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## **RELATIONSHIP OF MARKETING ON BUSINESS**

### **PERFORMANCE OF TELECOM SECTORS IN**

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#### **ABSTRACT**

Marketing on business performance are very important concepts that companies must understand if they want to remain competitive and grow and to solve lack of contact with customers. Companies do not seem directly interact with customers about their product and how to satisfy the customers according to their distribution and market intelligence information. The first objective of this study is to find out the contribution part of marketing. Second objective is to examine the marketing relationship, especially time and goal orientations of these departments, affect business performance. The third objective is to find the marketing does often extension to the business performances. And also have used Pearson correlation, descriptive design, the questionnaire used in this research is a self-administered; scale. Data was analyzed by using Statistical package for social sciences (SPSS). Therefore the sample size was 80 respondents and the most respondents have significantly agreed that there is positive relationship. The relationship between marketing on business performance investigated by using Pearson correlation the result obtained was highly positive significant ( $r = .8$ , at  $p = 0.01$ ). As shown in the table there is significant the relationship

between marketing on business performance ( $r = .85$ ,  $p=0.01$ ). The relationship between marketing on business performance investigated by using Pearson correlation the result obtained that there is strong positive relationship between variables. As shown in the table there is significant the relationship between marketing on business performance ( $r = .80$ ,  $p=0.01$ ).

## **CHAPTER ONE: INTRODUCTION**

This chapter covers background of the study, statement problem, purpose of the study, objectives of the study, research questions, significant of the study, definition of the terms and conceptual framework.

### **1.1 BACKGROUND OF THE STUDY**

In this study, marketing- sales is defined as the ability to affect superior market performance; supporting Masser's (2007) argument that the end goal is the achievement of desired results. In an environment where alignment is present, there would be a "dispersion of influence" or distribution of power between the functions (Krohmer et al., 2002). Often hampering alignment are the varying levels of tension existing between sales and marketing, bred by physical and philosophical separation and by poor communication (Lorge, 1999).

Indeed, there are numerous companies that have let relations degenerate to the point where the sales and marketing functions refuse to talk with each other (Graham, 2007). This oftentimes dysfunctional relationship is a phenomenon increasingly recognized by researchers and practitioners (Dawes and Massey, 2005; Dewsnap and Jobber, 2002; Kotler et al., 2006).

If left unattended, the situation can consume vast amounts of costs, time, and energy (Schmonsees, 2005) and lead to a culture of blame with each side saying the other is responsible for its own inefficiencies (Maddox, 2008).

Recently there has been a growing interest in the relationship between marketing and sales ( Homburg et al. 2008) and also on the effects it may have on business performance ( Le Meunier-FitzHugh & Piercy 2007). though not extensively in the context of marketing-sales relationship.

Time and goal orientation have received only limited research attention, and almost none in the context of marketing-sales relationship. Still, information on how different time perspectives marketing and sales personnel might have (time orientation) and how focusing on different objects and goals (goal orientation) affects business performance would be useful for companies seeking to improve their business performance.

Consequently, time and goal orientation are at the heart of this study as from these presented domains, more knowledge is needed especially on time and goal orientation. In recent literature, the growing cross-functional integration of marketing activities is seen as a way to achieve better results in business performance ( Le Meunier-FitzHugh, & Piercy 2007).

This could imply that if marketing-sales relationship is such that marketing activities are deployed jointly, the relationship could also have positive effect on business performance. Also in general terms, cross-functional integration is seen as means to achieving business improvements as functional operations are often already polished as much as possible (Brown 2005, ).

There is also some empirical evidence that cross-functional deployment of marketing activities helps the strategic business unit in increasing its business performance (Krohmer et al. 2002, ). In line with this is the view of marketing activities as sub processes of broader business processes as then it is clear that cross-functional processes are needed for the implementation of marketing ideas (Srivastava et al. 1999, ).Still, many view marketing-sales relationship as a rather untouched area with limited research (Dawes & Massey 2005, ; Rouziés et al. 2005,).

Even though the conceptual approaches to marketing-sales relationship are increasing, empirical studies in this area are limited. Homburg, Jensen and Krohmer (2008, ) state and show that the marketing-sales interface has not been researched systematically and deeply. They draw together the eight empirical studies made on this topic before 2008 and make three conclusions. First, there is a lack of empirical evidence on marketing-sales integration. Second, only three of the empirical studies focus especially on the marketing-sales interface and other five only discuss it as a side issue. Third, no variation between the companies is analyzed and the focus is on the typical, average company. (Homburg et al. 2008,)

The development of concepts marketing and sales, respectively, in order to build up background for understanding of the marketing-sales relationship. The ways in which the concepts of marketing and sales have evolved has a remarkable influence on the way marketing-sales relationship is viewed and how it is organized in today's business environment.

In the end, I will also discuss the concept of marketing-sales relationship. It should be noted that this concepts are not separate from each other, but interrelated instead. *Marketing*. There is a continuous debate whether marketing should be seen as a separate organizational function or a process including various kinds of activities. Others have seen marketing as a separate entity, while others see marketing being an eclectic set of activities, which is studied and conducted by people with a varying set of skills and knowledge bases. (Ringold & Weitz 2007, 251) Accordingly, there are various different definitions on what marketing is. The definition introduced by the American Marketing Association (AMA) is most commonly considered as a standard reflecting academic research and education and also marketing practice.

Inside North America and beyond. ( Grönroos 2006, 398) The marketing definition by AMA has developed over the years. In the following, I will shortly discuss the development of

marketing and along with that, the development of AMA's marketing definition. This development is important as it still today affects how marketing is understood and interpreted in both business environment and academic world.

Before the first AMA definition, in the first decades of the 20th century, the first steps of marketing study in the academic field were interested on agricultural markets and processes where products were delivered to market and prices decided (Webster 1992, ). The main focus at that time was on the transaction or output and how institutions performing marketing added value to products (Vargo & Lusch 2004, 3). There was relative absence of a managerial focus, as marketing was viewed as a variety of social and economic processes instead of managerial processes (Webster 1992, ).

In 1935 marketing was defined by AMA as “the performance of business activities that direct the flow of goods and services from producers to consumers” (AMA 2008, ). This clearly reflects the traditional view in which marketing focuses mainly on exchange and moving things from one place to another, but with slight emphasis on institutional and functional side (Bagozzi 1975, Webster 1992, ). Marketing has inherited this focus on exchange from economics, where dominant logic was based on the exchange of goods that normally were manufactured output. The focus was on tangible resources, embedded value and transactions. (Vargo & Lusch 2004, ) .

In the 1950s and 1960s marketing was often seen just as an extension to sales department. Webster (1992) describes that large and hierarchical structures were the dominant structure at that time and firms created marketing departments merely as additions to their sales functions. As the pace of change was slower at that time, this organizational structure and clearly defined tasks were probably suitable for that environment. (Webster 1992, )

On the other hand, already then it was emphasized that marketing should give more than regular input for the company instead of thinking that the success is brought by being in a

growth industry and that way trusting the existing position (Levitt 1960, ). Thus, the role and position of marketing in a company has raised discussions and debates as long as marketing has existed.

In 1960 a widely accepted classification of the marketing mix was made, consisting of price, product, place and promotion. Promotion included advertising, personal selling, publicity and sale promotion. It is one of the basic ideas of marketing. Later there have also been extensions of the traditional 4 P's model. (Waterschoot & Den Bulte 1992, ; Webster 2005, ) When marketing is seen as the 4 P model, it means that marketing is seen as purely operational. .

Because of the wide acceptance of 4 P model, it still affects how marketing can be seen only as operational, especially in real business environment. Thus, tactical view of marketing is rooted in this concept and even though marketing practice has evolved since 1950's, this concept is still relevant in both practice and research. (Webster 2005, ) .

In marketing theory, the marketing management school of thought started to emerge in 1950s and continued for more than thirty years. Customer focus became a central issue for marketing thought. Customers were not seen as just buying things, but needing or wanting fulfillment. Consequently, it was seen that everybody should focus on the customers, because satisfying customers is the only purpose of a company. Marketing was seen as a decision-making and problem solving function. (Vargo & Lusch 2004, ).

The theoretical foundation of marketing relied on other disciplines, mainly economics, statistics, mathematics, psychology and social psychology (Webster 1992). Even though marketing was at first related to companies and firms, it should not be limited into organizations doing business. Marketing provides useful perspectives and concepts for all organizations, as each should develop appropriate products for their consuming groups and communicate those effectively. (Kotler 1969)

During the 1980s and 1990s, both the marketing theory and the form of marketing function in an organization started to evolve (Webster 1992, ; Vargo & Lusch 2004, ). In marketing theory, many new views developed that were not based on the 4P's concept. These appeared to be separate lines of research in relationship marketing, quality management, market orientation, supply and value chain management, resource management and networks, and services marketing. (Vargo & Lusch 2004, )

At the same time, organizational structures began to change towards organizations were partnerships between firms started gaining importance. There became various new types of organizational forms such as partnerships, alliances and networks. It started to become clear that organizations could not do everything by themselves, but different organizations should combine their expertise.

In this new organizational context, the traditional way of organizing marketing as a separate function and seeing the marketing concept in the traditional way could no longer continue. Instead, both needed to be re-examined. (Webster 1992,).

The previous AMA definition was updated in 1985 to the following: "Marketing is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods and services to create exchanges that satisfy individual and organizational objectives" (AMA 2008, 2).

This 1985 definition included the traditional 4 P's of marketing presented earlier. It is curious that the 4 P's was introduced already in year 1960 and it took more than 20 years from AMA to modify their definition. In 1980's, marketing theory was already beyond the 4 P's concept and discussing variety of other issues like relationship marketing, networks and market orientation (Webster 1992, 4-5) as it was presented earlier in this subchapter.

To me, it seems that at least at this point, AMA's definition was clearly undeveloped compared to marketing research of that time and the past decade as well. In 1990s there was a movement of thinking so that instead of seeing marketing as a function, it is seen as a set of values and processes that all functions in an organization participate in implementing (Moorman & Rust 1999, ).

As a result of this, marketing does not always exist anymore as a separate management function at the corporate level and it should not be seen as a responsibility of one department only (Webster 1992, ; Grönroos 2006, ). Marketing in essence is more than an economic optimization problem. It is a key component in the guidance system of a firm. This way marketing needs to be part of everyone's duties in the organization and element of the organizational culture. (Webster 1992 ).

For being able to consider marketing function and marketing concept out of its traditional lines, it should be acknowledged that marketing operates in three different levels, the same levels of the strategy: corporate, business unit and functional or operational level.

The role of marketing on each strategy level is different. On corporate level, marketing should assess market attractiveness of different markets, promote customer orientation and develop firm's overall value proposition. On business unit level, the most important thing strategically is to decide how to compete in the chosen businesses and reflectively, the most important marketing tasks are the planning process of market segmentation, market targeting, and positioning in the chosen segments. In the operational level, the important tasks relate to marketing mix and deploying the chosen activities. (Webster 1992,)

Marketing can be seen from three different dimensions: marketing as a business philosophy, marketing as a strategy or a business function and marketing as operational activities. Webster (1992) has named these, respectively, marketing as a culture, marketing as a strategy and marketing as tactics.



Achrol and Kotler (1999 ) speak about marketing as business philosophy, as a business function and as a set of skills. On the highest level, Webster (1992 ) finds marketing as a culture as basic set of values and beliefs concerning the central importance of the customer that guide the organization.

Similarly, Achrol and Kotler (1999,) find that the philosophy of marketing in essence is about customer welfare as the ultimate goal of all marketing activities. On the next level, Webster (1992) sees marketing as a strategy defining how the company competes in the chosen businesses.

Achrol and Kotler (1999) point out that marketing as a business function has evolved to a point in which companies are focusing only on the core activities and outsourcing everything else. Marketing is seen as a core function still (Achrol & Kotler 1999,).

Third level is the operational one. Webster (1992, 10) claims that marketing as tactic refers to operational level so that marketing in essence is about the 4 P's, elements of the marketing mix.

Achrol and Kotler (1999,) find this operational level, a set of skills, as containing for example brand and image building, marketing communications, customer service, and loyalty programs ability to understand customers. They also mention that in the future, the importance of forecasting technological change and how consumer needs and markets change increases. In relation to the levels of strategy, these three dimensions of marketing are found in each level of the strategy, but the importance of them varies according to the level. (Webster 1992, ; Achrol & Kotler 1999, ) Still, regardless of the dimension in question, marketing can be seen as the way with which a firm achieves its key objectives (Ambler 2003, ).

Webster (2005, ) points out that at each point in time, one of these levels has dominated in research and practice to the detriment of the others. In the 21st century some have predicted that marketing discipline would be facing a paradigmshift. Vargo and Lusch (2004) have suggested that instead of a more fragmented variety of

Different schools of thought, marketing discipline would be evolving towards a new, service focused dominant logic.

### **1.3 SIGNIFICANT OF THE STUDY**

This study was important for every telecommunication companies especially for their marketing department to contribute their study what makes customers brand loyal. The telecommunication sector can take advantage from this study because they can get information of the people they want to lead.

Additionally, researchers who may research like this area is useful too because they will take information about this topic the findings also may contribute literature that maybe used by the academics that are interesting to carry out for further study in this field. And also expecting to generate new way improvement knowledge.

### **1.4 PURPOSE OF THE STUDY**

The purpose of this study is to investigate relationship of marketing on business performance: a study on telecommunication sectors of Mogadishu –Somalia.

### **1.5 RESEARCH QUESTIONS OF STUDY**

1. What are contribution part of marketing?
2. How does marketing relationship, especially time and goal orientations of these departments, affect business performance?
3. How marketing does often extension tothe business performances?

## CHAPTER THREE: RESEARCH METHODOLOGY

### 3.3 RESEARCH CONTEXT

Pearson correlation was used to see the degree of correlation between the main variables. A research design is the specification of methods and procedures for acquiring information needed to structure or solve problems. It is the totality operational pattern or framework of the project that stipulated what information is to be collected, from which sources, and by what procedures.

A research design might be described as descriptive a series of advance decisions that, taken together, from a specific master plan or model for the conduct of the investigation (Green, Tull, and Albaum, 1988). However this study was used quantitative approach; quantitative is any data collection technique (such as questionnaire) or data analysis procedure (such as graphs or statistics) that generates or uses numerical data (Saunders et al, 2009).

### 3.4 PARTICIPANTS

The study conducted customers of the telecommunication sectors of Mogadishu –Somalia. The target population of this study was customers because they have comprehensive knowledge and experience about their companies

#### 3.4.1: Sample Size

According to Israel (1992), there are several techniques for determining the actual sample size. However, this study follows the formula technique, which calculates the desired sample size. Yamani (1967, cited in Israel, 1992) provided a useful formula to calculate the sample size, considering the level of error tolerated. The target population of this study focuses on customers working on companies specially Telkom sectors companies in Mogadishu.

The researcher decided to take sample about 100 respondents which was selected from the accessible population because of other previous researchers took their sample size 80 respondents, as the researcher of this study reviewed in the literature.

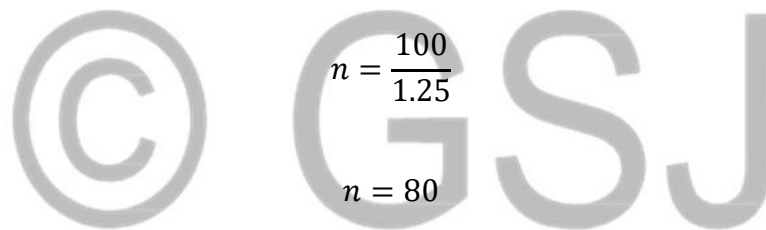
To determine the ideal sample size for a population, the study was used Slovene's formula which is:

$$n = \frac{N}{(1 + (N \times e^2))}$$

Whereas,  $n$  = sample size,  $N$  = population size (100) and  $e$  = margin of error (5 %).

Therefore, the given data is:

$$n = \frac{100}{(1 + (100 \times 0.05^2))}$$


$$n = \frac{100}{1.25}$$
$$n = 80$$

### 3.5 INSTRUMENTS OF DATA COLLECTION

Data collection instrument use survey questionnaire for customers. The only difference is a code identifier to determine whether a questionnaire contained two sections: Thus, for most surveys, options that include points will provide enough categories to cover the range of expected responses and provide the simplicity that respondents prefer (Truth, 2005).

### **3.6 PROCEDURES OF STUDY**

Sampling techniques provide a range of methods that enable the researcher to reduce the amount of data he needs to collect by considering only data from a sub-group rather than all possible cases or elements. The full set of cases from which a sample is taken is called the population. In sampling, the term 'population' is not used in its normal sense, as the full set of cases need not necessarily be people. Collecting data from a sample, which represents the entire population, would provide results that are more useful (Saunders, Lewis & Thomhill, 2009).

Non-probability sampling provides a range of alternative techniques to select samples based on your subjective judgment (Saunders, Lewis & Thomhill, 2009). The researcher used convenience sampling of non-probability sampling because the researcher cannot obtain the list of t of customers of telecom sectors.

Therefore, data was collect from those people who were conveniently available and willing to co-operate. Convenience sampling is probably the most common of all sampling techniques. With convenience sampling, the samples are selected because they are accessible to the researcher.

### **3.7 DATA COLLECTION**

The first step when collecting data is requesting for managements of sample firms to give answer to research questions. For the purposes of this study, data was gathered by means of a self-administered questionnaire as a measuring instrument. The questionnaire was collected by hand as it enables to assist the respondents to answer what they want to clarify. To analyze the data, the next section presents data analysis.

### **3.8 DATA ANALYSIS OF STUDY**

This study was conducted through quantitative approach and data was analyzed by using Statistical Package for the Social Science (SPSS) version 16.0. Moreover, the researcher used factor analysis (Principal component) to validate and ensure the validity of measures; survey was performed and uses to determine the degree of association between the variables.

### DATA INTERPRETATION

TABLE 3.1

Range	Scale	Interpretation
4.20 up to 5.00	Strongly agree	Very high
3.40 up to 4.20	Agree	High
2.60 up to 3.40	Neutral	Normal
1.80 up to 2.60	Disagree	Low
1.00 up to 1.80	Strongly Disagree	Very low

- Cronbach alpha for Reliability to measure the internal consistency of the main Variables of the study, the criteria of Cronbach alpha will 0.85 and some literature says more than 0.6 is internally consistent.
- Descriptive statistics will be used to describe the respondent's characteristics and to investigate the central tendency of population surveyed.
- Pearson correlation would be used to see the degree of correlation between the main variables.

### **3.10.1: Reliability analysis**

Table 1 shows the results of reliability coefficients. All variables achieved an acceptable level of internal consistency since all scores were greater than the rule of thumb ( $>.85$ ).

### **3.10.3 Ethical Considerations**

The researcher conducted ethically throughout research project, and maintained the privacy and confidentiality of the respondents from the public. The researcher also has conducted it only for academic purpose.

The first priority was maintaining confidential information. Finally, the researcher have been thought about self-receptiveness towards the past researchers those have previously adopted some of issues related to variables under this research or this area. My importance was to avoid plagiarism of others actual words. However, number of concepts and theories were collected in this study and the researcher have cited or referenced in this study thoroughly.

## **CHAPTER FOUR: FINDINGS**

### **4.1 DEMOGRAPHIC DATA**

The findings in Table 4.1; Indicate that the most gender respondents of 67 were male and their percentage was 83.8% while 13 were female and their percentage was 16.2%. Therefore, this implies most of the customers of the telecom sector companies are male. While a small number of respondents was female.

The findings in Table 4.1; also indicate that the age respondent. Thus, this result indicates that the majority of the respondents are aged among. (18-23) and their percentage were 35 %. Therefore, this implies that most of the customers of the telecom sector companies were (18-23). While the second age respondents were between (24-29) and their percentage were 23.8 %. Therefore, this implies that the second parts of customers of the telecom sector companies

were (24-29) of age. The third age respondents of were between (30-35) and their percentage were 17.5 %. Thus, this implies that the third parts of customers of the telecom sector companies were (30-35) of age.

The fourth age respondents were between (36-41) and their percentage were 13.8%. Therefore, this implies that the fourth parts of customers of the telecom sector companies were (36-41) of age. Finally age respondents were (above 41) and their percentage were 10%.Therefore, this implies that the fourth parts of customers of the telecom sector companies were (above 41) of age.

Ages of the respondents, majority of them were in between the ages of 18-23 years (35) thus; this result indicates that the majority of the respondents are aged among 18-23 years.

The findings in gender indicate that the majority respondents of 51 were single and their percentage was 63.8% while 29 were married and their percentage was 36.2%. Therefore, this implies that most of the customers of the telecom sector companies are single. While a small number of respondents was married.

#### 4.1 Table of demographic

Category	Frequency	Percentage
<b>Gender</b>		
Male	67	83.8%
Female	13	16.2%
TOTAL	80	100%
<b>Age</b>		



18-23	28	35.0%
24-29	19	23.8%
30-35	14	17.5%
36-41	11	13.8%
Above 41	8	10.0%
<b>Total</b>	<b>80</b>	<b>100.0%</b>
<b>Gender</b>		
Single	51	63.8%
Married	29	36.2%
<b>Total</b>	<b>80</b>	<b>100%</b>

Source: Primary data, 2017

#### 4.2. DESCRIPTIVE ANALYSIS DESCRIBING CONTRIBUTION PART OF MARKETING

The independent variable in this study was the level of contribution part of marketing for which the researcher wanted to determine its level. The Level of contribution part of marketing was using 5 questions in the questionnaire, each of these questions was based on the five likert scale, where strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, respondents were asked the level of contribution part of marketing. By indicating the extent to which their responses were analyzed by SPSS and summarized using Mean as in the following tables.

Since the mean score averaged account for **3.37** this means the opinions of the respondents were not so far different and the standard deviation measures the degree of variation which reaches **1.28**, however, this reflects the variability was some what appreciation.

Table 4.2

N0	Statement	Mean	SD	Scale	Interpretation
Q1	Information sharing results in marketing progress.	3.5500	1.14627	Agree	high
Q2	Market orientation links positively to sales growth.	3.2875	1.29452	Neutral	Normal
Q3	Pricing is a strategy of increasing sales.	3.8750	.99842	Agree	high
Q4	Marketing often extension to the business performances	3.5125	1.61476	Agree	high
Q5	goal orientations of these marketing departments, affect business performance	2.6375	1.35239	Neutral	Normal
<b>Mean index</b>	<i>average mean score/ Standard deviation</i>	<b>3.37</b>	<b>1.28</b>	Agree	high

Source: Primary data, 2017

#### 4.2.1 DESCRIPTIVE ANALYSIS HOW MARKETING DOES OFTEN EXTENSION TO THE BUSINESS PERFORMANCES

This study was the level of how marketing does often extension to the business performances for which the researcher wanted to determine its level. The Level of marketing was using 4 questions in the questionnaire, each of these questions was based on the five likert scale, where strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, respondents were asked to indicate the level of marketing. By indicating the extent to which their responses were analyzed by SPSS and summarized using mean as in the following tables.

Since the mean score averaged account for 3.566 means the opinions of the respondents were not so far different and the standard deviation measures the degree of variation which reaches 1.202 however, this reflects the variability was fairly increase.

Table 4.3

N0	Statement	Mean	SD	Scale	Interpretation
Q1	sales management should results in vital contributions to marketing	3.4125	1.1874	Agree	high
Q2	Sales people can retrieve product information such as tech bulletins, pricing information, customer buying history	3.7875	1.1874	Agree	high
Q3	marketing manager would focus on structuring the marketing department's relationship with other departments'	3.4000	1.14295	Agree	high

Q4	marketing ideas and activities might come from managers,	3.6625	1.292	Agree	high
Mean index	<i>average mean score/ Standard deviation</i>	3.566	3.566		high

Source: Primary data, 2017

#### 4.2.2 DESCRIPTIVE ANALYSIS THE WAYS MARKETING RELATIONSHIP, ESPECIALLY TIME AND GOAL ORIENTATIONS OF THESE DEPARTMENTS, AFFECT BUSINESS PERFORMANCE

The ways marketing relationship, especially time and goal orientations of these departments, affect business performance variables in this study was the level of The ways marketing relationship, especially time and goal orientations of these departments, affect business performance for which the researcher wanted to determine its level. The Level of marketing was using 9 questions in the questionnaire, each of these questions was based on the five likert scale, where strongly Agree, Agree, Neutral, Disagree, Strongly Disagree; respondents were asked the level of marketing. By indicating the extent to which their responses were analyzed by SPSS and summarized using Mean as in the following tables. Since the mean score averaged account for **2.903** means the opinions of the respondents were not so far different and the standard deviation measures the degree of variation which reaches **1.318**, however, this reflects the variability was somewhat appreciation.

N0	Statement	Mean	SD	Scale	Interpretation
Q1	Market orientation focuses on customer	2.2125	1.365	Strongly	Very low

	orientation			disagree	
Q2	Customer comments and recommendations often lead to changes	2.3875	1.195	Strongly disagree	Very low
Q3	Marketing sales relationship effect on business performance.	3.0125	1.579	Neutral	Normal
Q4	Market share participates business performance.	3.4500	1.0779 7	Agree	high
Q5	Understanding of wants and needs takes part the development of business performance.	3.3125	1.8182 9	Agree	high
Q6	Satisfaction of employees contributes business performance.	4.2125	1.1767	Strongly Agree	Very high
Q7	Motivation encourages business performance.	2.0125	1.2974	Disagree	Low
Q8	Marketing people have to share their market information	3.5125	1.211	Agree	high
Q9	Marketing provides useful perspectives and concepts for all organizations,	2.6125	1.345	Neutral	Normal
<b>Mean index</b>	<i>average mean score/ Standard deviation</i>	<b>2.903</b>	<b>1.318</b>	Neutral	Normal

Source: Primary data, 2017

#### 4.6. CORRELATION COEFFICIENT

The relationship between marketing on business performance Investigated by using Pearson correlation the result obtained was highly positive significant

( $r = .8$ ,  $p = 0.01$ ). As shown in table 6.1

. As shown in the table there is significant the relationship between marketing on business performance ( $r = .85$ ,  $p = 0.01$ ).

The relationship between marketing on business performance Investigated by using Pearson correlation the result obtained that there is strong positive relationship between variables. As shown in the table there is significant the relationship between marketing on business performance ( $r = .80$ ,  $p = 0.01$ ).



**TABLE 6.1 SHOWS THE CORRELATION MEASUREMENTS OF STUDY MARKETING ON BUSINESS PERFORMANCE**

No	Variables	1	2	3
1	marketing	1		
2	sale	.85	1	
3	business performance	.80	.87	1

#### CHAPTER FIVE: DISCUSSION AND FINDINGS

## 5.1: DISCUSSION

The conceptual model developed and elaborated here is not meant to be exhaustive in detailing all of the variables that may be important in linking marketing with business

Performance. Given the levels of specificity of many academic studies in marketing, this would be logistically as well as cognitively challenging. Nonetheless, the model does capture the major categories of variables that have been identified as important in explaining variance in firm performance in the strategic management literature.

As such, the model has some important implications for marketing research and pedagogy as well as for management practice. For researchers, the conceptual framework provides a theoretically anchored picture of what an overall business performance process may look like from a marketing perspective. As such, one valuable use of the model may be in providing a visual depiction of where the variables a researcher wishes to study may be located relative to other aspects of the marketing–business performance process.

Without such integration, our ability to build a coherent knowledge base about how marketing is linked with business performance will be limited. No single study can ever empirically examine the number of variables and range of relationships suggested in the framework. Knowledge of how marketing is related to firms' business performance therefore has to be built sequentially across many different studies over time. However, doing so is impossible without a central organizing framework that allows the results of different studies to be integrated in a coherent manner.

In addition to allowing for greater integration of the knowledge generated in prior studies, comparing the existing literature in marketing with the variables and relationships in the framework may also be useful in identifying areas that should be priorities for future research. In this regard, (at least) four areas are clearly identified as requiring greater research

focus. First, past research has focused on a relatively small number of marketing-related resources and capabilities

Yet this is often not reflected in empirical work that This study reveals that product consideration has impact on business performance in term of profitability, market share, return on investment, expansion etc. . This is because customers do really look at product attributes such as quality, features, design and style.

This may be due to the consumer perception that heavily promoted products could be problematic products – of poor quality, with passed expiry dates, and from clearance stocks. Consumers may also perceive that heavier promotions also mean that the products are sold at higher prices, which will turn-off consumers who are in the low-cost segment of the consumer market.

Place consideration is seen to be another factor having an impact on business performance. This simply means the location, accessibility and channel of distribution employed by business organization is a major concern. These consumers in the low-cost segment always look for products that offer value for money.

The study also reveals that packaging has positive impact on business performance. This is in line with Chaneta,(2012) who says that packaging can increase sales by such promotionally-oriented moves as offering smaller or larger sizes more multipacks, better pictures of the product itself, illustrations of the product in use and more effective use of color. This simply means customers are motivated to buy product that has guaranty contract, installation and effective delivery. The purpose of this study was to show a possible connection between marketing-sales relationship and business performance. The most important finding of this study was to empirically show that a Relationship exists between marketing-sales relationship and business performance in business-to business context.



With help of cluster analysis, four differing groups were found in business-to-business context and three different groups in business-to-consumer context. These three groups from business-to-consumer context were found also in business-to-business context.

In short, these groups can be characterized roughly in following way:

- Companies with customer-oriented marketing and sales, which have analytical approach
- Companies with customer-oriented and short-term focused marketing and sales, which have pragmatic approach
- companies with product-oriented marketing and sales There were some differences between business-to-business context and business-to-consumer context,

but only a little, as the first two mentioned groupings above were practically identical in both contexts. As some articles discuss this issue only from one of these contexts (e.g. Cespedes 1993, Biemans et al. 2007, Biemans et al. 2010), it could have been assumed that bigger differences exist between these contexts. When conducting cluster analysis, business-to-business

Context resulted in one more relevant grouping than business-to-consumer context. This may be due to the difference in sample size, but it can be caused by something else too. Second, goal and time orientations of marketing and sales seem to affect business performance in business-to-business context. In business-to-consumer context the results were not statistically significant and thus, are not discussed further. In business-to-business context, the best performing grouping had marketing and sales departments with customer-orientation, pragmatic approach and short time orientation.

This could slightly indicate towards that customer-orientation leads to increased business performance. Still, implications have to be drawn with caution as the next two groups were quite close to the best performing one and for that reason, it is hard to draw any conclusions on which kind of time and goal orientations would lead to best business performance. Still, it

can be claimed that both, time and goal orientation seem to have effect, either positive or negative, on business performance. It also should be noted that in this study, Consequently, most important finding of this study is that marketing-sales relationship affects business performance in business-to-business context. It seems that both time and goal orientations of marketing and sales departments affect business performance as such and also jointly with the form of marketing-sales relationship. Moreover, it has to be recognized that this study is valuable already as contributing to the lack of empirical studies on focusing purely on marketing-sales relationship.

## 5.2 MAJOR FINDINGS

The independent variable in this study was the level of contribution part of marketing for which the researcher wanted to determine its level. The Level of contribution part of marketing was using 5 questions in the questionnaire, each of these questions was based on the five liker scale, where strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, respondents were asked the level of contribution part of marketing. By indicating the extent to which their responses were analyzed by SPSS and summarized using Mean as in the following tables.

Since the mean score averaged account for **3.37** this means the opinions of the respondents were not so far different and the standard deviation measures the degree of variation which reaches **1.28**, however, this reflects the variability was some what appreciation.

This study was the level of how marketing does often extension to the business performances for which the researcher wanted to determine its level. The Level of marketing was using 4 questions in the questionnaire, each of these questions was based on the five likert scale, where strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, respondents were asked t the level of marketing. By indicating the extent to which their responses were analyzed by SPSS and summarized using mean as in the following tables.

Since the mean score averaged account for 3.566 means the opinions of the respondents were not so far different and the standard deviation measures the degree of variation which reaches 1.202 however, this reflects the variability was fairly increase.

The ways marketing relationship, especially time and goal orientations of these departments, affect business performance variables in this study was the level of The ways marketing relationship, especially time and goal orientations of these departments, affect business performance for which the researcher wanted to determine its level. The Level of marketing was using 9 questions in the questionnaire, each of these questions was based on the five likert scale, where strongly Agree, Agree, Neutral, Disagree, Strongly Disagree; respondents were asked the level of marketing. By indicating the extent to which their responses were analyzed by SPSS and summarized using Mean as in the following tables.

Since the mean score averaged account for **2.903** means the opinions of the respondents were not so far different and the standard deviation measures the degree of variation which reaches **1.318**, however, this reflects the variability was somewhat appreciation.

The relationship between marketing on business performance Investigated by using Pearson correlation the result obtained was highly positive significant

( $r = .8$ , at  $p=0.01$ ). As sharing table 6.1

As shown in the table there is significant the relationship between marketing on business performance ( $r = .85$ ,  $p=0.01$ ).

The relationship between marketing on business performance Investigated by using Pearson correlation the result obtained that there is strong positive relationship between variables. As shown in the table there is significant the relationship between marketing on business performance ( $r = .80$ ,  $p=0.01$ ).

## **CHAPTER SIX: CONCLUSIONS, RECOMMENDATIONS, AND SUGGESTIONS FOR FURTHER STUDIES.**

### **6.1 CONCLUSIONS**

Members towards e-marketing had impacted on their relationship with their customers and influenced their business performance. Developing a comprehensive understanding of how marketing is linked with business performance is critical for both marketing academics and managers. The range of variables and relationships important in linking marketing with business performance, the discipline is in need of a comprehensive framework that will allow the findings from multiple studies to be integrated over time in a cumulative manner.

This was approached by describing the elements of marketing-sales relationship, especially time and goal orientation and how these affect business performance.

It was also of interest whether it matters if a company operates in business-to-business or business-to-consumer markets. Quantitative study was seen as a suitable approach in responding to the targets of this study.

### **6.2: RECOMMENDATIONS AND FURTHER RESEARCH**

The redesign or development including information and facilities provided on their attention. Members' businesses, their customers and potential customers is enhanced. Customer relationship management fully integrated within the whole business. In this way, customer and visitor feedback could be used strategically, while ensuring that customer retention. Furthermore, it is suggested that the MMA members fully realise the importance of feedback from clients via their own.

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