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Research Article

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ABSTRACT

This paper sought to examine the relationship between the application marketing concept and performance of retail supermarkets in Kisumu City, Kenya. The study adopted descriptive survey design to explore the above relationship. Stratified simple random sampling technique was used to select a sample of 162 employees out of a population of 410 employees. A self administered structure and semi structure Questionnaires were used to obtain primary data from the field. The Regression results showed that 39.8% or (R^2=0.398, p<0.05) of variation in retail supermarkets' financial performance was explained by the application of the Marketing Concept and 52.5% (R^2=0.525, p<0.05) of non-financial performance.The study provided an exposition of the Marketing Concept application by supermarkets by concluding that it exerted a significant influence on both non-financial performance and financial performance measures. To the academia, the output will contribute to enriching the knowledge base particularly in the field of Marketing Concepts and its performance consequences in the context of emerging and developing economies.

Keywords: Marketing concept, Retail supermarkets, Kisumu City, Kenya.

INTRODUCTION

Marketing concept emerged in the mid-1950's and has long been a central doctrine in the practice of marketing. Like other dogma, business executives have been asked to accept its usefulness and applicability as an article of faith despite its pitfalls (Houston, 1986). Instead of a product-centered business philosophy whose facet simply entails "make-and-sell", businesses shifted their focus to a customer-centered, "sense-and-respond" philosophy. According to Kotler and Keller (2009), marketing concept holds that the key to achieving organizational goal is being more effective than competitors in creating, delivering and communicating superior customer value to your chosen target markets. The job is not to find the right customers for their product, but to find the right products for your customers. Rohit and John (1998) found that companies that embrace the marketing concept achieve superior business performance and this was evidently demonstrated by companies practicing reactive market orientation-understanding and meeting customers' expressed needs. However, some scholars say this means companies develop only very basic innovations. However, Narver, *et al.* (2004) argued that more advanced, high-level innovation is possible if the focus is on customers' latent needs. Narver *et al.* (2004) call this a proactive marketing orientation. As a result, companies such as Hewlett Packard and Nokia have made a practice of researching latent needs through "probe - and-learn" process (Kotler & Keller, 2009). Companies that practice both a reactive and a proactive marketing orientation are implementing a total market orientation and are likely to be most successful.

Many Firms in USA and Atlantic Canada have actually adopted the marketing concept as a source of critical business success factor (Blotnicky, 2009). Whereas, Langerak (2003) found out more positive links than negative or non-significant links between market orientation and firm's performance, he concluded that the role of marketing orientation in creating business success is "still an open question".

In Kenya today, the service industry is undeniably a very important sector to the growth of gross domestic product. According to the published report from Ministry of Planning and Vision 2030 (2010), tourist and the hospitality industry has grown at the rate of 15.1% while the growth rate for the transport and communication industry alone stands at 9.7% of the total GDP in the year 2010. However, in recent years, service firms have been experiencing an increasing competitive market place. Consequently, the top management team in the service businesses has accorded all the four aspects of marketing concept (customer orientation, coordinated marketing, market focus and profitability) more importance than even their colleagues in the manufacturing sector. For instance, service firms such as banks, law firms, accounting firms, automobile glass replacement specialists, medical group practices and advertising companies have established a full marketing division to constantly keep pace with changing needs and wants of customers through marketing research and a very actively incorporated customer care department to receive and respond to customer complains in their bid to enhance relationship marketing to retain key contact with their key clients (Marsha & Stephen, 1998).

Despite these strong assertions by marketing scholars, most of the organizations have apparently failed to implement the marketing concept, their reason being that, their understanding of it remains essentially the making of a product that they believe customers need. Moreover, most product-oriented companies in the manufacturing and retail sector have failed to ask customers what products they want and need (McKitterick, 1957). According to Kotler (1991), even those companies with a marketing department enshrined in their organizational structure do not assure a market-oriented company. Perhaps, these companies operate on a wrong notion that they are market oriented simply because they have a marketing manager, product managers, a sales force, and advertising budgets and so on. These trends surely show that there is neither concrete information concerning the extent to which firms successfully adopts this concept nor the extent to which the firm's performance will be influenced by deliberate implementation of marketing concept. Moreover, it is unclear to what extent is the commitment of top management team in implementing it. Besides, while thoughtful critiques of the marketing concept exist (Bennett & Cooper1979, Hayes & Abernathy (1980), there is general lack of satisfactory data based analysis particularly in the emerging economies such as Kenya. Although, the Marketing Concept is critical to the long-run success of the companies including those in emerging economies such as Kenya (Shultz & Pecotich, 1997); only few research efforts more so in retail sector, has been advanced on studies relating to emerging economies specifically in Asia and Central Europe (Bhuian, 1998; Deshpand'e & Farley, 2004; Liu et al; 2003; Sub-Ramanian & Gopalakrishna, 2001). This has resulted into the near exclusion of studies in less economically developed countries with Kenya being part of such countries.

LITERATURE REVIEW

The Marketing Concept

The marketing concept is a business philosophy that challenges the traditional three concepts namely; production concept, product concept and selling concept. Its central tenets crystallized in the mid-1950s (Robert, 1960). The concept holds that the key to achieving organizational goals consists of being more effective than competitors in integrating marketing activities toward determining and satisfying the needs and wants of the target markets (Kotler, 1997). Further, Kotler (1997) noted that the marketing concept takes an outside in perspective. It starts with a well-defined market, focuses on customer needs; and integrates all the activities that will affect customers and procedures which together form the four pillars of the marketing concept.

Customer Orientation

Customer orientation refers to the degree to which firms seek to understand and satisfy their core customers' needs (Donavan *et al.,* 2004; Theoharakis & Hooley, 2008), which includes delivering products safely and reliably, helping customers to make the right purchase, and "providing responsive, air and friendly after-sale service" (Lio & Subramony, 2008).

Nicolas et.al (1988), noted that organizations that have accepted the marketing concept try to create products and services with the customer's needs in mind and that customer should be seen as the fulcrum, the pivot point about which the business moves in operating for the balanced interests of all concerned. While, Priscilla (1980), brought out a case of Mc Donald's Restaurants Ltd where the chairman of the board increased his company's

consciousness of the importance of consumer orientation. While visiting one of the Mc Donald's outlets, he encountered a sign ordering customers to "move to the next position". He declared that such signs be removed from all Mc Donald's outlets, and stated, "It's up to us to move to the customers".

Market Focus

According to Mallory (1993), no company can operate in every market and satisfy every need. Nor can it always do a good job within one broad market. She further noted that even Microsoft cannot offer the best solution for every information processing need. Consequently, companies do best when they define their target markets carefully and prepare a tailored marketing program.

Coordinated/Integrated Marketing

According to Kotler and Keller (2009), the word integrated marketing means mixing and matching marketing activities to maximize their individual and collective efforts. It usually takes place on two levels. First, the various marketing functions-advertising, product management, marketing research and so on-must work together. Secondly, and marketing must be well coordinated with other company departments. That marketing does not work only when it is merely a department; it works only when all employees appreciate their impact on customer satisfaction. Coordinated marketing may only be executed successfully when the business executives of the organization understand the value of this notion and can make it work in the organization (Kotler, 1997).

METHODOLOGY

The study used a descriptive survey design focusing on the practices of the marketing concept in retail supermarkets in Kisumu City (Saunders *et al.*, 2007). The study targeted 410 employees across the four supermarkets operating in the city and divided them into three strata namely: top branch managers; middle level management staff; and lower cadre employees. Stratified simple random sampling technique was used to select 162 respondents using the formula suggested by Corbett (2003) represented by Eq. 1 and presented in Table 1 below. The arrival at sample size was based on 95% level of confidence and a margin of error of 5%. According to Saunders et al (2007), for most business and management researches, a margin of error of 3-5% was sufficient to estimate the population characteristics.

$$n = \left[\frac{Z/2}{E}\right]^2 p.q \quad \text{.....Eq. 1}$$

Where E is the margin of error, Z is the z-value of the normal distribution, p=0.5 is the proportion of population and q= (1-p). According to Mugenda (2009), this technique ensures that subgroups that constitute the majority of population were represented proportionately. The resulting sample size of 162 respondents represented about 40% out of the population of 410. According to Freud (1988) and Cooper and Schindler (2003), 30% of a given population under study was sufficient for generalization in social science research. The arrival at the sample sizes of individual categories was based on proportionate allocation (Singh & Smith, 2006).

Table 1: Table of Sample Frame and Sample Size (n)

Category	Universe (N)	Sample (n)	Percentage of total population
Top Branch management	7	4	1
Middle level Management staff	123	48	12
Lower cadre employees	280	110	27
Total	**410**	**162**	**40**

Source: Field survey, 2011

Both primary and secondary data were collected on different aspects of the Marketing Concept and its likely impacts on the enterprise performance. To obtain this information, the managers and other categories of employees of the

selected cases were administered with semi-structured questionnaires. The secondary data used in the study included published and unpublished thesis, periodical reports and textbook as well as online journals from Maseno University's School of Graduate Studies (SGS) Library and the Internet. The questionnaire was the main instrument of data collection. Most items in the questionnaire were on Likert-type scale with a few dichotomous and open-ended questions. Questionnaires were tested for content validity to establish quality of instrument. These procedures involved pilot testing on the same population which was not part of the sample. There was no variation from the expected result and the instrument was considered to be valid. Checks were also performed to ensure that sample responding employees were representative of the broader population. First, the size characteristics of the sample were compared to the overall population. The distributions in terms of the categories (Top branch management, Middle level management and lower cadre employees) were given similar weight.

Reliability analysis was conducted on all the multi-item scales to check the internal consistency of the scales and constructs. In this view, the study adopted a cut off 0.60 Cronbach's coefficient which was recommended by Bagozzi and Yi (1988) as a good indicator of reliability. Reliability test for customer orientation, market focus, coordinated marketing and performance produced alpha values of 0.796, 0.80, 0.720 and 0.602 respectively. Although some alpha values were relatively moderate, they were nonetheless acceptable since alpha values were above the threshold of 0.60 (Bagozzi & Yi, 1988). The reliability results are presented in table 2 below.

Table 2: Analysis of Internal Consistency.

Model	No. of Items	Cronbach's alpha
Customer Orientation	4	0.796
Market Focus	2	0.80
Coordinated Marketing	2	0.720
Performance	4	0.602

Source: Field Survey, 2012

Descriptive statistics were used to summarize the data. Pearson's correlation was used to describe how the variables are related and the strength of the relationships. Multiple regression analyses were used to determine whether the sets of independent variables together predicted the dependent variable.

The regression model was in the form:

$Y_i=\beta_0+\beta_1X_{1i}+\beta_2X_{2i}+\beta_3X_{3i}+\varepsilon_i$.....Eq. 2

Where;

B_0 –Is the constant or intercept
$\beta_{i\ (i=1,2,3)}$-Are the regression coefficients or change induced in Y by each X_i
X_1- Independent variable Customer Orientation
X_2- Independent variable Market Focus
X_3- Independent variable Coordinated Marketing
Y- Dependent variable-Financial Performance/Non-Financial Performance
ε- Is the error component.

RESULTS AND DISCUSSION

Relationship between the Application of the Marketing Concepts and firm's Financial Performance

In order to establish the extent to which retail supermarkets' performance can be influenced by deliberate implementation of the marketing concept, a direct entry multiple regression analysis was used. Specifically, two models were developed to examine the above relationship using financial performance as dependent variable in the first model and non-financial performance as dependent variable in the second model.

Table 2: Model Summary for Regression Model for Financial Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.631[a]	.398	.383	.656013	.398	25.985	3	118	.000

a. Predictors: (Constant), Coordinated Marketing mean score, Market Focus mean score, Customer Orientation Mean score

b. Dependent Variable: Financial Performance mean score

Source: Survey Data, 2012

Table 2 above, shows that the model explained 39.8% (R^2=0.398, p<0.05) of variation of the Retail supermarkets' performance. The other variation in performance i.e. 60.2% were explained by other external factors outside the model. The difference between R^2= 0.398 and adjusted R^2=0.383 is 0.015 and shows that the suggested model generalizes quite well as the adjusted R^2 is too close to R^2. According to intepretation by Field (2005), a shrinkage of less than 0.5 depict that the validity of the model is very good.

The regression model was in the form $Y_i=\beta o+\beta_1X_{1i}+\beta_2X_{2i}+\beta_3X_{3i}+\varepsilon_i$ and by substituting β_i by the regression coefficients as was shown in Table 2, the model is transformed into:

$Y=1.740+.097X_{1i}+0.112X_{2i}+.375X_{3i}$.....Eq. 3
t= (6.399) (.784) (1.180) (4.053)
R^2 = 0.398

Table 3: Regression Coefficient for Model 1

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.740	.272		6.399	.000	1.201	2.278
	Customer Orientation Mean score	.097	.124	.095	.784	.435	-.148	.343
	Market Focus mean score	.112	.095	.142	1.180	.240	-.076	.300
	Coordinated Marketing mean score	.375	.092	.445	4.053	.000	.192	.558

a. Dependent Variable: Financial Performance mean score

Source: Survey Data, 2012

The β statistics interpreted ranking measures of these independent variables, whereby the higher magnitude of the β values, the more influence the variables has on the overall model. The β statistics measured indicated that coordinated marketing with (β=0.375, p<0.05) had the most influence in the model. However, market focus at (β=0.112, p>0.05) and Customer Orientation at (β=0.097, P>0.05) were not significant at 0.05. The coefficient of a constant term was at 1.740 and is highly significant with t-statistic of 6.399. Therefore, the regression results indicated that there was a statistically significant positive relationship between the application of the marketing concept and retail supermarkets' financial performance.

This hypothesized relationship was confirmed by the results of Bi-variate Pearson correlation conducted at 2-tailed significance level as shown in the table 4 below. Positive correlations were observed within each pairs of the Marketing Concept dimensions and performance measures. Nevertheless, these correlations varied in intensity. Market Focus, Coordinated Marketing and Financial Performance had a correlations of (0.772, p<0.01) , (0.716,

p<0.01) and (0.523, p<0.01) at 2-talied significant level. These correlations were high and positive. On Financial Performance, the strongest correlation was observed between Performance and Coordinated Marketing at (0.614, p<0.01) and was followed by Market Focus at (0.532, p<0.01) and finally the lowest correlations was observed between firm's Financial performance and Customer Orientation at (0.523, p<0.01).

Table.4: Results of Bi-variate correlation analysis 1

	Customer Orientation Mean score	Market Focus mean score	Coordinated Marketing mean score	Financial Performance mean score
Customer Orientation Mean score	1			
Market Focus mean score	.772**	1		
Coordinated Marketing mean score	.716**	.712**	1	
Financial Performance mean score	.523**	.532**	.614**	1

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

Source: Survey Data, 2012

The results of correlation analysis presented in table 4 confirmed the hypothesis: there is a statistically significant relationship between the dependent and the independent variables.

Relationship between the Application of the Marketing Concepts and Firm's Non-Financial Performance

A second regression model was developed to estimate the relationship between the with firm's Non-financial performance and the three dimensions of the Marketing Concept as shown in table 5 below.

Table 5: Model Summary for Regression Model 2

					Change Statistics				
Model 1	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
2	.724[a]	.525	.513	.620283	.525	43.449	3	118	.000

a. Predictors: (Constant), coordinated marketing mean score, market focus mean score, customer orientation Mean score

b. Dependent Variable: non-financial performance mean score

Source: Survey Data, 2012

Table 5 above shows that the model explained 52.5% (R2=0.525, p<0.05) of variation of the retail supermarkets' non-financial performance. The other variations in performance i.e. 47.5% were explained by other external factors outside the model..

The difference between R^2=0.525 and adjusted R^2= 0.513 is 0.012, again showing that the suggested second model can be used to generalize quite well as the adjusted R^2 is too close to R^2. This further confirms the goodness of the validity of the model as this shrinkage of 0.012 is well below the recommended shrinkage cut off value of 0.5 according to Field (2005).

The regression model 2 of the form $Y_i=\beta o+\beta_1X_{1i}+\beta_2X_{2i}+\beta_3X_{3i}+\varepsilon_i$ was substituted into:

$Y=1.084+.366X_{1i}+0.280X_{2i}+.108X_{3i}$ ……Eq. 4
t= (4.215) (3.120) (3.117) (1.231)
R^2 = 0.525

Table 6: Regression Coefficients for Model 2

Model	Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B Lower Bound	95.0% Confidence Interval for B Upper Bound
(Constant)	1.084	.257		4.215	.000	.574	1.593
Customer Orientation Mean score	.366	.117	.335	3.120	.002	.134	.598
Market Focus mean score	.280	.090	.333	3.117	.002	.102	.458
Coordinated Marketing mean score	.108	.087	.120	1.231	.221	-.065	.281

a. Dependent Variable: non-financial performance mean score
Source: Survey Data, 2012

The β statistics measured indicated that customer orientation with β statistics of (β= 0.366, p<0.05) had the most influence in the model followed by Market Focus at (β= 0.280, p<0.05) and lastly, coordinated marketing had the least influence at (β=0.108, p>0.05). The coefficient of the constant term is at 1.084 with t-statistics of 4.215 showing a high level of significance. Therefore, the regression results from this second model indicated that there was a statistically significant positive relationship between the application of the marketing concept and retail supermarkets' non-financial performance thereby confirming the hypothesis: there is a significant positive relationship between the application of the marketing concept and the retail's supermarket performance.

Table 7: Results of Bi-variate Correlation Analysis 2

	Customer Orientation Mean score	Market Focus mean score	Coordinated Marketing mean score	Non-Financial Performance mean score
Customer Orientation Mean score	1			
Market focus mean score	.772**	1		
Coordinated Marketing mean score	.716**	.712**	1	
Non-Financial Performance mean score	.678**	.677**	.597**	1

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Survey Data, 2012

The correlations results between the three variables of the Marketing Concept with each other remained similar to those in table 7 above. However, the observed correlations between non-financial performance and the marketing concept variables were of varied intensity. On non-financial performance, the strongest correlation was observed between performance and customer orientation at (0.678, p<0.01) and was closely followed by market focus at (0.677, p<0.01) and finally the lowest correlations was observed between performance and coordinated marketing at (0.597, p<0.01). The results of correlation analysis also confirmed the hypothesis: there is a statistically significant positive relationship between the dependent and the independent variables.

Results from both model 1 and 2 led us to accept the hypothesis: there is a significant positive relationship between the application of the marketing concept and the retails' supermarkets performance. Similarly, the results led us to reject the hypothesis: there is no significant relationship between the application of a marketing concept and the retails' supermarkets performance. The finding of this study was further supported by the recent empirical work of Mohamed (2011) who concluded that there is a positive relationship between the marketing concept and firm's performance (r=0.251, p<0.1) with a special focus on the SMEs sector in Ghana. He concluded that to achieve superior outcome in business, SME's practitioners need to operate on customer lead approach, be competitor oriented, and strengthen inter-functional integrations.

DISCUSSION OF THE RESULTS

Generally the findings this study were very consistent with theoretical literature that reaffirm the assertion that companies that implement a total marketing orientation are likely to be more successful (Kotler and Keller, 2009) and that marketing concept is a key factor in business success (Thuo, 2008). The result of this study however differs with that of Oktem (2000) who conducted a study that aimed to cover all five star hotels in Turkey to find out the market orientation levels and its resulting influence on the hotel performance. When regression analysis was applied to critically assess this link, he could not find any significant relationship between the variables because of the high p-values(significance) that indicate that dependent variable cannot be explained by the independent variables i.e. ($r=0.071$, $p<0.1$). Although the study found out that market orientation levels were high, the link between the dependent and the independent variable were found to be statistically insignificant. This study however was consistent with Au and Tse (1995) study conducted in Hong Kong and New Zealand Hotels. However, this study validates the work of the previous scholars about the marketing concept-firm performance relationship (Blonticky, 2009; Craig, 2010; Yasaman *et al*., 2006; Mohamed, 2011 and Blonticky, 2009).

RECOMMENDATIONS

In the light of the findings, the study recommends that marketing managers should increase the levels of the marketing concept practice in their daily operational activities. This is so because when other external factors are held constant, increased levels of marketing orientation will influence enterprise performance positively. Specifically, they should be more customer-oriented by conducting regular market survey to assess the needs of the customers as well as attend to the needs of the customers' complains and communication promptly. In addition, they should be more market focused by segmenting their total markets into viable segment and strategically choosing the market to operate in. And finally by integrating and coordinating their marketing activities with those of other functional department of the firm. Secondly, there is need for marketing management to deliver training programs through seminars, publications and guides in order to increase the knowledge of the line managers and other staff in the retail sector regarding the benefit of being market oriented. They should also be enlightened about how being nice to customers bring profit to the firm on long-run.

IMPLICATIONS AND SUGGESTIONS FOR FURTHER RESEARCH

Our findings have important implication for managers in retail sector. For instance, in the context of retail sector, retail managers were given a major responsibility to implement all facets of the marketing concept. This is so because these practices have increased the performance of firms in retail sector as evidenced by Kenyan case in the study. Besides, since marketing concept did not account for 100% variation in overall performance of retail supermarket, there is a critical need for managers in this sector to explore other contextual factors that could intervene or moderate this relationship.

Based on the foregoing conclusions on the findings of this study, the researcher suggested the following future research directions in the field relating to the marketing concept-firm relationship: First, this study used cross-sectional data to test the hypothesis on the perceived relationship between the marketing concept and business performance. It only provided a snapshot picture at a single point in time. Therefore, there is need to conduct a longitudinal study to provide even more conclusive evidence to the above relationship. Secondly, future research efforts could also be focused on this study by further investigating the moderating effects of the external environmental factors such as government policy changes, industry competition and business cycles. Furthermore, the hypotheses were tested using data obtained from Kenya's retail sector. There is therefore need to test our results in different national cultures and economic contexts to be able to establish global generalizability

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APPENDICES

Questionnaire code

Appendix 1: RESEARCH QUESTIONNAIRE**.**

Preamble:
This study is being carried out in order to assess the impact the relationship between the application of the marketing concept and firm performance: an investigation of the empirical link in retail supermarkets in Kisumu County, Kenya and is strictly for academic purposes only. Neither you nor your business organization shall be identified with the information you provide. All information provided shall be treated with utmost confidentiality.

SECTION A: GENERAL INFORMATION

Instruction: tick (√) the appropriate box.

1.Name of the firm(optional)	
Respondent's position in the firm	
Physical location	

2. What is the type of your business? (tick appropriately)

Wholesale	Retail	Hospitality	Service	Others(specify)

3. How many employees does your firm have? (tick as appropriate)

Below five	(6-20)	(Over 20)

4. On a scale of 1-4 show how long your business has been in operation

1 <5 year [ ]
2= 6-10 years [ ]
3=11-15 years [ ]
4>16 years [ ]

SECTION B: CUSTOMER ORIENTATION, MARKET FOCUS, CORDINATED MARKETING AND FIRM'S PERFORMANCE.

The questions in this section are aimed at obtaining views about the various market orientation practices and its perceived link to the firm's performance. Please tick the appropriate box that best represents your opinion on the question

5) Customer Orientation

	Strongly agree 5	***agree*** 4	***Neutral*** 3	***disagree*** 2	***Strongly disagree*** 1
a. The company maps the customer needs					
b. The company develops different offerings and marketing plans that targets its customers.					
c. The firm engages itself in conducting consumer research.					
d. The firm responds quickly to customers communications and complains.					

e. Management recognizes the importance of designing the company to serve the needs and wants of chosen markets.					
f. Does management take a whole marketing system view (suppliers, channels, competitors, customers, and environment) in planning its business?					

B) Market focus

	Strongly agree	***agree***	***Neutral***	***disagree***	***Strongly disagree***
	5	4	3	2	1
a. The firm segments its total market, chooses the best segments, and develops a strong position in each chosen segment.					
b. The company prioritizes which segment to enter first.					
c. The firm specialize its sales force to adequately meet market dynamics.					
d. The firm uses customer relationship software.					

c) Coordinated marketing

	Strongly agree 5	***agree*** 4	***Neutral*** 3	***disagree*** 2	***Strongly disagree*** 1
a. The firm is engaged with high-level marketing integration and control of marketing functions.					
b. The company controls major marketing activities.					
c. Marketing management work well with management in research, manufacturing, purchasing, logistics and finance.					
d. The new-product development process is well organized.					
e. The firm builds partners out of its stakeholders and generously rewards.					

SECTION C

Financial performance

19. On a 1-5 scale provided where **1=extremely displeased, 2=displeased, 3=Neutral, 4=Pleased and 5 is extremely pleased,** rate the following statements; about your company.

a) Return on investment. [ ]
c) Turnover [ ]
d) Revenue. [ ]

Non-Financial Performance.

20. On a 1-5 scale provided where**, 1=extremely displeased, 2=displeased, 3=Neutral, 4=Pleased and 5 is extremely pleased,** rate the following statements; about your company.

a) Enterprise reputation. [ ]
b) Customer satisfaction [ ]
c) Customer loyalty. [ ]

SECTION D: <u>Factors that lead business executives to adoption and implementation of the marketing concepts.</u>
22.

	Strongly agree 5	***agree*** 4	***Neutral*** 3	***disagree*** 4	***Strongly disagree*** 5
a). The firm embrace the marketing concept when it experiences falling sales.					
b). Slow sales growth leads some company to cast about for new markets.					
c).That changing buying patterns forces companies to adopt market orientation.					
d). That increasing competition in the market place has forced the company to adopt market orientation.					
e) That increasing marketing expenditures are the reasons why companies adopt the market orientations.					

23. What are other factors other than the ones mentioned above led to business executives to adopt market orientation.

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……

E. Adequate Marketing information (Tick as appropriate).

24. When was the latest marketing research studies of customers, buying influences, channels, and competitors conducted?

Several years ago. ( ) A few years ago ( ) recently ( )

25. How well does management know the sales potential and profitability of different market segments, customers, territories, products, and channel and order sizes?

Not at all ( ) somewhat ( ) Substantial effort ( )

26. What effort is expended to measure and improve the cost effectiveness of different marketing expenditure?

Little or no effort ( ) some effort ( ) Substantial efforts ( )