (business' performance).

The coefficients of the regression model show us that there is a positive impact of the Intelligence Dissemination on business performance. The coefficient Intelligence Dissemination (0.33) is significantly different from 0 because its p-value is 0.000, which is smaller than 0.05 so for every unit increase Intelligence Dissemination we expect a 0.33 unit increase in the performance score, holding all other variables constant.

Table 24: Regression Response Design

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.478 <sup>a</sup>	.229	.219	.67702

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.047	.335		6.112	.000
	ResDesign	.492	.102	.478	4.810	.000

The value of R is 0.47, indicating that the correlation between the variables is moderate and mid-level. The value of r is from +1 to-1. R Square is 0.22 which displays how much overall variability can be explained or characterized by an independent variable in the dependent variable (business' performance).

The coefficients of the regression model show us that there is a positive impact of the Response Design on business performance. The coefficient Response Design (0.49) is significantly different from 0 because its p-value is 0.000, which is smaller than 0.05 so for every unit increase Response Design we expect a 0.49 unit increase in the performance score, holding all other variables constant.

The analysis ANOVA was carried out by the Regression Analysis that gives the model's predicted values and a difference between the true value observed of the dependent variable and the predicted value of each data point by the regression model.as you can see these table for all variables. The confidence level in this table is

0.95, with the sign being 0.0. It may be seen as a good indication of the statistically significant regression model and the overall regression.

#### **4.5 Correlation Analysis**

A Bivariate correlation analysis has been carried out to evaluate if the dimension in a model corresponds to each other. All correlations are significant, as you can see in the table. (p-value 0.000).

Hypothesis 1 (Correlation test) Customer Orientation, correlates with “business performance” ( $r^2 = 0.47$ ,  $p=0.000$ )

Hypothesis 2(Correlation test) Competitor Orientation correlates with “business performance ( $r^2 = 0.36$ ,  $p=0.000$ )

Hypothesis 3(Correlation test) Inter-Functional Co-ordination correlates with “business performance ( $r^2 = 0.52$ ,  $p=0.000$ )

Hypothesis 4 (Correlation test) Intelligence Generation correlates with “business performance ( $r^2 = 0.39$ ,  $p=0.000$ )

Hypothesis 5 (Correlation test) Intelligence Dissemination correlates with “business performance ( $r^2 = 0.39$ ,  $p=0.000$ )

Hypothesis 6 (Correlation test) Response Design correlates with “business performance ( $r^2 = 0.47$ ,  $p=0.000$ )

Table 25: Correlation Test Results Among Variables of the Model

	Cust _Ornt	COM _Ornt	IntFunct_C oord	Int_Ge nert	Int_Dissemint ation	ResDes ign	PER FOR MA NCE
<b>Cust_Ornt</b>	1						
Pearson		0.67	0.726	0.554	0.527	0.436	0.47
Correlation		1	0.000	0.000	0.000	0.000	6
Significance		0.00					0.00
		0					0
<b>COM_Ornt</b>			0.625	0.606	0.603	0.440	0.36
Pearson		1	0.000	0.000	0.000	0.000	7
Correlation							0.00
Significance							1
<b>IntFunct_Coord</b>				1	0.584	0.592	0.52
Pearson				.000	0.000	0.000	0
Correlation							0.00
Significance							
<b>Int_Genert</b>					1	0.671	0.39
Pearson					0.000	0.000	1
Correlation							0.00
Significance							0
<b>Int_Dissemintation</b>						1	0.39
Pearson						0.481	5
Correlation						0.000	0.00
Significance							0
<b>ResDesign</b>							1
Pearson							0.47
Correlation							8
Significance							0.00
							0
<b>performance</b>							1
Pearson							
Correlation							
Significance							

### Independent Sample t-test

If the performance of the business differs according to the gender of the respondents, since we have two categories (male and female), we use an independent t-test. None of the variables used in the study. It does not differ according to the gender of the respondents. Also, respondents to legal statutes have three categories (partnership.

Sole proprietorship. Joint venture) none of the variables used in the study. It does not differ according to legal statute.

## **4.6 Regression result for testing hypothesis**

### **Test of hypothesis 1**

There is a positive relationship between customer orientation and business performance, according to Hypothesis 1. There was a significant impact on business performance ( $\beta = 0.48$ ;  $p = 0.01$ ), according to Table (20-26). And this confirms the first hypothesis. The relationship between business performance and customer orientation ( $R = 0.47$ ;  $p = 0.01$ ) is positive and significant.

### **Test of hypothesis 2**

There is a positive relationship between Competitor Orientation and business performance, according to hypothesis 2. ( $\beta = 0.35$   $p = 0.00$ ) shows that market orientation has a significant impact on business performance (Table 21-26). And this confirms the second hypothesis. Competitor orientation and business performance are positively and significantly correlated ( $R = 0.36$ ;  $p = 0.00$ ).

### **Test of hypothesis 3**

There is a positive relationship between Inter-Functional Coordination and business performance, according to hypothesis 3. In Tables 22-26, we see that market orientation has a significant impact on business performance ( $\beta = 0.50$   $p = 0.000$ ). And this confirms the third hypothesis. Relationships between business performance and Inter-Functional Coordination ( $R = 0.52$   $p = 0.00$ ) are positive and statistically significant.

#### **Test of hypothesis 4**

There is a positive relationship between Intelligence Generation and business performance, according to hypothesis 4. There was a significant impact on business performance ( $\beta = 0.41$ ;  $p = 0.00$ ), as shown in Table 23-26. And this confirms the fourth hypothesis. ( $R = 0.39$ ;  $p = 0.00$ ) The relationship between business performance and intelligence generation is positive and significant.

#### **Test of hypothesis 5**

There is a positive relationship between Intelligence Dissemination and business performance, according to hypothesis 5. There was a significant impact on business performance ( $\beta = 0.33$ ;  $p = 0.00$ ), as shown in (Table 24-26). And this confirms the fifth hypothesis. ( $R = 0.39$ ;  $p = 0.00$ ) The relationship between business performance and Intelligence Dissemination is positive and significant.

#### **Test of hypothesis 6**

There is a positive relationship between response design and business performance, according to hypothesis 6. There was a significant impact on business performance ( $\beta = 0.49$ ;  $p = 0.00$ ), as shown in Table 23-26. And this confirms the sixth hypothesis. ( $R = 0.47$ ;  $p = 0.00$ ) The relationship between business performance and response design is positive and significant.

## Chapter 5

### SUMMARY OF FINDING, CONCLUSION AND RECOMMENDATION

#### 5.1 Introduction

This chapter considers summary of findings, conclusions, recommendations  
Summary of Findings According to the study, there is a clear link between market orientation and business performance, and the results show that the six components of market orientation have varying effects on the performance of SMEs. The findings are summarized in the table below.

#### 5.2 Summary of Findings

The study found a significant positive correlation between customer orientation and business performance ( $R=0.47$ ). customer orientation ( $\beta=0.48$ ;  $p=0.00$ ) positively impacted business performance, according to the study.

A positive impact on business performance was shown by the study's results ( $\beta =0.35$ ;  $p=0.00$ ). A significant positive correlation ( $R=0.36$ ) was discovered in the study between Competitor Orientation and Business Performance.

Inter-Functional Coordination and Business Performance are significantly positively correlated ( $R=0.52$ ), according to the study's findings  $\beta =0.50$ ;  $p=0.00$  indicates that Inter-Functional Co-ordination has a positive impact on performance.

Intelligence generation ( $\beta = 0.41$ ,  $p = 0.00$ ) had an impact on business performance, according to the study. The study revealed a significant positive correlation between Intelligence Generation and business performance ( $R = 0.39$ ).

There is a significant positive correlation between Intelligence Dissemination and business performance ( $R = 0.39$ ), according to the study. A positive impact on business performance was found in the study of Intelligence Dissemination ( $\beta = 0.33$ ;  $p = 0.00$ ).

Business performance was positively impacted by response design in the study ( $\beta = 0.49$ ;  $p = 0.00$ ). Response Design and business performance have a significant positive correlation ( $R = 0.47$ ), according to the study.

### **5.3 Conclusions**

The study examined the effect of market orientation on performance. Conventional wisdom holds that market orientation leads to a better understanding of the customer and the competition, which leads to better decisions, which in turn leads to good performance. This study confirms this assertion by showing that market orientation has a significant positive impact on firm performance. Moreover, different components of market orientation have different effects on firm performance, with inter-functional coordination, response design, Intelligence Dissemination, intelligence generation, customer orientation and competitive orientation having a significant positive impact on business.

According to the findings of this study, small and medium enterprises (SMEs) must have a market-oriented strategy to achieve a sustainable competitive advantage. Information generation, dissemination and response are all considered as marketing

orientation. Customers, competitors and the market play an important role in these three activities. Managers should focus on these areas based on research findings. The essence of implementing this concept is to put the customer at the center of the business and ensure customer satisfaction. Gathering information is also related to competition and companies should keep an eye on their marketing activities, strategies and products offered. Companies should collect and analyze market data as part of a marketing-oriented approach to their business. It is important for a company to keep an eye on new trends in its business environment and anticipate their impact on the needs of its customers. Businesses can gain a competitive advantage over their rivals by responding to new market trends. Customers, competitors, and new market trends need to be communicated throughout the company, such as through meetings. In these meetings, employees can analyze the information gathered and negotiate how the company will respond. Although gathering and sharing marketing information within a company is an important activity, these processes will be ineffective if the company is not able to use this information to create value for its customers. Implementing corrective actions should be the inevitable response. Aggressive campaigns by competitors require flexibility in response. As the market changes, marketers should be prepared to adjust their action marketing plans accordingly. For efficient use of information, departments must coordinate their activities. Financial and marketing performance improves with the introduction of market orientation.

#### **5.4 Recommendations**

The recommendation was based on the findings emanating from the study and they are as follows:

The study recommends that SME management should focus more on marketing orientation to achieve high performance.

The sales team must be consistently motivated and fed appropriate information by management so that they can analyze customer needs, satisfy them, and try to adapt products to meet those needs, as well as respond to competitor actions and reactions to achieve better business performance

Management should also collaborate and share information about customers and competitors with other employees

Management should be aware of changes in the marketplace, such as consumer perceptions and competitor activities, so that companies can create product differentiation and enter new markets.

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## **APPENDIX**

Eastern Mediterranean University  
Faculty of Business and Economics  
Business administration  
Questionnaire

Thesis supervisor: PROF.DR. MUSTAFA TUMER

Student: Raman Mohammed 18500237

This questionnaire is designed to measure the Marketing Practices and the Performance of SMEs: The Case of North Iraq as related to SMEs in Sulaymaniyah. Therefore, your opinion really counts because the results will be used to assist my thesis. You are expected to fill out the answers accurately. This record is confidential and will only be used for thesis.

**Definition:** I'm Raman Mohammed, I'm student at Eastern Mediterranean University and studying for a master's degree in the field of business administration and doing this research in order to achieve the requirements of my thesis.

**Thanks:** No doubt, your answers will help me to make the analysis more precise and knowledgeable. In this survey, please complete the questionnaire with whole clarification and honesty. Thanks for cooperating with us.

**PART 1 - DEMOGRAPHIC DATA**

Gender ----- Male      Female

What is your age? ----- 20 -25yrs      26-30yrs      31-35yrs      36-40yrs

Others

Total monthly income ---less than \$2000      \$2000 - \$3000      above \$3000

Education level----- High school      Bachelors      Masters      Professional

Other

Position in your job?-----

Marital status----- Single      Married      Divorce      Separated      Widow

Languages spken.....

In which sector your business is specialized?

Do you export?-----

What is your business legal status? (partnership. Sole proprietorship. Joint venture)

How many employees do you have in your business? Male:    Female

Does your business has web page / email address /social media account

(Facebook/Instagram/snapchat)

Is your company family business?

When was the company established?

## SECTION 2:

### **Customer orientation**

Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree

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1. We appreciate consumers feedback and complaints consumers since they assist us get a superior job.
2. After sales service is an essential aspect of our corporate strategy
3. We are loyal to our clients
4. We are still looking for opportunities to create consumer trust.
5. We routinely serve the customer goodwill.
6. If the sales team worked a little harder our company will be much better performing
7. The most critical role in our communications business is to recognize and help our clients fulfill their needs

### **Competitor orientation**

Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree

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1. We track our campaign activities on a daily basis.
2. In order to guide our marketing strategy, we regularly collect marketing data from our competitors
3. Our vendors are tracking and reporting on the activities of competitors
4. We react quickly to competitor performance
5. Our senior managers discuss the acts of competitors.
6. We look at strategic advantage's opportunities

### **Inter-functional co-ordination**

Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree

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1. Our business is highly motivated by sales team for product/service creation.
2. Information on the promotion of all departments is shared.
3. The strategic plans/strategies are being planned by all departments.
4. We are doing a decent job incorporating all departments' operations.
5. Advertising team routinely communicate formally with other departments.
6. Marketing is regarded as a reference for the whole business.

### **Intelligence generation**

Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree

---

1. Frontline employees communicate with end users personally to see if we can better serve them.
2. We do a lot of marketing analysis to test our products/services' client expectations.
3. We identify adjustment in the tastes of our customers slowly.
4. We informally gather details from the sector.
5. We assess the possible effects of developments in our market climate on a regular basis.

### **Intelligence dissemination**

Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree

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1. Inter-departmental consultations are held periodically to address industry dynamics and trends.

2. Our communications team frequently speak to other divisions about client needs.
3. Data of customer satisfaction is spread periodically to all branches.
4. Marketing and other divisions had insufficient interaction on market trends.
5. When one department finds out about a rival, advising other departments is always busy.

**Response design**

Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree

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1. We need to consider forever how to react to price increases for rivals.
2. We prefer to disregard shifts in the product / service demands of our customers.
3. Our product / service progress is tracked periodically to determine if they satisfy consumer expectations.
4. The technical advancements propel our corporate practices more than market surveys.
5. We offer products/services more based on internal policy than consumer requirements.

**Business performance**

Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree

---

1. Our business has steadily experienced increase in profit at every Financial year end.
2. Our business has experienced increase in Sales growth annually.
3. Market Share has increased annually.
4. Goods/Services in the organization are of Good Quality.
5. New Product Launch Success has a high acceptability from customers.
6. Entire Business Performance has significantly improved.
7. Customers are Satisfied with our organization generally.
8. Market value has increased steadily annually compared to previous years.
9. Reputation and Image of the business is significantly impressive.
10. Our Business has a highly competitive advantage over others competitors.
11. Sale trends for the previous years are examined for customer retention
12. We measure the loyalty of the customers