

The Role of the Marketing Orientation of the Entrepreneur in the Success of the Entrepreneur Project Applying to Electronic Applications

Mahmoud Mohamed Eldabet

**Assistant Professor – Department of Business – Business Collage – University of Jeddah,
Giza Higher Institute of Administrative Sciences**

mmhd66@gmail.com

Abstract:

Market Orientation (MO) is one of the main elements to approve the business in a competitive position. Despite the more studies through the past years, many researchers explain the importance of marketing orientation in the success of an entrepreneur and how it could participate in the development of economic activity in the world. This paper represents the impact of market orientation towards the business execution through with regard to the electronic applications. The sample size is 225 individuals, including directors of electronic applications, senior application consultants, senior team managers and customer service officers for online marketing applications in six companies.

This is a descriptive study and the data were gathered through questionnaires. The questionnaire was prepared using a Likert scale. Data were analysed using structural equation modelling. The results show that electronic applications are greatly affected on its success by the marketing orientations.

It revealed that depending on marketing orientations by the entrepreneurs in electronic applications are the most important compared by other factors.

The results also reveal that market orientation by the entrepreneurs affects the electronic markets and promote its business execution.

Using electronic applications affected by 78% on marketing orientation by entrepreneurs, identifying customer's desires and needs increased the success of electronic applications in online marketing by 60%.

Also information collection and dissemination responsiveness participate in achieving more success on the electronic applications by entrepreneurs.

Results also indicate that marketing orientation consists of some specific factors which are: Identify the needs and desires of customers and meet them, identify whether the products and services that meet customer needs are suitable for the company, provide customers with the required products at the right price and providing the private channels for distribution and marketing.

Keywords: Marketing Orientation, Entrepreneur, Electronic Applications.

مستخلص:

التوجه التسويقي (MO) هو أحد العناصر الرئيسية للموافقة على العمل في وضع تنافسي. على الرغم من المزيد من الدراسات التي تمت خلال السنوات الماضية ، يشرح العديد من الباحثين أهمية التوجه التسويقي في نجاح رائد الأعمال وكيف يمكنه المشاركة في تطوير النشاط الاقتصادي في العالم. تمثل هذه الورقة تأثير اتجاه السوق نحو تنفيذ الأعمال من خلال فيما يتعلق بالتطبيقات الإلكترونية. حجم العينة هو ٢٢٥ فرداً ، بما في ذلك مديري التطبيقات الإلكترونية ، وكبار الاستشاريين في مجال التطبيق ، وكبار مديري الفرق ، وموظفي خدمة العملاء لتطبيقات التسويق عبر الإنترنت في ست شركات.

هذه دراسة وصفية وتم جمع البيانات من خلال الاستبيانات. تم إعداد الاستبيان باستخدام مقياس ليكرت. وقد تم تحليل البيانات باستخدام نمذجة المعادلة الهيكلية. أظهرت النتائج أن التطبيقات الإلكترونية تتأثر إلى حد كبير بنجاحها من خلال التوجهات التسويقية. وكشف أن اعتماداً على التوجهات التسويقية من قبل رواد الأعمال في التطبيقات الإلكترونية هي الأكثر أهمية مقارنة بالعوامل الأخرى. تكشف النتائج أيضاً أن التوجه نحو السوق من قبل رواد الأعمال يؤثر على الأسواق الإلكترونية ويعزز تنفيذ أعمالها.

استخدام التطبيقات الإلكترونية التي تأثرت بنسبة ٧٨ ٪ على التوجه التسويقي من قبل رجال الأعمال ، وتحديد رغبات العملاء واحتياجاتهم زاد من نجاح التطبيقات الإلكترونية في التسويق عبر الإنترنت بنسبة ٦٠ ٪. تشارك أيضاً عملية جمع المعلومات ونشرها في تحقيق المزيد من النجاح في التطبيقات الإلكترونية بواسطة رواد الأعمال. تشير النتائج أيضاً إلى أن التوجه التسويقي يتكون من بعض العوامل المحددة وهي: تحديد احتياجات ورغبات العملاء وتلبية احتياجاتهم ، وتحديد ما إذا كانت المنتجات والخدمات التي تلبي احتياجات العملاء مناسبة للشركة ، وتزويد العملاء بالمنتجات المطلوبة على اليمين السعر وتوفير القنوات الخاصة للتوزيع والتسويق.

الكلمات المفتاحية: التوجه التسويقي ، رائد الأعمال ، التطبيقات الإلكترونية.

Introduction:

As the growing technology, competitiveness is one of the significant factors among policy-makers in the different fields in the whole world (Kim, 2003). The most clear of globalization is the firm's capacity to act and respond in a focused domain. Business execution in organizing the exhibition of client (consumer loyalty and steadfastness) and market execution and budgetary execution (benefit and rate of return contrasted with contenders). Many studies demonstrate that entrepreneurs can change over assets dependent on promoting some techniques; along these lines, marketing orientation is connected to business execution, especially for electronic applications. Sin et al. (2014) stated that market orientation by entrepreneurs supports the organizational structure and keep up long firms with clients and conveyance channel individuals. Marketing capacities in electronic applications makes a solid visual brand that enables firms to approach prevalent organizational execution.

Accomplishing brilliant execution for the entrepreneurs relies upon making economical hand and conveys stable motivation for clients. This persuaded the firm to make and keep up an organizational culture that gives basic field conduct. Cano et al. (2014) said that marketing orientation by entrepreneurs is an organizational culture with most extreme productivity and adequacy that gives practices of making prevalent motivation for clients and therefore predominant execution for business continuation. Specialists characterized marketing orientation comprises of three parts including client arranged conduct, competitor oriented task between two estimates long haul centre and gains. Client orientation tools for electronic applications depends on the clients' requests and persistently making motivation for them. Competitor oriented intends to distinguish transient qualities and shortcomings and long haul abilities and systems of present and potential contenders (Noorollahi et al., 2013). Cooperation between errands caused assets so as to make a motivation for objective clients.

Then again, learning of client needs and purchasing process in electronic applications is important to completely address consumer loyalty unmistakably recognize their issues and wants, desires, expectations, capacities and restrictions of the items. With access to these data, powerful elements of the conduct of online customers can be perceived well to be utilized in settling on advertising choices of firms (Shah, 2009). Electronic marketing goal is to recognize the significant components of electronic promoting and applying key issues, hierarchical effectiveness for firms working on the web based business advertises.

Electronic promoting blend by entrepreneurs is considered as empowering influence for vital arranging, marketing on the internet. This implies from one viewpoint for open firms that are dynamic in reality and making the Internet their quality is valuable and on the opposite side of the web to re-examine their support in a viable web based business. Nonetheless, e-promoting is an imaginative innovation based marketing action as one of the principal parts of advertising activities that is not the same as another. To be sure, electronic promoting is applying the Internet and other intuitive innovation, to support the correspondence and intercession among firms and clients. (Asikhia, O.U., 2009)

Through that inventive action there are new strategies to cooperate with clients and new administration conveyance frameworks can give and to lessen costs, development and gains of fares, enter new markets, improving piece of the overall industry and enhancing positive trends about the items, administrations and brand drives the firm's organizational and high return and can improve the proficiency of administrations, improve administration, quality and benefit. One of the significant conditions in the electronics business is solid correspondence, coordinate with high unwavering quality are significant factors, for example, the abnormal state of specialized information and expert administrators, client relationship the executives and legitimate responsiveness, to share learning and create safety at the innovative work of the significant elements that influence acknowledgment of electronic promoting. (Kheiri, B., 2013)

In any case, each firm and firm ought to recognize needs, tastes and desires of its clients appropriately to deliver an item with most extreme motivation for both the customer with a compelling valuing; dissemination and advancement lastly sell the items effectively. Also, components of the advertising blend are a lot of controllable promoting factors that firm join them to accomplish marketing destinations in the objective market and needed for response. (Chang, Z., Mehta, R., Chen, S., Polsa, 2015)

In any case, it tends to be an approach to e-instalment marketing orientation and advertising by entrepreneurs, which makes them all the more completely put to utilize hypothetical and down to earth angels.

In view of a useful methodology, it very well that one of the qualities of the main marketing and intensity is competences marketing orientation and the accentuation of the promoting of electronic and regard for clients' frame of mind and simultaneously portrayed by customary and no competitiveness marketing, absence of skill and the absence of thoughtfulness regarding economic situations and customers (Sine, L., 2014). Regardless of, absence of competition in countless business markets has primary purposes behind this are the absence of adequate comprehension of the requirements, needs of clients and contender's exercises in focused markets and furthermore absence of techniques and innovations dependent on electronic promoting. (Sine, L., 2014)

Based on the great experience of fruitful markets in the world, using marketing orientation by entrepreneurs at Iranian markets can be a powerful factor in tackling their issues and competition. Along these lines, despite the fact that the market orientation, intensity of endeavours aggressive advancement of electronic promoting has many years, lamentably, in our nation in the science field and arrangement, the significance of this part has not been tended to. Accordingly, out of the present circumstance and support getting increasingly controls requires a difference in demeanour of conventional techniques to current strategies dependent on the board's disposition. (Sine, L., 2014)

Notwithstanding surveys, including the difficulties that entrepreneurs are looking with, this is how we can draw in progressively fulfilled clients and better support of their electronic advertising gave? Is there an answer for improving process execution, advertise orientation? In any case, the reason of the diminishing eagerness of clients to the Market can be brought about by negative marketing orientation and methodologies used by electronic applications and among workers and administrators is thinking about the field of electronic promoting. (Resize, D.H., 2006)

Hence, unacceptable issues in the market, including client and procedure orientation to think about the exercises of contenders, innovative view of having just a single electronic advertising the executives, while the market orientation in a procedure which must save money with all exercises within and outside the firm match to applications the board and human potential.

Irregularities between the business sector needs and requests of the clients and electronic marketing approach presented by the market caused decreased competition of Mellat Market in correlation with different markets. Subsequently, distinguishing suitable answer for improving business execution in accordance with the advancement of market orientation by entrepreneurs and the honesty of electronic promoting by the Market will be important. (Londhe, B.R, 2014).

Theoretical Framework

Electronic Marketing

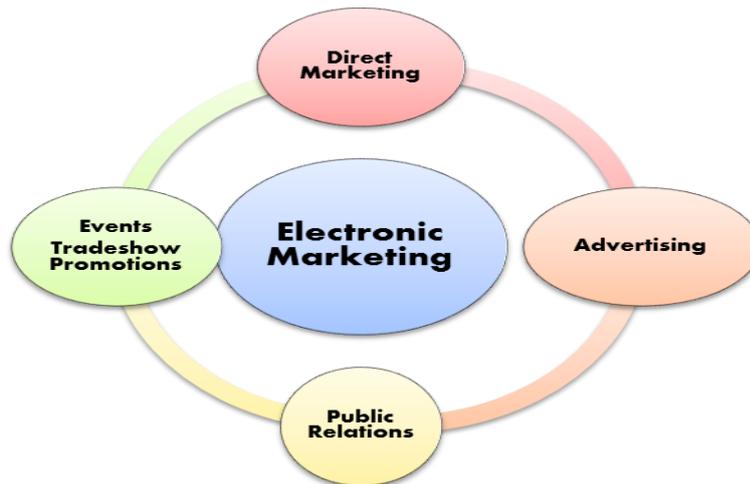


Figure 1 Electronic Marketing

These days, the Internet has given a stage that uses web based business, data trade and supply by means of the World Wide Web and email are, and quick correspondence is conceivable. In any case, e-promoting is something past the Internet. Electronic is promoting in organizational advancements that client relationship the board, business asset arranging, production network the executives, and so forth just as make conceivable. Electronic advertising is a marvel makes connections dependent on business exchanges in intelligent media and computerized systems conceivable. Actualize powerful electronic promoting needs an advertising approach. Previous works have demonstrated that there is an immediate positive connection between market orientation and execution demeanour.

Electronic marketing is most recent advertising procedure implies the utilization of Internet and other intuitive advances intended to make an exchange among clients and the firm. This sort of promoting includes individual two-individual advertising and organizational let that move towards mass customization as indicated by clients' necessities. Electronic marketing pursues the equivalent customary promoting purposes, with the distinction that electronic advertising instruments and better approaches for applying innovation for development. Electronic promoting can be characterized along these lines. (Kim, Y., 2003)

Market Orientation:

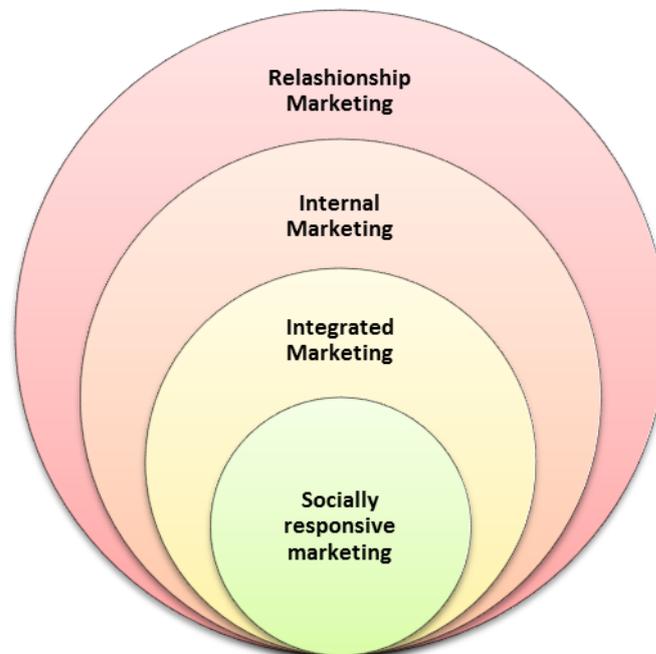


Figure 2 Market Orientation

Marketing orientation is the approach might be expected to make the predominant motivation for the purchasers, bringing about prevalent execution and coherence of the business. Market orientation was recommended that an alternate methodology be made to the structure. Researchers characterized advertise trend as idea of culture that demonstrates its viability in authoritative conduct. Researchers for orientation characterize three components:

1. Customer Orientation
2. Competitor-Oriented
3. Cross-sectoral coordination.

The studies distributed various papers dependent on the three parts of market orientation from 1990 and after. For instance, customer orientation segment implies adequate comprehension of the customer firm to create predominant worth (prevalent items and administrations) for them. (Kim, Y., 2003)

This expanded worth creation for purchasers and clients' interests and simultaneously diminishing the expense of completed items and administrations gave is finished.

The advancement this degree of mindfulness and learning about clients and purchasers need data and comprehension of the cause and the idea of financial and political requirements which they endure. This mindfulness causes firms to guarantee that the firm knows about the requirements of present and future clients and might be act to address these issues. (Belz, P. 2010).

Contender orientation by researchers portrayed is that the present form of the qualities and shortcomings of contenders and furthermore qualities and shortcomings later on knowing about the conceivable and potential long haul systems contenders know. During the time spent social affair data, contender situated is in parallel to client orientation and in the organization a thorough paper of the mechanical capacities of contenders, so as to survey their capacity to react to similar purchasers. (Rahimnia, Kaffash, P.A., 2012),

Other researchers characterize MO as "the firm culture that most viably and proficiently makes the vital practices of the formation of unrivalled motivation for purchasers and, along these lines, constant predominant execution for the business". Hare, MO comprises of three measurements: client orientation, contender orientation, and between practical coordination. (Resize, D.H., 2006)

As indicated by (Kohli, 1990), marketing orientation portrays a company's attitude toward the advancement and backing for accumulation, dispersal, and responsiveness of market insight to achieve client needs. After three years, researchers recognized three primary components forming orientation: age of market insight, sharing of this information all through the firm, and advancement of a marketing reaction system. As indicated by Verhees (2004), this definition mirrors the conduct point of view on market orientation. For sure, its three components show the level of accentuation presented with a firm on advertising exercises.

Entrepreneurial Orientation:



Figure 3 Entrepreneurial Orientation

The develop EO is getting expanded consideration in the area of enterprise, as it is accepted to be at the core of innovative technique making. When seeing what causes firm pioneering, researchers will in general concur that it is their EO, a multidimensional builds including firm creativity, restiveness and hazard taking. Ingenuity alludes to the strong inclination towards new thoughts, curiosity, experimentation, and inventive procedures, while withdrawing from built up training; reactiveness is the penchant to foresee and follow up on future markets needs; while hazard taking is the ability to submit a lot of assets to the activities described by exceptionally unsure results. The research of a firm's EO mirrors the idea of enterprising administration, as "it mirrors the hierarchical procedures, strategies and styles that firms use to act innovatively". Maybe the most repetitive topic among those intrigued by EO concerns the positive ramifications that enterprising procedures have on firm development and execution. To be sure, EO is viewed as the sine qua non of company that look to prevail in the present unstable and very unique business condition.

Inventiveness, in its twofold type of item showcase development and mechanical advancement, is a significant part of firm intensity and achievement, as it speaks to a major route for firms to seek after new chances. (Resize, D.H., 2006)

The firms' capacity to take advantage of and follow up on lucky breaks (reactiveness) has positive execution suggestions, for example first mover advantage. In the present dubious condition, administrative help for hazard taking procedures has demonstrated fruitful, particularly over the long haul. Determinants of pioneering orientation (auxiliary theories) several papers have also centered around the connection among EO and its determinants. These comprise of a huge swath of elements which range from nature in which the firm works to authoritative and singular vectors. (Kheiri, B., 2013)

Electronic Applications:

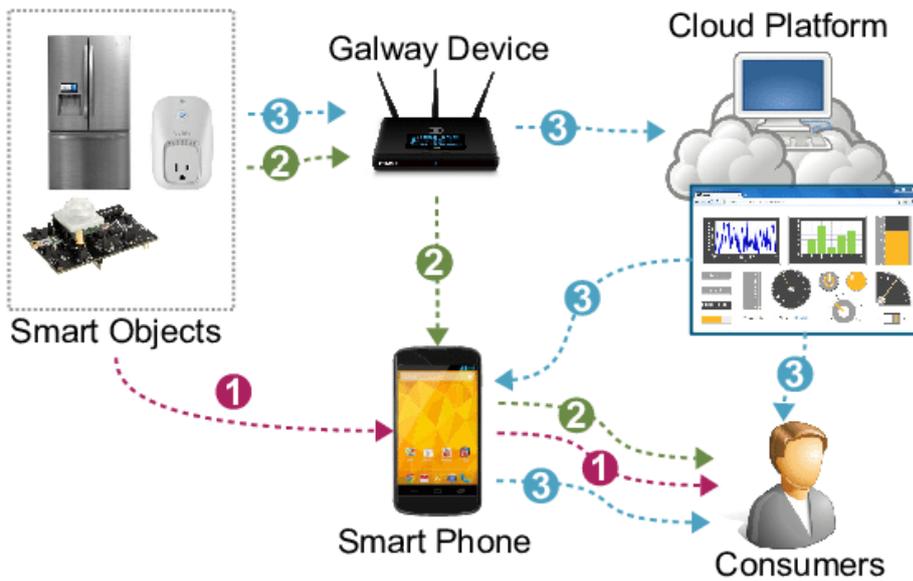


Figure 4 Electronic Applications

Electronics are used in a wide scope of fields, including registering, correspondence, biomedical, cars, military and aviation. They should work in fluctuating circumstances and situations, including indoor controlled conditions and open air atmosphere changes. It is fundamental that the electronic applications be bundled for insurance from their proposed surroundings, just as to give dealing with, get together, electrical and warm contemplations.

Electronic business today isn't just business exchanges bolstered in data and correspondence advancements; it is another method for conveying and coordinating with clients, providers, representatives and different partners. In this situation, electronic business is currently part of a more extensive financial setting that is causing radical changes in business and associations, including the whole worthiest chain from client administration to production network the executives. One of the zones influenced is promoting. Given that the new advancements have empowered firms to connect with worldwide clients and has given them the chance to tweak their techniques and contributions in an uncommon manner, the elements of advertising must be overviewed so as to think about the effect of new patterns like the versatile client relationship the board or mass customization on promoting capacity. (Resize, D.H., 2006)

Business Execution:

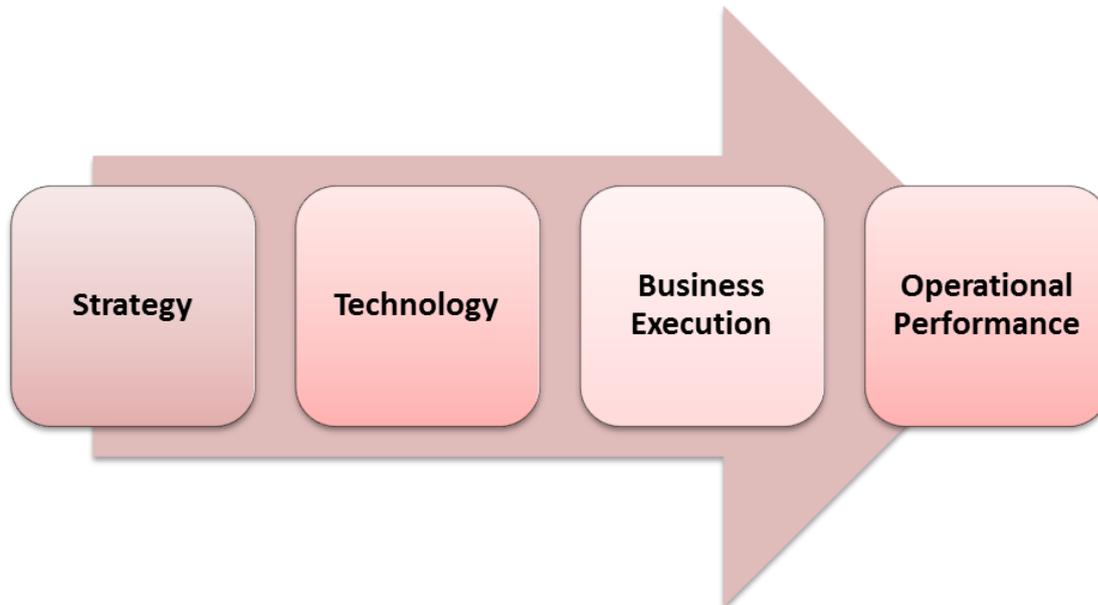


Figure 5 Business Execution

Business execution is the subject of broad talks with a wide scope of controls and specialists has taken a shot at it and reports and articles have been expounded on it. Besides, application market is enormous development here.

Be that as it may, regardless of the numerous models and systems in the field of theoretical models, scientists have had the best impact on forming this specific field. However, so as to survey the presentation assessment it is important to give models. Evaluation of business execution includes: The way toward measuring the proficiency and adequacy of business activities that a survey of the writing might be because of three primary gatherings:

Vital targets: Business and amendment of procedures, including vital administration;

Correspondence purposes: The control of the present circumstance, demonstrating the course of things to come, giving criticism and benchmarking of different firms;

Persuasive destinations: To build up an arrangement of remuneration and energize improvement and learning. The exhibition assessment (factors under scrutiny and evaluation technique) for a long time has provoked analysts and clients to challenge. (Shah, R.N., 2009)

Hypothesis:

The main research hypotheses are as follows:

1. Marketing orientation positively affects the profitability and overall business performance for electronic applications.
2. Business execution is mainly affected by the success of entrepreneur in share growth.
3. There is a positive correlation between the interest and responsiveness of the entrepreneur to all the requirements of the customers at the electronic applications and the increased customer satisfaction.
4. There is a positive correlation between the entrepreneur's ability to identify the expectations of customers and desires before applying the electronic application.

Research Methodology:

The study was described as it discusses the practices being executed by electronic applications and tried to explore the impact of orientation techniques upon them.

Research Population:

Six Companies that depend on electronic applications for online marketing.

Tools & Materials:

Applications used for online marketing are used as a research sample for identifying the effect of marketing orientation on electronic applications. For measuring the marketing orientation the researcher uses two of the measures of market orientation, which are the “MARKOR” scale developed by Kohli, Jaworski, and Kumar (1993) and the “MKTOR” scale developed by Narver and Slater (1990).

Results & Discussion:

Results demonstrate that the theory arbitrator variable connection between market orientation and execution, electronic promoting business essentially directed (Increase). Additionally, dependent on the outcomes got, applying the electronic applications in promoting exercises identified with the client; i.e., advancement and publicizing of items, administrations, abilities and brand markets, answer client addresses like these, and advertising exercises identified with circulation channels, for example, access to different data sellers and exercises identified with a marketing paper be key results is entering new markets, improve piece of the pie and building positive view and consciousness of marketing administrations and brand available was focused.

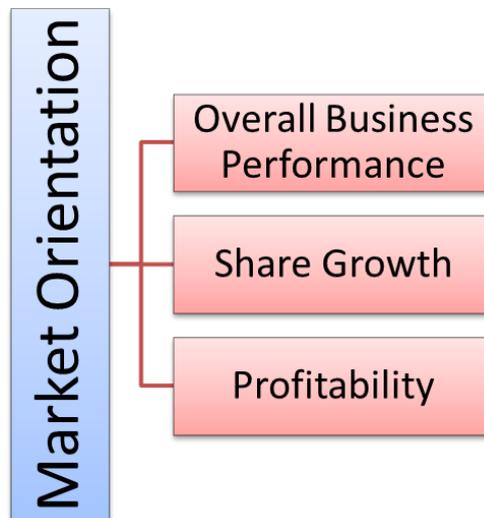


Figure 6 Impact of Market Orientation on Business

So as to improve business execution, marketing orientation ought to be engaged. Since electronic applications give prospects and significant advancement to supervisors and to make control and then again, as indicated by the determinants of market orientation on business execution the significance of market orientation for the nation's markets are outstanding. Subsequently, the senior administration of markets should act in a way to electronic marketing, electronic promoting is a piece of the organizational culture and qualities and every one of the directors and representatives of markets considered practically speaking. it has been submitted and the social occasion and scattering of data about the necessities of clients, prompting higher execution, and furthermore centre data around contenders and coordination between errand.

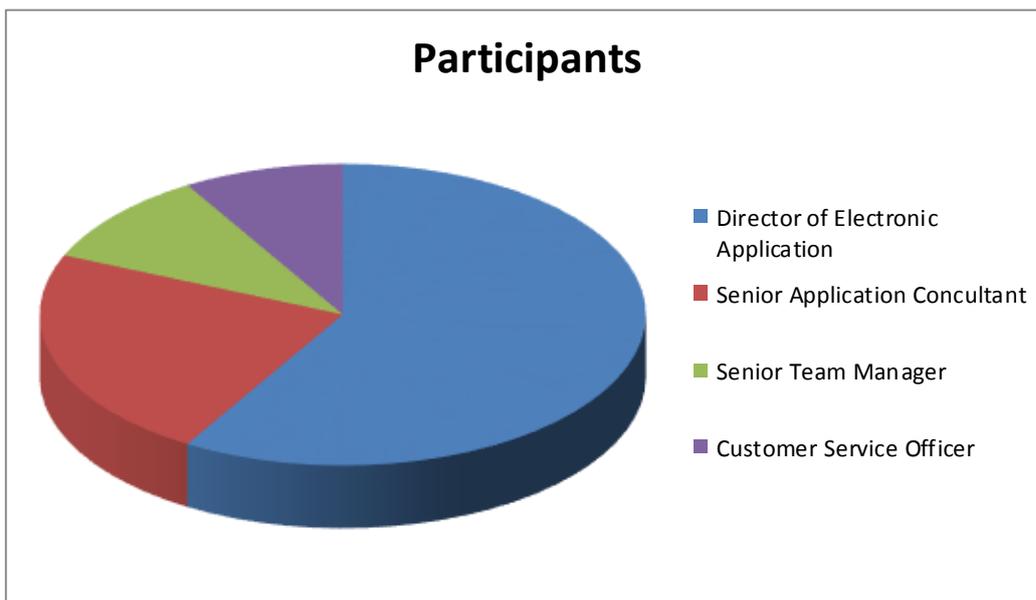


Figure 7 Shares of Participants in Electronic Applications

As shown above, applying electronic applications in business depends on the directors for those applications by 55%, they have the ability to administrate the main objectives and identify the solutions for marketing orientations using those applications. Senior application consultant share by about 20% of the success of marketing orientation in electronic applications, the Senior team manager could participate in this success by 15%, while customer service officer share by 10% in this success.

Along these lines, it is proposed market when another innovation enters the market, plan and offer new administrations, innovative work exercises identified with official in markets truly, utilization of cutting edge innovation in giving new administrations, set up great relations with clients, recognize clients' needs always and constantly, react positively to the clients over the market's exercises, consumer loyalty and ceaselessly measure and assess, to share their data in market offices, the activities of contenders (different markets) respond promptly, qualities and shortcomings of contenders by dissecting their ranking directors and important data to be shared by the representatives of contenders. Since all parts of electronic promoting have a constructive outcome on business execution and on parts of Market Mellat, market chiefs concentrate on the proposition to be only one component of their electronic advertising, however the accentuation on an ideal blend of the three elements of electronic marketing (responsiveness, safety and innovation) so as to amplify business execution and make control through suitable market orientation is fundamental.

Moreover, it was higher in electronic promoting techniques, markets ought to give orientation that synchronization between various units are viewed as markets and data between various divisions (credit, accumulations, asset, money) to be shared so that underlie offer some motivation creation for clients. As indicated by the electronic applications on business execution, the significance of applying new advancements in administration conveyance is well obvious. Market the board requires a consistent survey and review needs of our clients and their fulfilment to make new and motivation by choosing the suitable arrangements. The following figure identifies the basic elements for executing electronic applications in a successful manner.

Through the market-orientation and exchange and of the challenge and commonality with the most recent techniques and strategies to recognize changes in market and rivalry, try to furnish its items with better advantages of their adversaries and in this situation of publicizing and advancement exercises and the capacities of the market. Also to draw in more clients, their data, databases to give data and online help, giving on the web item inventory to clients, give or send bulletins, magazines and mail to prepare clients. Also, it is prescribed that the accompanying variables at Mellat markets to set up their firms to consider executing electronic advertising.

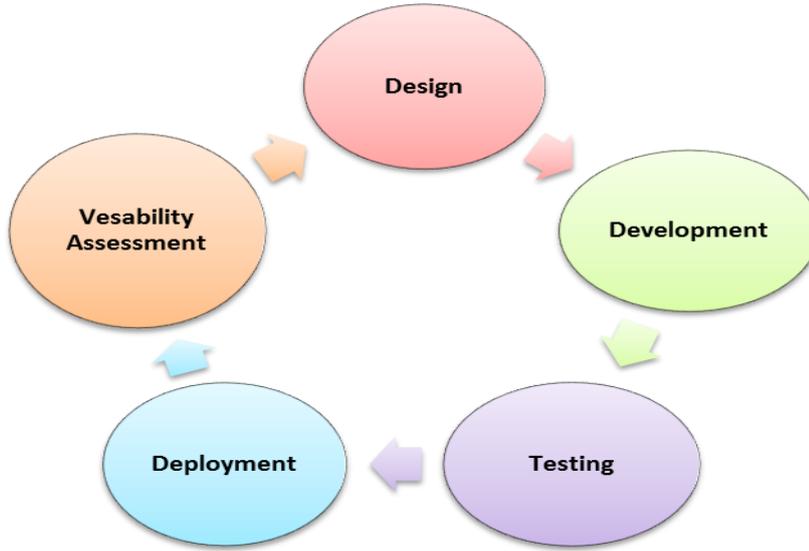


Figure 8 Elements for Electronic Applications

It is prescribed to the market chief to choose utilize highly experienced workers with abstract standards as per as indicated by the convictions, qualities and practices. A proper degree of safety programs for the usage of e-administrations to be considered. Far reaching approaches in the field of safety and protection of client individual data suitable strategies and Information.

Secure and dependable system foundation and the Internet to be composed in the market. Characterize a system for the improvement of safety framework. Adequate quality interchanges hardware and data to be given as far as safety to clients. Concurred Program between data innovation chiefs and business supervisors to give administrations innovation division. Comprehend the estimation of IT as an advantage, empowering business procedures and colleague in making esteem, by staff and business chiefs. E-advertising programs consistently in a formal procedure at the area level and venture.

This research, explicitly the impact of marketing orientation to electronic marketing, especially for business execution because of the intervening job of market orientation is assessed, however, since this isn't the main factor and other significant factors additionally assume a job in this procedure pay, which are looked with a deficiency or absence of adequate exact research, consequently it is prescribed that an paper be completed of the impact of these elements.

Intervention studies and spotlight on powerful factors and indicators related with email advertising and the last measure at the impact and its repercussions. Inspecting the role of different factors directing the connection between business execution and e-marketing. Research is done regards this matter, with an accentuation on contrasts in powerful market orientation on business execution in the different units on the market. Because of the way that because of constraints in the research of various methods for looking into and separate paper of every industry was not ready, to explain more the matter of e-advertising firm with business execution tried in different ventures.

Conclusion:

Marketing orientation improves business execution, electronic marketing proficiency and adequacy to be estimated in a model. The paper strategy was exploratory-subjective research, it is proposed to different specialists, other measurable network and different firms went for various instructive levels think about their outcomes on the speculation of the consequences.

This research, as other research had its points. A portion of the constraints of this research originates from the factual society, among which can be thoughtless and restraining infrastructures examine members to respond to addresses explicit to the market. Another piece of the logical confinements of limitations is that the degree of hypothetical ideas, few researches that have inspected these factors, the theoretical of the survey and constrained a portion of the ideas and instruments for gathering information is the questionnaire.

References:

- Ajay K. Kohli and Bernard J. Jaworski, (1990), Market Orientation: The Construct, Research Propositions, and Managerial Implications, *Journal of Marketing*, Vol. 54, No. 2, pp. 1-18.
- Ashok Kumar, Sandeep Sahore. (1993). A review of four software Directories, American Institute of Chemical Engineers.
- Asikhia, O.U. (2009), “The moderating role of e-marketing on the Con sequences of market orientation in Nigerian firms”. *International Journal of Business and Information*, 4(2), 243-270.
- Avlonitis, J.G., Gounaris, P. (2011), “Marketing orientation and its Determinants: An empirical analysis”. *European Journal of Marketing*, 33, 1003-1037.
- Belz, F.M., Ken, P. (2010), “Sustainability Marketing: A Global Perspective”. West Sussex: John Wiley & Sons. p309.
- Bruning, R., Lockshin, S. (2009), “Marketing’s role in generating Formal competitiveness”. *Journal of Strategic Marketing*, 2, 163-187.
- Cadogan, W., Sundqvist, T., Puumalainen, K. (2012), “Market-oriented behaviour: Comparing service with product exporters”. *European Journal of Marketing*, 36, 1076-1102.
- Cano, R., Carrillat, A., Jaramillo, F.A. (2014), “Meta-analysis of the Relationship between market orientation and business execution: Evidence from five continents”. *International Journal of Research in Marketing*, 21, 179-200.
- Carson D, Gilmore A (2019) SME marketing management Competencies. *International Business Review* 9: 363-382.
- Chandan, K.S. (2011), “Employee empowerment: A strategy towards Workplace commitment”. *European Journal of Business and Management*, No. 11. Vol. 3. Available from: <http://www.iiste.org>.
- Chang, Z., Mehta, R., Chen, S., Polsa, P., Mazur, J. (2015), “The effects of market orientation on effectiveness and efficiency”: The case of automotive distribution channels in Finland and Poland. *Journal of Services Marketing*, 13, 407-418.
- F.J.H.M. Verhees. (2004), Market Orientation, Innovativeness, Product Innovation, and Performance in Small Firms, *Journal of Small Business Management* 42(2):134-154

- Hung, S.C., Yen, C.D., C.S. (2012), “An empirical study of the Relationship between a self-service technology investment and firm financial execution”. *Journal of Engineering and Technology Management*, 29, 62-70.
- John C. Narver and Stanley F. Slater, (1990), *The Effect of a Market Orientation on Business Profitability*, *Journal of Marketing*, Vol. 54, No. 4, pp. 20-35.
- Kheiri, B., Roshani, A. (2013), “The mediating role of marketing orientation in the relationship between strategic orientation and firmal execution”: A case study in Melli market Iran. *Journal of Management*, 29, 113-197.
- Kim, J., Hyum, Y. (2010), “A model to investigate the influence of Marketing-mix efforts and organizational image on brand equity in the IT software sector”. *Industrial Marketing Management*, 424-438.
- Londhe, B.R. (2014), “Marketing mix for next generation marketing”, *Symbiosis institute of management studies annual research conference (SIMSARC13)*. *Procedia Economics and Finance*, 11, 335-340.
- Middleton B, Long G (2018) *Marketing skills: Critical issues in Marketing education and training*. *Journal of Marketing Management* 5: 325-342.
- Miles MP, Darroch J (2018) *Large firms, entrepreneurial marketing Processes, and the cycle of competitive advantage*. *European Journal of Marketing* 40: 485-501.
- Morgan, N.A., Vorhies, D.W., Mason, C.H. (2009), “Market orientation, Marketing capabilities, and firm execution”. *Strategic Management Journal*, 30(8), 909-920.
- Noorollahi, S., Kaffash-Poor, A., Hadadian, A. (2013), “The Effect of Marketing Capabilities on Market Execution by Creating Superior Value for Customers in the Market Food at Industry Mashhad Tools Industrial Estate”. *The National Conference of Modern Management Science Galveston Province, Gorgon*.
- Rahimnia, F., Kaffash, P.A., Pourreza, M. (2012), “Strategic orientation And marketing capabilities”. *Strategic Management Journal*, 12, 145-166.
- Sin, L., Tse, Yim, F. (2014), “An analysis of the relationship between Market orientation and business execution in the hotel industry”, *Hospitality Management*, 24, 555-577.
- Stroebel, M. (2018). “Effects of Electronic Markets on Negotiation Processes.” In 8th *European Conference on Information Systems (ECIS 2000)*. Vienna, Austria.
- Verhees FJ, Meulenberg MT (2018) “Market orientation, innovativeness, Product innovation, and performance in small firms”. *Journal of Small Business Management* 42: 134-154.