

The Effect of Marketing Strategy Implementation on Organization Performance as a Private Business: Case of Cihan University Duhok Camps KRG-Iraq

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Abstract

This study investigates the effect of marketing strategy on organization performance as a private business with special reference to the Cihan University Duhok Camps KRG-Iraq. The survey research design method was used in this study which involves using a self-design questionnaire in collecting data from one hundred (100) respondents. The instrument used in this study is a close-ended questionnaire that was designed by the researchers. Multiple regression analysis was used to analyze the data with the aid of statistical package for social sciences (SPSS) version 22. The results show that the independent variables (i.e Marketing Strategy (MS), Service Strategy (SS), Pricing Strategy (PS), Promotions Strategy (PRS), Place Strategy (PLS), After Sales Service Strategy (ASSS), Higher Education Marketing Strategies (HEMS), and Social Media Marketing Strategies (SMMS)) were significant joint predictors of business performance in term of profitability, market share, return on investment, and expansion. ($F = 25.181$); $R = (0.830)$; $R^2 = (0.689)$; $P < .05$). The independent variables jointly explained (66.1%) of variance in business performance. Subsequently, recommendation were made to SMEs operators to higher education marketing strategies quality; charge competitive prices, position appropriately, use attractive promotion channels for the university, engage in after sales service and provide other distinctive functional benefits to students.

Key words: Marketing strategy, Service, Price, Place, Promotion, after sales service

1. BACKGROUND

The current globalization market has made companies to see the internationalization of their activities as a way to remain competitive. Marketing strategy has become important tool globally for any organization to remain in competitive market environment and was stronger. Aremu and Lawal (2012) sees strategy as a pattern of resource allocation decisions made throughout an organization? This encapsulates both desired goals and beliefs about what are acceptable and most critically unacceptable means for achieving them. As per Aremu and Lawal, (2012) say that strategy implies that the analysis of the market and its environment, customer buying behavior, competitive activities and the need and capabilities of marketing intermediaries. Marketing strategy therefore, can be defined as a method by which a firm attempts to reach its target markets. Marketing strategy starts with market research, in which needs and attitudes and competitors' products are assessed and continues through into advertising, promotion, distribution and where applicable, customer (students) servicing, sales and distribution. Marketing strategy must focus on delivering greater value to customers and the firm at a lower cost (Chiliya et al., 2009). According to Ebitu, T. M. (2016) also mention that the marketing strategy as way of providing a quality product that satisfies customer needs, offering affordable price and engaging in wider distribution and back it up with effective promotion strategy. Marketing strategy is a vital prerequisite of Industry's ability to strengthen its market share and minimize the impact of the competition.

Small and medium enterprises (SMEs) are the engine of economy growth and development globally. By their very nature, SMEs constitute the most viable and veritable vehicle for self-sustaining industrial development (Ayyagari, M., et al., 2007). SMEs in developing countries, like Nigeria are struggling to survive under intense competitive environments both domestic and international. The main objective of this research work is to test the effect of marketing strategies on organization performance (Cihan University). Cihan University is the oldest established English-speaking private university and the first multi-campus University in the Kurdistan Region and Iraq. Cihan currently has campuses in the major cities of Kurdistan namely: Cihan University – Erbil, Cihan University– Sulaymania and Cihan University- Duhok, Cihan University was established in accordance with the Council of Ministers of Kurdistan Region during February 2007, based on the National Kurdish Assembly enactment No. 33 of the year 2004, and was approved by the Ministry of Higher Education and Scientific

Research in Kurdistan Region No. 192N on the 30th of November 2006. The university became a member of the Association of the Arab Universities (AAU) in 2011.

1.1 Objective of Study

The aim of this research is to observe the relationship between marketing strategy and business performance. The main objectives of the research projects are:

How business performance is affected by market oriented strategy?

How the different marketing strategies affect university organization performance?

How strategic marketing improves the competitiveness of the university?

1.2 Study Gap

From the literature survey, it is observed that majority of researches have been conducted on importance and influence of employee performance on organizations. Some of the researches have empirically tested employee productivity in organizations. But in context of KRG universities, there seems to be dearth of literature about marketing strategy on organizations performance. Therefore there is need to study the term marketing strategy in context of university industry of KRG. Thus, this research has made an attempt to empirically test the effect of marketing strategy on organization performance as a private business: case of Cihan university Duhok camps KRG-Iraq.

1.3 Problem Statement

The small and medium enterprise business owners who wanted to succeed managed their financial record keeping the same as big businesses (Ademola, James, & Olore, 2012). The general business problem was that Cihan university business owners did not always have the expertise to manage the suitable Marketing aspect of their businesses. The specific business problem was that Cihan university business owners lacked marketing strategies to sustain the business growth over time.

1.4 Purpose Statement

The purpose of this study was to explore how marketing strategies helped business owners to sustain business growth over time. For the purpose of this study, the researchers defined success marketing strategies as a profitable business on four or more years in business. The study included data from Duhok camps Cihan university businesses. The focus of the study was to explore student, staff, and workers perceptions of the marketing strategies role in building a successful and sustainable business. The social implication may help business owners to achieve sustainability and increase attraction in the local community. The results of the study could influence the business environment by contributing to new practices for Cihan university owners and changes in the daily operations, methods, and approaches.

1.5 Significance of the Study

The relationship between marketing strategies and business sustainability needed further investigation for small business survival because small businesses have been able to expand local economies by offering employment opportunities. The study goal was to determine the pattern of business startups that survive the first 5 years; interpreted through interviews with university students, staff, and employees. The researcher's intent were to understand the effect of marketing strategies on small business startups, having completed the first 5 years in business, by studying marketing and decision-making practices of successful businesses.

1.6 Research Question

The research question was: what marketing strategies do business owners need to sustain business growth over time?

1. Explain how the marketing strategies are managed either in-house or outsourced?
2. What social media strategies are used to manage the marketing function?
3. How have your decision-making processes been influenced by a marketing strategies?
4. How has the organization performance helped you to succeed?
5. What marketing strategies attribute to your business success?

1.7 Limitations

Quantitative research methods have strengths and weaknesses, and are vulnerable to subjectivity, which affects research negatively (Diefenbach, 2009). Research methods come with strengths and weaknesses; challenges beyond the researchers' control, which limit the study (Diefenbach, 2009). The first limitation was that the research was restricted to a single case study. To an extent, generalizing the results of a single case study could cause difficulties when attempting to assign the outcome(s) to the business population as a whole. Also, depending on the small business, the sample size of participants within the area could pose difficulties for a single case study. The second limitation was that the researchers decided to use an educational type of

business for the study. The data collected from interviews by questionnaire 100 insufficient may not have provided adequate information to analyze the university whereas a larger business could have offered larger amounts of samples. The results could differ from a small manufacturing or merchandising company.

2. LITERATURE REVIEW

2.1 Marketing Strategies (MS)

There are many definitions of marketing strategy in the literature and such definitions reflect different perspectives (Till, B. & Nowak, L. 2000). However, the consensus is that marketing strategy provides the avenue for utilizing the resources of an organization in order to achieve its set goals and objectives. Marketing strategy is defined as in a given market area, the proper allocation of resources to support enterprises to win competitive advantage. As per Goi C., (2009) define marketing strategy as the set of the marketing tools that firms use to pursue their marketing objectives in the target market; the view which was earlier expressed by (Gronroos, 1999; and Osuagwu, Linus 2006). Therefore, the function of marketing strategy is to determine the nature, strength, direction, and interaction of the marketing mix- elements and the environmental factors in a particular situation. According to Owomoyela et al., (2013), the aim of the development of an organizations marketing strategy development is to establish, build, defend and maintain its competitive advantage. Managerial judgment is important in coping with environmental ambiguity and uncertainty in strategic marketing. Lin (1993) as cited in Long-Yi and Ya – Huei,(2012) proposes that marketing strategy can be divided into four ways to research that: (1) Dual-oriented marketing strategy: using rational and emotional product name, easy to remember, and pricing to take into account the cost of service and quality orientation, psychological factors and competitors' prices. (2) Rational marketing strategy: the use of functional demands of a rational position, consider after-sales service, warranties, delivery and installation attached by the product factors. (3) Emotional marketing strategy: the emotional appeal to locate, emphasis on physical product shape, color design, the use of emotional product names, and so on memory, attention to product packaging and labeling. (4) Maintenance marketing strategy: consumers are more concerned about price and quality, it is not suitable to use a lot of marketing techniques, manufacturers can improve product, give a simple name for remember, consider the quality position and competitor pricing during pricing. Lin (1993) divides marketing strategy into four parts, which is dual-oriented, rational, emotional and low involvement, different product types with different marketing strategy, so the manufacturer's marketing strategy can be divided into five parts which is the choice of target market, services strategy, pricing strategy, channel strategy and marketing strategy.

2.2 Pricing Strategy (PS)

As per Kotler (2007) defines price as a cost of producing, delivering and promoting the product charged by the organization. Zeithaml (1988) is of the view that monetary cost is one of the factors that influence consumer's perception of a product's value. Price can be stated as the actual or rated value of a valuable product which is up for exchange; some define it as amount of money paid for product (Kotler et al, 2005). In the studies of Colpan, (2006); Doole et al., (2006) and Owomoyela et al, (2013) they establish significant relationship between price and business performance. The price you set for your product or service plays a large role in its marketability. Pricing for products or services that are more commonly available in the market is more elastic, meaning that unit sales will go up or down more responsively in response to price changes (Jones, 2007).

2.3 Promotion Strategy (PRM)

According to Tsaur, S., & Lin, Y. (2004), describe promotion as part of specific effort to encourage customers to tell others about their services. According to Duncan (2005), promotion is the key to the market exchange process that communicates with present and potential stakeholders, and the general public. Every firm or store must cast itself into the role of communicator and promoter. As per Liao, et al., (2009), also reports that promotion appears as an issue of how to create an optimal mix of marketing communication tools in order to get a product's message and brand from the producer to the consumer. Borden, (1984) defines promotion as sales promotion, advertising, personal selling, public relations and direct marketing. Hence, as per Kotler, (2007) discovers that Promotions have become a critical factor in the product marketing mix which consists of the specific blend of advertising, personal selling, sales promotion, public relations and direct marketing tools that the company uses to pursue its advertising and marketing objective. Previous researches (Amine and Cavusgil, 2001; Francis and Collins-Dodd, 2004) have established significant relationship between promotion and business performance.

2.4 Place Strategy (PLS)

According to Jones, (2007) defines place as any way that the customer can obtain a product or receive a service. Bowersox and Closs (1996), give distribution as another name for place. According to them, it is the third element of the marketing mix, and it encompasses all decisions and tools which relate to making products and services available to customers. Kotler and Armstrong (2006), also define place or distribution as a set of

interdependent organizations involved in the process of making a product available for use or consumption by consumers. Place strategy calls for effective distribution of products among the marketing channels such as the wholesalers or retailers (Berman, 1996). Owomoyela et al, (2013); Amine and Cavusgil, (2001), agree that place has significant effect on business performance.

2.5 After Sales Service Strategy (ASSS)

After sales service involves a continuous interaction between the service provider and the customer throughout the post-purchase product life cycle. At the time the product is sold to the customer, this interaction is formalized by a mutually agreed warranty or service contract. Urbaniak, (2001) defines after sales service as those activities that enhance or facilitate the role and use of the product. (Asugman, et al., 1997) also define after sales service as those activities in which a firm engages after purchase of its product that minimize potential problems related to product use, and maximize the value of the consumption experience. Past researchers (Ruben, 2012; Saccani, et al., 2007; Goffin and New, 2001) agree that after sales service is a marketing strategy that enhance and establish strong and long relationship with customers, which in long run lead to customer satisfaction, retention and profitability.

2.6 Social Media Strategy (SMMS)

Having a well-planned social media strategy is essential before setting up a personal, professional or institutional account. The following information will help business owners to identify their communication goals and map out a strong strategy to launch, grow and sustain engagement on their channels (Wilson, H., et al., 2011).

2.6.1 Build Community

Determine business owners intended audience and identify their community. Which communities would you like to engage and communicate with? Does your digital community already exist? If so, how can you leverage it? Asking these questions will help you create a content strategy and identify which social media channels to use. Consider that prospective students use very different platforms than older alumni, for example. If there are influencers and thought leaders within business departments that have a social media following, collaborate with them to activate and include their existing audience (Girvan, M., & Newman, M. 2002).

2.6.2 Set Goals

Define business owner's goals in the beginning so they are able to measure results and refine their content strategy. Why do you want to start an account? Do you want to increase access to students, faculty and staff? Spark digital engagement with a specific community? Solicit user-generated content? Determine their goals, write them down and seek feedback from your team. Platforms and channels evolve fast and frequently, so it is important to map out their goals before they choose a platform. Social media allows you to deliver tailored messages to hyper-targeted audiences, so different channels often have different goals (Bandura, A. 2009).

2.6.3 Allocate Time & Resources

Do not start an account unless they have the dedicated time and resources to maintain a consistent content strategy. A lot of campaigns fail because there is a lack of commitment to the channel. Many campaigns and channels start out strong but then become stale as content runs dry. Plan ahead! Realize and respect the amount of time their community spends on social media and allocate them time and resources accordingly. Also realize that social media are tools that will help business owners achieve communication goals, but may not always be the best option for every project or goal (Lee, G., & Kwak, Y. 2012).

2.6.4 Conduct Research

As per research similar accounts within business owners niche for ideas and best practices. Create a competitive landscape of business owners peers and conduct a SWOT (strengths, weaknesses, opportunities, threats) analysis. What do they see working? What could you adopt, apply and augment for them own content and community? What do they see that isn't performing as well? Think outside of the higher education community for opportunities. Some of the best ideas and campaigns come from unexpected places. Explore communities that have similar goals and see what's working well for them (Bryant, J., & Oliver, M. 2009).

2.6.5 Drive Engagement

Become an early adopter and be an active user of the platform. Respond as necessary to inbound questions and comments. Remember that social media is a two-way street. Each channel has its own unique set of functionalities and requires rethinking "traditional" engagement from static websites. Timeliness and consistent engagement is expected. Engagement often requires collaboration across teams. Share information across departments and work closely with your colleagues on how to best respond to comments, engage and promote content (Sashi, C. 2012).

2.6.6 Measure Results

Determine what success means to business owners and their team. Their success metrics and key performance indicators (KPIs) should be defined when you map out goals. Page Views are no longer the only metric that matters. Look at Comments, Video Views, Likes, Shares, Reactions and content submissions.

Social Media channels are increasingly the primary communication channel for their community and contain a wealth of data. Are their delivering and tailoring the right messages on these channels? Use all available data, insights and metrics within each platform to measure and quantify engagement (Hoffman, & Fodor 2010).

2.6.7 Characteristics of SMEs

In a global context, a general definition of SMEs using size and scale of operation is not easy, but within the fixed co-ordinates of national boundaries, it might be relatively easier. At the 13th Council meeting of the National Council on Industry held in July, 2001 Small and Medium Enterprises (SMEs) were defined by the Council as follows:

2.6.8 Small-Scale Industry

An industry with a labor size of 11-100 workers or a total cost of not more than 50 million, including working capital but excluding cost of land (Liedholm & Mead 1986).

2.6.9 Role of Small Business

There is a limitation of literature in that much of it focused on the manufacturing industry, which made it difficult to analyze other industries, such as service (Neumark et al., 2011; Sarasvathy, Menon, & Kuechle, 2013). Researchers analyzed the success rates of firms using numerous rubrics when studying industrial organizations, organizational theory, and entrepreneurial research (Sarasvathy et al., 2013). Despite numerous research attempts, it remains unknown why small businesses fail within the first five years with approximately 33% surviving beyond 10 years (U.S. Small Business Administration, 2014a). Recent research addressed the impact of small business success; how small businesses helped their communities by providing jobs and promoting economic growth (Decker et al., 2014). The role of small business in economic development proved significant, yet the needs of small business owners' remain complex; therefore, public policies and programs intended to assist small businesses should do a better job of addressing the obstacles that small businesses face (Laufs & Schwens 2014).

2.6.10 Medium Scale Industry

An industry with a labour size of between 101-300 workers or a total cost of over N50 million but not more than N200 million, including working capital but excluding cost of land (Aremu & Adeyemi 2011).

2.7 Meaning and Definition of Performance

The two main approaches to state what performance are outcome and behavioral approaches. The behavioral approaches explain job performance as the behaviors in which the employee should and should not do in the workplace. An outcome approach explains job performance as the outcomes attained, like number of new consumers, amount of sales and so on. Both the outcomes and behavioral approaches to explaining and analyzing the job performance have the merits and demerits (Cardy, 2004). These two approaches could signal to the employees what is necessary and what requires to be done in the workplace. The type of job analysis and technology influence how performance is stated. Technology could radically alter or even reduce duty areas and tasks. The sophistication and amount of technology in a firm could have a significant influence on the content of jobs and how performance is stated. The type of job analysis plays a crucial role in determining how performance is stated. In a nutshell, the process and method of analysis could influence the outcomes that are identified.

3: METHODOLOGY AND HYPOTHESIS DEVELOPMENT

3.1 Introduction

The main aim of the study is look into impact marketing strategy on business performance of the Cihan University. The study focuses on the educational systems and the efficient marketing management methods to be followed by the University in order to make the successful educational marketing strategy delivered. Hence the study makes research on the Cihan university – Duhok, however, collects primary as well as secondary data and the below section explains on how the datum is collected by the researcher and what methods are used and what methods are applicable. This chapter provides a review of the exploration approach, plan, sampling method, information sorts, information gathering and data evaluation strategies included in directing the examination and the measurable devices used to test the proposed research theory.

3.2 Research Paradigm

As Christensen and Johnson (2010), explains instructive investigation is concerned with researching and appreciating social situations that are descriptive and instructive in nature, essentially identifying with formalized and/or suddenly happening social, social, psychological techniques that could be termed as preparing. In doing this manner, it oversees informative request that can be explored in a worthy way, and the procedures that enable such tasteful examination and the utility of results arising from such examination. Investigators who use positivism method for their data collection get the exploratory framework as an issue of data period. Along with these, it must be seen inside the arrangement of the models and suspicions of science. These suspicions, as Conan et al (2000) said conspicuous, are determinism, instigation, miserliness, and disentanglement.

Interpretivism falls on the social truth is observed and deciphered by the person according to the ideological positions he/she has. Hence, data is individual that is experienced rather than picked up from or constrained from outside.

3.3 Sample Size

Based on website: survey system, which calculating the sample size, and the target population was Cihan University, confidence interval (8.77) confidence level (95%), moreover, according to the mentioned information the required sample size were (100) sample. The technique to collect the data was Convenience sampling is a non-probability sampling technique where subjects are selected because of their convenient accessibility and proximity to the researcher.

3.3.1 Sampling Plan

The data will be collected by handing out the close-ended questionnaires to the respondents to their corresponding place of work as well as share by emails, social applications, and social media to students, lecturers, and employees.

3.4 Data Collection Method

Gloeckner, et al., (2001), say that data Collection is a crucial part of any kind of examination study. Imprecise data collection can influence the delayed consequences of a study and finally incite illogical results. Data aggregation methodologies for effect appraisal change along a continuum. At the other end of this range are numerical methods and at the opposite side of the scale are Qualitative schedules for data collection.

3.5 Data Analysis and Interpretation

According to Ho, R. (2006), calls attention to that the effort and the time required for data examination and understanding relies on upon the study's technique and reason used. Examination and comprehension might take from various days to various months. In a couple of private examinations of investigation including only an individual inquiry data examination and comprehension might be done in a little measure of seconds.

i. Regression Analysis

In simple linear regression, the predict scores on one variable from the scores on a second variable. The variable that are predicting is called the *criterion variable* and is referred to as Y. The variable we are basing our predictions on is called the *predictor variable* and is referred to as X. When there is only one predictor variable, the prediction method is called *simple regression*. In simple linear regression, the topic of this section, the predictions of Y when plotted as a function of X form a straight line (Hayes, A. 2017).

Therefore,

$$Y = bX + a$$

(Y) Predicted value of Y.

(bX) Slope = rate of increase / decrease of Y hat for each unit increase in X.

(a)Y- Intercept = level of Y when X is 0.

When:

Y= Dependent variable

$\beta_0 + \beta_1 + \beta_2$ = Coefficients

$X_1 + X_2$ = Explanatory variables

ϵ = Random error term / residuals

ii. Reliability Analysis

In statistics (Classical Test Theory), Cronbach's (alpha) is used as a (lower bound) estimate of the reliability of a psychometric test.

It has been proposed that α can be viewed as the expected correlation of two tests that measure the same construct. By using this definition, it is implicitly assumed that the average correlation of a set of items is an accurate estimate of the average correlation of all items that pertain to a certain construct. Cronbach's α is a function of the number of items in a test, the average covariance between item-pairs, and the variance of the total score.

Measure a quantity which is a sum of K components (K items or test lets):

$$X = Y_1 + Y_2 + \dots + Y_K$$

Cronbach's α is defined as where σ_X^2 is the variance of the observed total test scores, and $\sigma_{Y_i}^2$ the variance of component i for the current sample of persons.

$$\alpha = \frac{K}{K-1} \left(1 - \frac{\sum_{i=1}^K \sigma_{Y_i}^2}{\sigma_X^2} \right)$$

3.6 Validity and Reliability Methods

Method validation is the process used to confirm that the analytical procedure employed for a specific test is suitable for its intended use. Results from method validation can be used to judge the quality, reliability and consistency of analytical results; it is an integral part of any good analytical practice (Baik, S. et al., 2017). Validity is one of the genuine concerns in an investigation. Validity is the way of an examination that makes it solid and exploratory. Validity is the usage of exploratory procedures in investigation to make it lucid and commendable. Using key data as a piece of examination can improve the legitimacy of investigation. (Mapstone, M., et al., 2017). According to Baik, S. et al., (2017), is the sureness that the investigation is adequate legitimate to be trusted on. This conclusion should be drawn from a case whose size, sampling procedure and variability is not imperfect. Reliability improves with using essential data. In the equivalent examination said above if the researcher uses exploratory technique and study the outcomes would be extremely strong.

3.7 Research Design

Author Creswell, & Creswell, (2017), portrays that the research design is characterized to as the general technique that the examiner choose to join the different parts of the study in a clear and honest to goodness way, thusly, ensuring the investigator will sufficiently address the examination issue; it constitutes the arrangement for the collection, estimation, and examination of data. An exploratory design is driven around an examination problem when there are some or no earlier studies to termed to or rely on to anticipate a conclusion. The point is on getting bits of learning and shared characteristic for later examination or grasped when exploration issues are in a preliminary period of examination. Exploratory examination layouts are routinely utilized to safeguard a comprehension of how best to get forward in taking over an issue or what methodology would suitably apply to gathering information about the issue (Creswell, & Creswell, 2017).

3.8 Study Hypotheses

- H1: Marketing strategies have positive significant effect on Organization Performance.
- H2: Services strategies have positive significant effect on business performance.
- H3: Price strategies have positive significant effect on business performance.
- H4: Promotion strategies have positive significant effect on business performance.
- H5: Place strategies have positive significant effect on business performance.
- H6: After registration services strategy has positive significant effect on business performance.
- H7: Higher education marketing strategies have positive significant effect on business performance.
- H8: Social media marketing strategies have positive significant effect on business performance.

3.9 The Conceptual Model of Study

A calculated model is a portrayal of a framework that utilizations ideas and thoughts to shape said portrayal. Calculated displaying is utilized crosswise over many fields, going from the sciences to economics to programming improvement. When utilizing a theoretical model to speak to extract thoughts, it's imperative to recognize models of an idea versus a model that is calculated. In other words, a model is inherently a thing unto itself, yet that model additionally contains an idea of what that model speaks to - what a model is, rather than what a model speaks to (DaSilva, & Osiyevskyy, 2017).

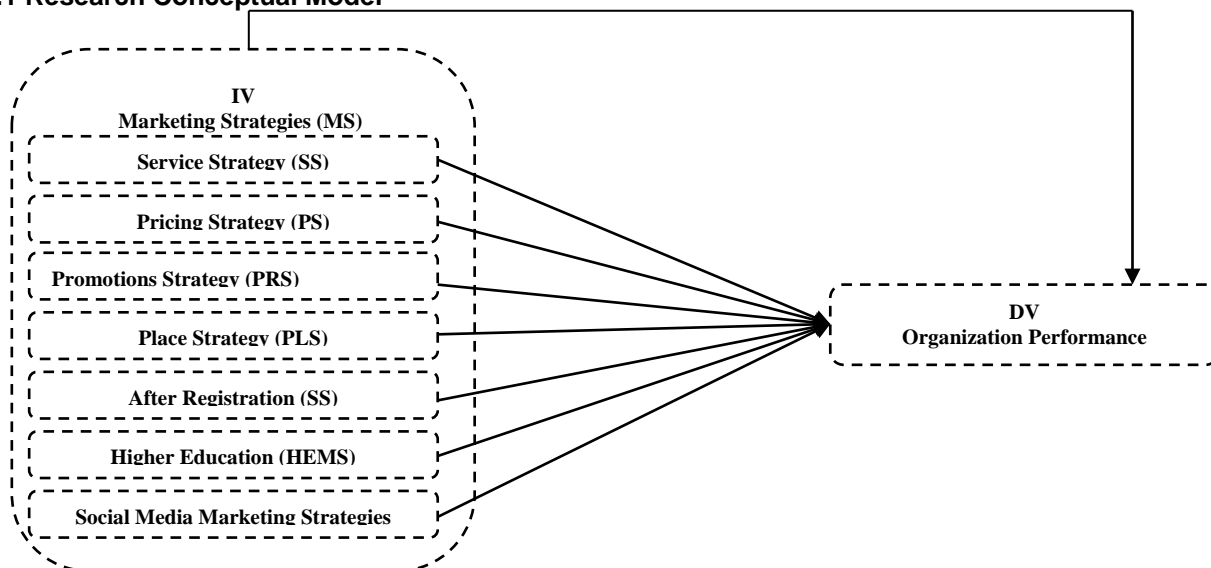
Without plunging too profound into the philosophical, perceiving these contrasts between the models itself and what it speaks to is basic to understanding the correct utilization of reasonable models in any case. It should not shock anyone, at that point, that theoretical models are frequently utilized as a unique portrayal of true questions.

Generally, a calculated model ought to satisfy four crucial goals:

- Enhance comprehension of the delegate framework.
- Promote proficient transport of framework subtle elements between colleagues.
- Provide a perspective for framework originators to assemble framework details.
- Document the framework for future reference.

The conceptual model of The Effect of Marketing Strategy on organization Performance as a private Business: Case of Cihan University Duhok Camps KRG-Iraq can be illustrated as a figure, as shown below.

3.9.1 Research Conceptual Model



Source: A. A. karam

4. DATA ANALYSIS AND RESULTS

4.1 Introduction

The primary reason for this section is to dissect the assembled information and also decipher the acquired yield utilizing SPSS 22v program. Through information investigation, the specialist focused on utilizing enlightening measurable, Regression examination, unwavering quality and legitimacy in view of all factors, factor examination through aggregate difference disclosed and t-test to test the speculations. In the understanding procedure the scientist endeavored to clarify the filed in light of Cihan university Duhok- camps KRG-Iraq.

4.2 Descriptive Statistics

Descriptive statistics are brief unmistakable coefficients that gather a given instructive list, which can be either a depiction of the entire people or a case of it. Clear bits of knowledge are isolated into measures of central penchant and measures of changeability, or spread. Measures of central slant join the mean, center and mode, while measures of variability fuse the standard deviation or contrast, the base and most outrageous elements, and the kurtosis and skewness.

4.2.1 Gender

Table 1 its shows that 57. % of selected responders was male, while the extents of female are 43%, female is an ordinary rate in the event that we contrast our outcomes and the proportion of male-female work compels at Cihan University in different particularly in the private area which can have distinctive translations in various settings.

Table 1: Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Female	43	43.0	43.0	43.0
Male	57	57.0	57.0	100.0
Total	100	100.0	100.0	

4.2.2 Age

As showed from table 2 age dissemination likewise was another part of the investigation which was incorporated into the demographical part of our examination including four distinct zones. As table demonstrates the age extent was set for four class of age, while 26-35 years old, was the most elevated recurrence with 37. In addition, by taking a gander at the second age classification, obviously most of the members were under 36-45 years old, 26% which shows that the review appreciate an exceedingly youthful work drive.

Table 2: Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-25	24	24.0	24.0	24.0
26-35	37	37.0	37.0	61.0
36-45	26	26.0	26.0	87.0
Above 46	13	13.0	13.0	100.0
Total	100	100.0	100.0	

4.2.3 Marital Status

As it shown in Table 3, the highest percentage referred to unmarried as the highest with 61% and the lowest is married with 39%. As the result indicated in this distributed category the majority of students, lecturers, employees, and managers are unmarried this could be a reason that the most of respondents in the current study are students.

Table 3: Marital status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Married	39	39.0	39.0	39.0
Unmarried	61	61.0	61.0	100.0
Total	100	100.0	100.0	

4.2.4 Place of Residence

As indicated from the table 4 below the highest proportion of place residence it was Duhok city with 78% of response. Which return the largest range for responders with seventy-eight responses and the second highest of responds was in Mosul city group represented 10% answered by 10 frequency.

Table 4: Place of residence

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Erbil	3	3.0	3.0	3.0
Sulaymaniyah	2	2.0	2.0	5.0
Duhok	78	78.0	78.0	83.0
Mosul	10	10.0	10.0	93.0
Other	7	7.0	7.0	100.0
Total	100	100.0	100.0	

4.2.5 Working Hours per Week

Table 5 obviously demonstrates the distinction in the instructive level of members into the study. As table demonstrates working hours per work, more than (35H) was in larger part with 57%, while those working less than 35 H, such who are not working and 25-34 H, were step by step with 27% and 7 percent, this shows most of the responders in this investigation was working hard and long.

Table 5: Hours per week

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-14 Hours	5	5.0	5.0	5.0
15-24	4	4.0	4.0	9.0
25-34	7	7.0	7.0	16.0
35+	57	57.0	57.0	73.0
I Do Not Have a Job	27	27.0	27.0	100.0
Total	100	100.0	100.0	

4.2.6 Day or Evening Classes

In the table 6, which indicates that 52% of responders were who is working, studying, attending in evening classes, while the extents of day working, studying, attending the result was 48%.

Table 6: Do you take day or evening classes

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Day	48	48.0	48.0	48.0
Evening	52	52.0	52.0	100.0
Total	100	100.0	100.0	

4.3 Regression Analysis

In statistical modeling, regression analysis is a statistical process for estimating the relationships among variables. It includes many techniques for modeling and analyzing several variables, when the focus is on the relationship between a dependent variable and one or more independent variables or 'predictors' (Kass, R. E. (1990).

4.3.1 Regression Model

To investigate the aims of the current study, the effect between the dependent variables (DV) and independent variables (IV) multiple regressions were used. The dependent variable is Organization performance (Y) and eight independent variables are Marketing Strategy (X1), Service Strategy (X2), Pricing Strategy (X3), Promotions Strategy (X4), Place Strategy (X5), After Sales Service Strategy (X6), Higher Education Marketing

Strategies (X7), and Social Media Marketing Strategies (X8), These variables are used in the multiple regression models. The table (7) presents the output model summary, to indicate the strength of the effect between the (IV) of multiple regressions and the (DV) which is measured by the relationship (R). Regarding the results of analysis, R= 0.830 which shows a reasonable positive correlation. The R Square value = 0.689 indicates the independent variables explain 68.9% of the variance in adoption. It means about 66.1% of the variation in business performance can be described by the variation in MS, SS, PS, PRS, PLS, ASSS, HEMS, and SMMS.

Table 7: Model Summary

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	.830 ^a	.689	.661	.73342	.689	25.181	8	91	.000

a. Predictors: (Constant), Marketing Strategy (MS), Service Strategy (SS), Pricing Strategy (PS), Promotions Strategy (PRS), Place Strategy (PLS), After Sales Service Strategy (ASSS), Higher Education Marketing Strategies (HEMS), and Social Media Marketing Strategies (SMMS)

4.3.2 ANOVA^a Model

From the table (8), the ANOVA illustrate the levels of variance within a multiple regression models which is utilized for tests of coefficients' significance. ANOVA test shows the acceptance of business or organization performance on independent variables are statistically significant, while the F-value is statistically significant, (F = 25.181), and the P-value is smaller than 0.05 (P=0) which means that at least one of the eight predictor variables can be used to model organization performance.

Table 8: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	108.360	8	13.545	25.181	.000 ^b
Residual	48.950	91	.538		
Total	157.310	99			

a. Dependent Variable: OP

b. Predictors: (Constant), MS, SS, PS, PRS, PLS, ASSS, HEMS, and SMMS

4.3.3 Coefficients^a Model

As per table (9) information, the coefficient test is used to find the most effective independent variables, through estimated multiple regression models, the biggest Standardized coefficient (Beta) is matched by Social media marketing strategies (SMMS) which is equal to (0.389) with largest t-statistic (4.870), and significant p-value of (0.00), while the Higher education marketing strategies (HEMS) has the lowest Standardized coefficient (Beta) with (-0.232-) with (-2.956-) t-statistic, and 0.004, significance p-value. It illustrates that one standard deviation increase in Social media marketing strategies is followed by 0.407 unstandardized coefficient beta increases in organization performance. It can be explained by other independent variables in the same way. Therefore, this model can be used for an estimation objective.

Table 9: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.053	.653		.082	.935
MS	.371	.091	.257	4.089	.000
SS	-.210-	.101	-.142-	-2.076-	.041
PS	-.254-	.083	-.209-	-3.042-	.003
PRS	.343	.104	.241	3.295	.001
PLS	.258	.111	.184	2.328	.022
ASSS	.317	.071	.328	4.443	.000
HEMS	-.308-	.104	-.232-	-2.956-	.004
SMMS	.407	.084	.389	4.870	.000

a. Dependent Variable: OP

4.4 Reliability Analysis

Reliability quality examination was to discover the gauge the dependability and level of inside lucidness among components within each factor. Moreover, it used into center an idea of estimation instruments. The "Cronbach's Alpha" esteem lied between (0/1). As demonstrated by Bonett, Douglas G., and Thomas A. Wright (2015), the "Cronbach's t Alpha" esteem was commendable with a base estimation of 0.6. The Alpha esteem reached out among (.60/.80) was demonstrating a decent outcome. Right when the Alpha was more prominent

than 0.80 and close to 1.00, the outcome ought to be seen as great. What's more, it surmised the tried components were consistent and interrelated and in this way it was dependable to utilize the information for encourage examination. Beside the essential on Alpha esteem, in by and large, the calculation of Cronbach's Alpha obliged no less than, three components. The general outline for unwavering quality trial of Cronbach's Alpha for all poll variable tried by dependability investigation to discover the estimation of Cronbach's Alpha with 37 items by 100 sample size for more evident and from the below table (10) the estimation of Cronbach's Alpha was (0.903) which is mean higher than esteem 0.8 and almost (1). For this situation, the Cronbach's Alpha esteem considered as extraordinary predictable for investigation.

Table 10: Reliability Statistics

Cronbach's Alpha	N of Items
.907	37

4.5 Validity Analysis

Relying on statistics expression of dataset table 11 validity analyses estimation model, hypotheses, and Sampling Adequacy investigation with the structural model. This study, it intends to determine the effect of marketing strategy on organization performance as a private business with special reference to the Cihan University Duhok Camps KRG-Iraq, experiences and their expectations results. As per the study, Cronbach alpha value more than 0.7 showing the questionnaire is satisfactory, The KMO obliged sampling sufficiency with the value bigger than 0.5 for a satisfactory outcome to load on further factor analysis. Variables must be dispensed with for value under 0.5. KMO and Bartlett's test were utilized to indicate the intensity of the relationship through variables. Bartlett's test was another essential sign show the intensity of the relationship through variables. As the result of KMO and Bartlett's test of research variables through 37 questions without demographic variables, the KMO was (0.724) which means higher than (0.05). It pointed that the adequacy of sampling was satisfactory. Therefore, Bartlett's Test of Sphericity result shows the level of significance was (0.00) and smaller than (0.05).

Table 11: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.724
Bartlett's Test of Sphericity	Approx. Chi-Square
	2490.394
	df
	666
	Sig.
	.000

4.6 Hypothesis Testing

The way to determine whether a statistical hypothesis is true would be to examine the entire population. Since that is often impractical, researchers typically examine a random sample from the population. If sample data are not consistent with the statistical hypothesis, the hypothesis is rejected. There are two types of statistical hypotheses.

Null hypothesis. The null hypothesis, denoted by H_0 , is usually the hypothesis that sample observations result purely from chance. Alternative hypothesis. The alternative hypothesis, denoted by H_1 , is the hypothesis that sample observations are influenced by some non-random cause (Taeger, Dirk, & Sonja Kuhnt 2014).

In the current study, the researcher wanted to determine whether the eight hypothesis of study through OP. A null hypothesis might be that half the flips would result in Heads and half, in Tails. The alternative hypothesis might be that the number of Heads and Tails would be very different. Symbolically, these hypotheses would be expressed as $H_0: P = 0.5$ and $H_1: P \neq 0.5$.

Table 12: One-Sample Test

	Test Value = 0						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference		
					Lower	Upper	Hypothesis
MS	44.371	99	.000	3.87000	3.6969	4.0431	Accepted
SS	50.132	99	.000	4.28000	4.1106	4.4494	Accepted
PS	38.381	99	.000	3.99000	3.7837	4.1963	Accepted
PRS	46.366	99	.000	4.11000	3.9341	4.2859	Accepted
PLS	46.356	99	.000	4.17000	3.9915	4.3485	Accepted
ASSS	24.598	99	.000	3.21000	2.9511	3.4689	Accepted
HEMS	40.745	99	.000	3.87000	3.6815	4.0585	Accepted
SMMS	25.404	99	.000	3.06000	2.8210	3.2990	Accepted

Marketing Strategy (MS), Service Strategy (SS), Pricing Strategy (PS), Promotions Strategy (PRS), Place Strategy (PLS), After Sales Service Strategy (ASSS), Higher Education Marketing Strategies (HEMS), and Social Media Marketing Strategies (SMMS)

5. DISCUSSION

The study involved testing the (8) hypothesis, in order to study the effect of marketing strategy on organization performance as a private business with special reference to the Cihan University Duhok Camps KRG-Iraq, with a specific reference to private organizations as shown on the model.

The first hypothesis considered for the study stated that there is a significant effect of marketing strategies on organization performance in selected area. The value of the *t*-statistic obtained between the marketing strategies and organization performance was (44.371) and the p-value corresponding to it was 0.000 <0.05. Since the p-value is less than 0.05, the null hypothesis was rejected, and it can be concluded that marketing strategies drives the business development with specific reference to private organizations. This can also be supported by the extremely high values for mean difference (3.87), which explained enough level of the variance in organization performance which can be explained by marketing strategies as a total.

The second Hypothesis stated that there is a significant effect of services strategies on organization performance in selected area. The *t*-statistic obtained from the SPSS output analysis, between (SS) and (OP) was observed to be (50.132) and the p-value corresponding to it was 0.000 <0.05. Since the p-value is less than 0.05, the null hypothesis was rejected. And, thereby it can be concluded that services strategies drives the organization performance with specific reference to Cihan University. The mean difference (4.28), which explains that sufficient rate of the variance in organization performance, this can be explained by services strategies.

The third hypothesis stated that there is a significant effect of price strategies on organization performance in selected area. On testing this hypothesis, the *t*-statistic between the (PS) and (OP) was observed to be (38.381) and the corresponding p-value was 0.000 (<0.05). Since the p-value is less than 0.05, the null hypothesis was rejected. And, it can be concluded that price strategies has an impact on the (OP) with specific reference to Cihan University in KRG. The mean difference (3.99), was also extremely shown, which explains that a far enough of the differences between (PS), and (OP) in private organizations (Cihan University).

The fourth hypothesis stated that there is a significant effect of promotion strategies on organization performance in selected area. The *t*-statistic between the promotion strategies and organization performance was observed to be (46.366), the p-value corresponding to it was 0.000 <0.05. Since the p-value is less than 0.05, it can be concluded that promotion strategies boost the (OP) with specific reference to public and private organizations. The mean difference (4.11), this value was the shown the highly reasonable differences to (OP), which explains that a high percentage of the variance in Cihan University as a private organizations can be successfully explained by promotion strategies. The results indicating an effect of promotion strategies on the organization performance this can help the private organizations to know effectively reduce the implementation risk of promotion strategies.

The fifth hypothesis stated that there is a significant effect of place strategies on organization performance in selected area. The *t*-statistic between the items of (PLS) and (OP) was seen at (46.356). The p-value corresponding to it was 0.000 <0.05. Since the p-value is less than 0.05, it can be concluded that (PLS) boost the (OP) with specific reference to private Cihan University at KRG. The mean difference (4.17), this value was second highest rate for independents variable, which explains that a high percentage of the variance in (OP) as a private organizations can be successfully explained by place strategies. Thus, ensuring this can also help the present organizations in efficiently implementing place strategies, since they are reported to impact the economic development.

The sixth hypothesis declared that there is a significant effect of after registration services strategy on organization performance in selected area. The *t*-statistic between the items of (ARSS) and (OP) was seen at (24.598). The p-value corresponding to it was 0.000 <0.05. Since the p-value is less than 0.05, it can be concluded that after registration services strategy boost the organization performance with specific reference (Cihan University) as a private organizations. The mean difference (3.21), this value was the far enough for this variable, which explains that a high percentage of the variance in (OP) which can be successfully explained by after registration services strategy. Hence, ensuring this can also help the present organizations in efficiently implementing after registration services strategy, since they are reported to impact the economic development.

The seventh Hypothesis stated that there is a significant effect of higher education marketing strategies on organization performance in selected area. The *t*-statistic obtained from the SPSS output analysis, between (HEMS) and (OP) was observed to be (40.745) and the p-value corresponding to it was 0.000 <0.05. Since the p-value is less than 0.05, the null hypothesis was rejected. And, thereby it can be concluded that higher education marketing strategies drives the organization performance with specific reference to Cihan University. The mean difference (3.87), and these values can explains the high percentage of the variance in (OP) which can be explained by higher education marketing strategies.

The eighth hypothesis stated that there is a significant effect of social media marketing strategies on organization performance in selected area. The *t*-statistic between the items of (SMMS) and (OP) was seen at (25.404). The p-value corresponding to it was 0.000 <0.05. Since the p-value is less than 0.05, it can be concluded that (SMMS) boost the (OP) with specific reference to private Cihan University at KRG. The mean

difference (3.06), this value was sufficient differences rate for independents variable, which explains that a good percentage of the variance in (OP) as a private organizations which can be successfully explained by social media marketing strategies. Thus, ensuring this can also help the present universities in efficiently implementing social media marketing strategies, since they are reported to impact to the economic development.

Hence, it can be seen that all the variables included in the model had a significant association with business performance.

The study also attempted to analyze the relation of the dependent variable 'organization performance' with the several age groups considered for the study. It was observed that there was a significant difference in the mean values of (OP) of different age groups, this was also observed when the barriers to the implementation of marketing strategies, were analyzed according to age groups. It was reported that the younger age groups had expressed organizations culture and lack of resources as the major barriers to implement an effective marketing strategies in their organizations. On the other hand, the older age group expressed that lack of trust and protection of critical information was the major barriers.

As opposed to these, the relationship between the mean value of (OP) and gender was also analyzed, and it was concluded that no significant difference in mean values of (OP) existed between the two genders; males and females.

This study reveals that services consideration has impact on business performance in term of profitability, market share, return on investment, expansion, and marketing strategies etc. This is because customers do really look at product attributes such as quality, features, design and style. The effect between promotion consideration and business performance is significant; this may be due to the consumer perception that heavily promoted, with passed expiry dates, and from clearance stocks. This simply means the location, accessibility and channel of distribution employed by business organization is a major concern. The study also indicates that price consideration has a significant positive impact on business performance. This is because many students' are motivated to register at lower prices. The customer base in the low price segment of Cihan University, as per result indicated a huge numbers of demands. The study also reveals that services strategies have positive impact on business performance. Positive significant relationship between after sales service and business performance is established. This simply means students are motivated to buy or register at Cihan University that has guaranty contract, installation and effective information.

5.1 Implications for Management Practice

This research should provide several important findings for management practice. These include: (1) the change in performance metrics may be equally if not more important than the value of the metric itself; (2) the performance measures that discriminate between high and low performing origination; (3) the development of financial performance composite measures that can be used as a proxy for market-based measures when either no market information or inefficient market information is available; (4) the importance of using financial performance metrics that are appropriate to the timeframe being examined; and (5) the importance of using a combination of financial and non-financial metrics that are tailored to the specific circumstances of an organization to predict and explain the change in shareholder returns. Potentially the most important finding for practitioners is the fact that the change in performance metrics should be considered equally, if not more important, than the value of the metric itself. Those performance metrics that have been shown in this research to discriminate between high and low performing organizations should receive the primary attention of management and users of financial statements. Those organizations that attain and sustain competitive advantage in the market do not strive to be average. Therefore, the metrics they use to gauge performance should focus on outcomes that set them apart from the competition. While market-based measures may provide management with the best indication of the value they are creating for shareholders, markets only react to information that is available outside the organization. During the interim periods between private disclosure of performance information, management needs metrics to estimate the market response to new financial information when it is disclosed.

5.2 Research Contributions

This research makes several unique contributions to the understanding of business performance measurement for both research and management practice. Specifically, this research (1) demonstrated that the change in performance metrics provides unique and significant information about shareholder returns; (2) identified the most frequently used marketing strategies performance measures that discriminated between high and low performing organization with respect to shareholder returns; (3) tested the relative information content of individual performance measures with respect to shareholder returns; (4) identified several distinct dimensions of marketing performance and measures of them; (5) developed and tested multidimensional models of business performance. The summary of performance measures presented in this research found that the changes in business performance metrics are not generally used in empirical research. This is consistent with

the results of prior research that examined the performance measures used in entrepreneurship and strategic management research. Further, no prior research specifically tested and quantified the information content of the changes in financial performance measures. This dissertation is the first and only studies in the fields of marketing strategies to demonstrate that the change in business performance which provides significant and unique information about organization.

6. RECOMMENDATION AND CONCLUSION

The study investigates the effect of marketing strategy on business performance: case of Cihan University. The study found that marketing strategies (Service Strategy (SS), Pricing Strategy (PS), Promotions Strategy (PRS), Place Strategy (PLS), After Sales Service Strategy (ASSS), Higher Education Marketing Strategies (HEMS), and Social Media Marketing Strategies (SMMS) were significantly independent and joint predictors of business performance. The study however, discovered that promotion has strongest positive significant effect on business performance. The study conforms to the positions of except the result of promotion which has contrary opinion to the previous researches. Therefore SMEs operators should produce quality more services; charge competitive prices, position appropriately, use attractive services for the university, engage in after sales service and provide other distinctive functional benefits to students.

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