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A Survey on New Product Development, Market Orientation on Organizational Financial Performance: A Case Study on Selected Beer Factories in Ethiopia

Nigist Kelemu
Department Of Marketing Management College Of Business And Economics Bahir Dar University, Bahir Dar, Ethiopia

ABSTRACT: *This study was conducted to investigate the association between market orientation, in terms of market itself, customer, competition, production process, productivity product performance, organizational performance and profitability financial performance. The purpose of this survey was to investigate the relationship among market orientation, launch strategy, product performance, organizational performance, profitability and financial performance. Target population this study was employees of selected Ethiopian beer factories BGI Ethiop (Amber, Castel and St. George), Meta ABO (Meta beer and Meta premium) and Harar Brewery (Harar beer and Hakim stout)who are currently consuming the product; from which sample was determined through using judgmental sampling method. Enquired data was collected using a survey questionnaire and linear regression analysis was conducted to check the relationship among the leading variable. As a result it was found that firms' profitability and financial performance are being influenced by market orientation, launch strategy, product performance and organizational performance. Finally researcher recommended Ethiopian beer factories to focus on enhancing market orientation, launch strategy, product performance and organizational performance so that firms' profitability and financial performance can be boosted.*

KEY WORDS: *Market Orientation, Launch strategy, product performance, organizational performance, profitability, financial performance*

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I. INTRODUCTION

Market orientation is a business culture that (1) places the highest priority on the profitable creation and maintenance of superior value for customers while considering the interest of other stakeholders; (2) provides norms for behaviors regarding the organizational generation, dissemination and responsiveness to market information (Deshpande´ et al. 1993; Kohli and Jaworski 1990; Narver and Slater 1990, 1998). Moreover, Hunt and Morgan (1995) state that a market-oriented culture produces a sustainable competitive advantage and, thus, superior long-run organizational performance. In line with this reasoning researchers extensively have pursued an understanding of the link between market orientation and performance (Homburg and Pflesser 2000).

Product development has been defined as the focus on the needs of the current customers and the wider customer markets (Ansoff, 1987). Kotler (2000) says in product development a firm remains in its present markets but develops new products for these markets. The view that new products are helpful to the financial health of sponsoring firms is well argued by scholars. Schumpeter (1934), for instance, opined that innovative new products when first introduced face limited direct competition and, as a result, allow relatively high profits to sponsoring firms. Over time these high profits are likely to disappear because of imitation and competition, he argued, but firms that keep on introducing innovative new products may be able to have high profitability for a sustained period. Large and growing literature supports the positive correlation between innovation and firm profitability. The number of innovations produced by firms had a positive effect on their operating profit margin, Geroski et al.(1993). According to Clark and Fujimoto (1991) performance in a development project is determined by a firm's product strategy and by its capabilities in overall process and organization. They further claim that firms products help to shape the market environment; the nature of the market environment changes as consumers and competitors learn from new products and services. Innovative performance is an important driver for firm growth in particular the combination of product and process innovations that significantly improves firm growth, Goedhuys and Veugelers (2008). Financial markets may be attuned sharply to product development outcomes in publicly traded firms (Anurag and Nelson, 2004).

Hover there are different studies conducted on different countries on this issues in different perspectives, in Ethiopian context as far as the researchers knowledge there is no research works directly or indirectly conducted on this issues. Therefore, the intent of this study seeks to address the intervening effect of new product development in relation with market orientation on organizational financial performance: the case of Ethiopian Beer Factories.

II. RESEARCH FRAMEWORK

2.1. Financial Performance

Performance may be defined as the reflection of the way in which the resources of a company are used in the form which enables it to achieve its objectives. According to Heremans (2007), financial performance is the employment of financial indicators to measure the extent of objective achievement, contribution to making available financial resources and support of the investment opportunities. Rutagi (1997) defines financial performance as to how well an organization is performing. Other researchers define performance of the organization as the extent to which an organization achieves its intended outcome Namisi (2002).The general assumption among both researchers and practitioners is that effective boards lead to effective organization. From either an internal long-term profitability or external shareholder perspective, there is an indication that good boards may be able to add value to the organization (Epstein et al., 2003).

2.2 Company performance

Zahra & Hayton (2008) established that the literature on performance is very extensive, but that it shows a lack of consensus as to the meaning of the term. Brush & Vanderwerf (1992) point out, that the use of the term "performance" by researchers includes many constructs measuring alternative aspects of performance. This is consistent with the finding of Murphy et al. (1996) who, after a comprehensive literature review, were able to isolate a total of 71 different measures of performance. In spite of this apparent abundance, the vast majority of studies have used financial measures of performance (Hansen, 2010).

The raison d'être for this fixation with financial performance measures, is found partly in the fact that financial performance is at the core of the organizational control systems and partly in that it is one of the most easily quantifiable measuring instruments. However, this has caused empirical research to rely on a narrow set of accounting measures of financial performance, such as return on investment (ROI), return on assets (ROA), or earnings per share (Pandian, et al., 2006; Sapienca et al., 1988).

The innovation management organization (IMO) is responsible for developing new products and technologies (Pérez-Luñoa et al., 2011). Science and technology from the external environment are combined with the company's in-house skills, knowledge and competencies to develop new products and technologies. The responsibilities that fall within the domain of innovation management encompass research and development (R&D). For this reason, R&D consists of those activities and responsibilities ranging from understanding progressive technology to generating ideas to developing new products and technologies.

2.3 Conceptual Framework and Hypothesis development

Researchers will use the following conceptual framework as a study guideline.
Conceptual Framework and Hypotheses

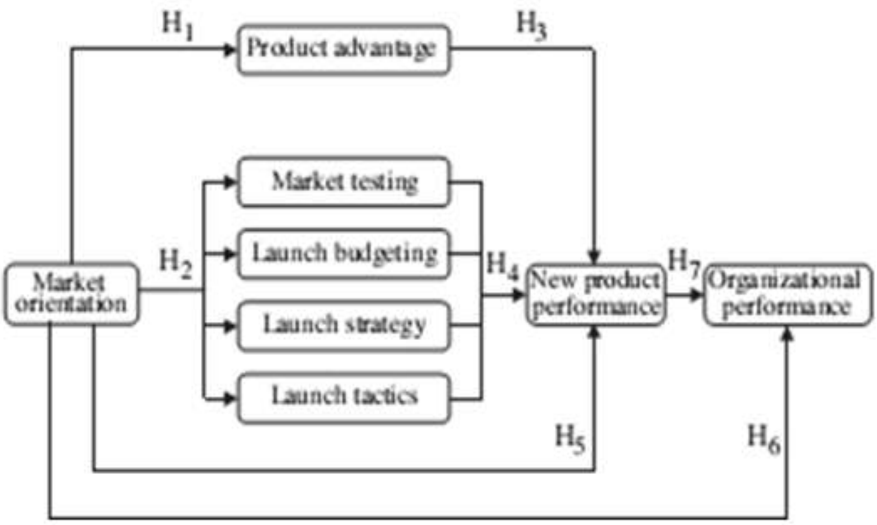

Figure 1: conceptual framework Adapted from different literatures

Relationships across the building blocks in this study: market orientation, new product advantage, the proficiency in launch activities (market testing, launch budgeting, launch strategy, and launch tactics), new product performance, and organizational performance. It is proposed here that a market-oriented culture is related positively to product advantage and launch proficiency. It also is posited that the ability of market-oriented firms to develop and to launch products that fit customer needs leads to superior new product performance. Superior new product performance subsequently affects organizational performance. A market-oriented culture, however, also can influence the proficiency in other marketing activities (i.e., pricing, distribution, and promotion) and other NPD activities (i.e., predevelopment and development) besides the launch activities. Therefore, market orientation also is hypothesized to have a direct influence on new product performance and organizational performance. Next, the hypotheses will be developed.

2.3.1 The Relationship between Market Orientation and Product Advantage

Product advantage refers to the benefits that customers get from the new product (Calantone and di Benedetto 1988). The influence of a market-oriented culture on product advantage is a subject of debate (Lukas and Ferrell 2000). Several authors have suggested that a strong market-oriented culture may lead to imitations and to marginally new products (Bennett and Cooper 1981). Others add that listening too closely to customers can constitute a barrier to commercializing new technology and can lead to less competitiveness (Christensen and Bower 1996). In contrast, there is strong conceptual and empirical evidence that a market oriented culture enhances the creation of superior value for customers relative to competitors (Slater and Narver 1998, 1999). In addition, the empirical evidence that market orientation has a positive relationship with new product success (Baker and Sinkula 1999a; Pelham and Wilson 1996; Slater and Narver 1994a) acknowledges that market or iented firms develop products with greater advantage over the competition because product advantage is the number-one factor affecting new product performance (Henard and Szymanski 2001). Finally, the proposition that a market-oriented culture leads to greater customer satisfaction and repeat business also implicitly acknowledges that market-oriented firms develop products with greater advantage over competition (Atuahene-Gima 1996). Therefore, it is hypothesized that

H1: Market orientation of the firm is positively related with product advantage.

2.3.2 The Relationship between Market Orientation and the Proficiency in Launch Activities

A launch plan for a new product consists of those activities necessary to present a new product to its target market and to begin to generate income from sales of the new product (Kotler 2003). These activities have been referred to under the collective terms of launch strategy, market entry, product launch, introduction, or market launch (Hultink et al. 1998). Scholars who state that a market-oriented culture embodies values and beliefs that guide organizational activities enhancing performance implicitly acknowledge the influence of market orientation on the launch activities. For example, according to Deshpande´ and Farley (1998), market orientation represents the set of cross-functional processes and activities directed at creating and satisfying customers through continuous needs-assessment. Similarly, Baker and Sinkula (1999a) assert that a market-oriented culture provides a unifying focus for the efforts and projects of individuals and departments in organizations, thereby leading to superior performance.

Atuahene Gima (1995) provides some empirical support for the proposition that a market-oriented culture guides organizational activities by showing that a market-oriented culture positively influences the proficiency in the training of sales and frontline personnel, post-launch evaluation, and market test ing. The marketing and NPD literatures, however, provide a more comprehensive list of launch activities (Hultink et al. 1998). We focus here on the proficiency in market testing, launch budgeting, launch strategy, and launch tactics that together cover the full breadth of the domain of launch activities (Kotler 2003).

Market testing relates to the activities required to test both the physical product and the launch tactics in the target market. Launch budgeting pertains to a budgeting task required to develop, to implement, and to monitor launch strategy and tactics launch strategy relates to the tasks required for answering the what, where, when, and why to launch questions (e.g., segmenting, targeting, and positioning). Launch tactics involve the tasks related to the marketing mix decisions (i.e., product tactics, distribution, pricing, and promotion) on how to launch the new product. Based on conceptual evidence and on Atuahene Gima's (1995) empirical findings, it is posited here that market orientation positively influences the proficiency in the launch activities:

H2: Market orientation of the firm is positively related with company's proficiency on (1) market testing, (2) launch budgeting, (3) launch strategy, and (4) launch tactics.

2.3.3 The Relationship between New Product Advantage and New Product Performance

Rogers (1983) proposed that product advantage, compatibility, trial-ability, and observe-ability are related positively to adoption, whereas complexity and perceived risk are related negatively to adoption (Gatignon and Robertson 1985). However, product advantage consistently appears as the most important product characteristic in explaining the adoption and success of the new product (Henard and Szymanski 2001; Montoya-Weiss and Calantone 1994). There-fore, it is hypothesized that

H3: Product advantage is positively related with new product performance.

2.3.4 The Relationship between Launch Proficiency and New Product Performance

Past research has shown that the proficiency in NPD activities is a fundamental requirement for new product performance. For example, Maidique and Zirger (1984) conclude that new product success is more likely when ‘‘the developing organization is proficient in marketing and commits a significant amount of its resources to selling and promoting the product’’. Song and Parry (1996) link measures of new product success to proficiencies in market research and launch. Cooper (1979) reports relationships between new product success and measures of development proficiency, which includes measures of test marketing and launch proficiency.

A follow-up study by Cooper and Kleinschmidt(1987) reports similar results, as do later studies of Australian (Dwyer and Mellor 1991), Chinese (Song and Parry 1994), and Japanese (Song and Parry 1997) firms. More evidence for the positive impact of launch proficiency on new product performance has been provided by, for example, Biggadike (1979), Green et al. (1995), and Hultink et al. (1998). Together these findings suggest that the proficiency in launch activities is a fundamental requirement for new product success. Thus, we hypothesize that:

H4: Company’s proficiency on (1) market testing, (2) launch budgeting, (3) launch strategy, and (4) launch tactics, is positively related with new product performance.

2.3.5 The Relationship between Market Orientation and New Product Performance

Baker and Sinkula (1999a), Pelham and Wilson (1996), and Slater and Narver (1994a) have shown that a market orientation positively affects new product performance. The rationale for market orientation being positively related to new product performance is rooted in the belief that a market-oriented culture embodies organizational values and beliefs that guide activities, including NPD activities that lead to superior organizational performance. For example, Slater and Narver (1994a) note that market orientation creates the necessary behaviors for creating value for buyers and thus for creating continuous superior performance. Likewise, Ruekert (1992) asserts that a market orientation provides a unifying focus for the efforts and projects of individuals and departments in organizations, thereby leading to superior performance. Thus, it is hypothesized that

H5: Firm’s market orientation is positively related with new product performance.

2.3.6 The Relationship between Market Orientation and Organizational Performance

Organizational performance refers to the firm’s market and financial performance, which is positively related to the firm’s economic value (Slater and Narver 1994a). We view organizational performance in competitive terms (i.e., compared to relevant competitors), because a market-oriented culture has been posited as one of a firm’s competitive capabilities and sources of advantage (Hunt and Morgan 1995).

The literature argues that a market-oriented culture provides a unifying focus of organizational efforts in the delivery of value to customers while also providing a comparative impetus with competitors’ activities (Kohli and Jaworski 1990). Therefore, a market-oriented firm is more likely to achieve high levels of customer satisfaction; to keep existing customers loyal; to attract new customers; and subsequently to attain the desired level of growth, market share, and hence of organizational performance (Homburg and Pflesser 2000). Thus, it is hypothesized that

H6: Firm market orientation is positively related with organizational performance.

2.3.7 The Relationship between New Product Performance and Organizational Performance

An important part of the NPD literature has shown that new product performance is related positively to organizational performance (Griffin and Page 1996; Hultink et al. 1998; Montoya-Weiss and Calantone 1994). The rationale for new product performance becoming increasingly important for organizational performance is that firms confront increased levels of competition, rapidly changing market environments, higher rates of technical obsolescence, and shorter product life cycles (Griffin 1997). In these conditions, new products serve to accommodate the uncertainties a firm faces in its entrepreneurial environment.

Empirical research also reveals the importance of new product performance for organizational performance. For example, Griffin (1997) reports that best-practice firms realize 49 percent of their sales from products developed and launched in the last five years and that new product performance accounts for one-fourth of the variability in organizational performance. Similarly, Terwiesh et al. (1998) report that new product performance explains, depending upon the market context, between 30 and 70 percent of organizational profitability variance. Accordingly, it is hypothesized that

H7: New product performance is positively related with organizational performance.

III. METHODOLOGY

3.1 Research Design

The research design used under this study was cross-sectional survey type of paradigm. A cross-sectional survey offers the opportunity to collect data across different beer factories and test this relationship. With respect to the time period over which data was collected, across the various beer companies, a cross-sectional survey was found appropriate. Further, it was ideal because the researchers intended to collect descriptive data that was accorded statistical treatment to allow for hypothesis testing to come up with objective conclusions (Cooper and Schindler, 2003).

3.2 Target Population

This study considered all employees of selected Ethiopian beer factories (BGI Ethiop, Meta ABO and Harar Brewery) who are currently consuming the product. Therefore the target respondents of the study was all employees of Ethiopian beer enterprises.

3.3 Sampling Design

The researchers used purposive/judgmental sampling method to determine the sample size of the research. Researchers prefer this sample design purposely to include selected employees of each beer factories who are currently drinking beer products. This study took employees of each factory as respondents because researchers assumed that these individuals have better knowledge regarding the products and organization.

3.4 Sample size determination

This research project considered purposefully selected 3 beer factories, BGI Ethiop (Amber, Castel and St. George), Meta ABO (Meta beer and Meta premium) and Harar Brewery (Harar beer and Hakim stout) in Ethiopia. Researchers took all employees of each beer factories who currently drinks beer. These beer factories are selected because they have different products as compared with other beer factories.

3.5 Data sources

Researchers used both primary and secondary data. Primary data was collected from the employees of Ethiopian beer factories using survey Questionnaire. Secondary Data was be gathered from company audited financial statements operating the last 5 years.

3.6 Data Collection Instruments

Survey questionnaire and audited financial statements were used to gather the relevant quantitative data. Researchers also conducted interview for general managers in each firm to collect qualitative data which was used to triangulate the research framework. The constructs were measured using five-point multi-item scales drawn from previous studies.

3.7 Reliability and Validity Test

The internal consistency and convergent validity of the scales was investigated by performing a series of confirmatory factor analyses at the first-order and second-order level. The discriminated validity was assessed across the subscales by estimating two-factor first-order models for each possible pair of subscales twice: once constraining the correlation between the latent variables to unity and once freeing the parameter. A chi-square difference test assessed whether the chi-square of the unconstrained model which was significantly lower that provided evidence of discriminated validity.

Researchers conducted pilot testing before collecting the overall input of the study to check the internal consistency (precision) of each constructs using Cronbach alpha via SPSS software questionnaires.

3.8 Data Analysis

In this study, researchers are referring mixed approach hence both quantitative and qualitative data analysis techniques was employed. Linear regression analysis was conducted to measure the relationship between the dependant and independent variables. Researchers used qualitative data to triangulate the structure of the study. The study also investigated the cause and effect relationship between mediating variables.

IV. RESULT AND DISCUSSION

4.1 Data Sample Information

A total of 240 questionnaires were distributed at selected Ethiopian beer factories (BGI Ethiop, Meta ABO and Harar Brewery) Out of which 227 questionnaires were returned, which researchers used as an input for analysis to present the findings and draw conclusion. Further the data analysis was performed to reach the findings, hence the analysis, results and discussions are presented as follows.

Table 4.1Distribution of back ground variable (N=227)

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	91	40.1	40.1	40.1
	Male	136	59.9	59.9	100.0
	Total	227	100.0	100.0	

Source: survey on March 2010

Table 4.1 reveals distribution of respondents background information of the first variable; gender of the respondent which indicate that 91(40.1%) of the respondent are female while 136(59.9%) of them are male. Hence most of the respondent in this project are male.

Table 4.2 Distribution of educational back ground variable (N=227)

Educational level of respondents		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Reading and writing	3	1.3	1.3	1.3
	Complete grade ten/ twelve	7	3.1	3.1	4.4
	Diploma holder	54	23.8	23.8	28.2
	Degree holder	77	33.9	33.9	62.1
	Masters and above	86	37.9	37.9	100.0
	Total	227	100.0	100.0	

Source: Survey on March 2010

Table 4.2 shows analysis result of educational background of the study respondents which indicates that 3(1.3%) of the respondents are able only reading and writing, 7(3.1%) of them are complete grade ten, 54(23.8%) of them are diploma holders, 77(33.9%) of them are degree holder and 86(37.9%) of the respondents are master holder and above. This indicates that most of the study respondents are degree and master holders.

4.2 Measuring the association between basic study variable andresearches constructs

This study was conducted to investigate the relationship between market orientation, new product performance, and organization performance and organization profitability. Therefore in this part of the study, a keen attention is given to measure the relationship among the leading constructs (market orientation, new product performance, and organization performance and organization profitability). So here the analysis result and discussion of basic variables are displayed below.

Table 4.3 Organization's sales efficiency and its relation with market direction related variables (N=227)

Independent variables	Method	Correlation with organizational sales efficiency
Organization performance related question one	Pearson Correlation	1
	Sig. (2-tailed)	
	N	227
Market related question three	Pearson Correlation	-.028
	Sig. (2-tailed)	.669
	N	227
Market related question one	Pearson Correlation	.100
	Sig. (2-tailed)	.134
	N	227
Market related question two	Pearson Correlation	-.067
	Sig. (2-tailed)	.315
	N	227

Source: Survey on March 2010

Table 4.3 shows regression analysis result of organization's sales efficiency and company’s production capacity relative to its competitor’s production capacity, product quality in-terms of production input and quality of company's overall information handling and dissemination process. As it is displayed in the table 4.3 the coefficients of the correlation results are -.028, .134 and -.067 which indicates that organization's sales efficiency is positively related with its product quality while it is negatively related with competitor's production capacity and overall information handling and dissemination process

Table 4.4 Organization's market share advantage and it's relation with market directed variables (N=227)

Independent variables	Method	Correlation with organizational market share advantage over competitors
Organization performance related question two	Pearson Correlation	1
	Sig. (2-tailed)	
	N	227
Market related question one	Pearson Correlation	.024
	Sig. (2-tailed)	.716
	N	227
Market related question two	Pearson Correlation	.025
	Sig. (2-tailed)	.713
	N	227
Market related question three	Pearson Correlation	.111
	Sig. (2-tailed)	.097
	N	227

Source: Survey on March 2010

Table 4.4 displays regression analysis result of organization's market share advantage and company's production capacity relative to its competitor's production capacity, product quality in-terms of production input and quality of company's overall information handling and dissemination process. As it is indicated by table 4.4 the coefficients of the correlation results are .024, .025 and .111 which implies that organization's market share advantage is positively related with its production capacity relative to its competitors production capacity, product quality in-terms of production input and quality overall information handling and dissemination process.

Table 4.5 Organization's relative profitability and its relationship with market directed variables (N=227)

Independent variables	Method	Correlation with organization's relative profitability
Organization performance related question three	Pearson Correlation	1
	Sig. (2-tailed)	
	N	227
Market related question one	Pearson Correlation	-.021
	Sig. (2-tailed)	.758
	N	227
Market related question two	Pearson Correlation	-.043
	Sig. (2-tailed)	.515
	N	227
Market related question three	Pearson Correlation	.018
	Sig. (2-tailed)	.785
	N	227

Source: Survey on March 2010

Table 4.5 shows regression analysis result of organization's relative profitability andcompany's production capacity relative to its competitor's production capacity, product quality in-terms of production input and quality of company's overall information handling and dissemination process. As it is indicated by table 4.5 the coefficients of the correlation results are -.021, -.043 and .018 which imply that organization's relative profitability is negatively related with production capacity relative to its competitors production capacity, product quality in-terms of production while it is positively related with its quality of overall information handling and dissemination process.

Table 4.6 Organization's overall status and its relationship with market related variables (N=227)

Independent variables	Method	Correlation organization's overall status
Organization performance related question four	Pearson Correlation	1
	Sig. (2-tailed)	
	N	227
Market related question one	Pearson Correlation	-.050
	Sig. (2-tailed)	.449
	N	227
Market related question two	Pearson Correlation	-.009
	Sig. (2-tailed)	.894
	N	227
Market related question three	Pearson Correlation	.013
	Sig. (2-tailed)	.846
	N	227

Source: Survey on March 2010

Table 4.6 reveals regression analysis result of organization's overall status and company's production capacity relative to its competitor's production capacity, product quality in-terms of production input and quality of company's overall information handling and dissemination process. As it is shown by table 4.6 the coefficients of the correlation results are -.050, -.009 and .013 which implies that organization's overall status is negatively related with its production capacity relative to its competitors production capacity, product quality in-terms of production input while it is positively related with its quality of overall information handling and dissemination process.

Table 4.7 Organization's sales efficiency and its relation with customer related variables (N=227)

Independent variables	Method	Correlation with organization's sales efficiency
Organization performance related question one	Pearson Correlation	1
	Sig. (2-tailed)	
	N	227
Customer related question one	Pearson Correlation	.037
	Sig. (2-tailed)	.576
	N	227
Customer related question two	Pearson Correlation	.110
	Sig. (2-tailed)	.098
	N	227
Customer related question three	Pearson Correlation	.178**
	Sig. (2-tailed)	.007
	N	227
Customer related question four	Pearson Correlation	.132*
	Sig. (2-tailed)	.047
	N	227

Source: Survey on March 2010

Table 4.7 reveals regression analysis result of organization's sales efficiency and its information handling ability about consumer's buying process, information regarding consumer's complaints its involvement on customer relationship management and its ability to threat customers friendly. As it is shown by table 4.7 the coefficients of the correlation results are .037, .110, .178* and .132* which implies that organization's sales efficiency is positively related with its information handling ability about consumer's buying process, information regarding consumer's complaints its involvement on customer relationship management and its ability to threat customers friendly

Table 4.8 Organization's market share advantage and its relation with customer related variable (N=227)

Independent variables	Method	Correlation organization's relative market share advange
Organization performance related question two	Pearson Correlation	1
	Sig. (2-tailed)	
	N	227
Customer related question one	Pearson Correlation	.098
	Sig. (2-tailed)	.143
	N	227
Customer related question two	Pearson Correlation	.239**
	Sig. (2-tailed)	.000
	N	227
Customer related question three	Pearson Correlation	.144*
	Sig. (2-tailed)	.030
	N	227
Customer related question four	Pearson Correlation	.181**
	Sig. (2-tailed)	.006
	N	227

Source: Survey on March 2010

Table 4.8 shows regression analysis result of organization's relative market share advange and its information handling ability about consumer's buying process, information regarding consumer's complaints its involvement on customer relationship management and its ability to threat customers friendly. As it is shown by table 4.8 the coefficients of the correlation results are .098, .239**, .144* and .181** which implies that organization's relative market share advange is positively related with its information handling ability about consumer's buying process, information regarding consumer's complaints its involvement on customer relationship management and its ability to threat customers friendly.

Table 4.9 Organization profit efficiency and its relation with customer related variables (N=227)

Independent variables	Method	Organization's profit efficiency
Organization performance related question three	Pearson Correlation	1
	Sig. (2-tailed)	
	N	227
Customer related question one	Pearson Correlation	.122
	Sig. (2-tailed)	.066
	N	227
Customer related question two	Pearson Correlation	.039
	Sig. (2-tailed)	.555
	N	227
Customer related question three	Pearson Correlation	.003
	Sig. (2-tailed)	.961
	N	227
Customer related question four	Pearson Correlation	.092
	Sig. (2-tailed)	.169
	N	227

Source: Survey on March 2010

Table 4.9 reveals regression analysis result oforganization's profit efficiency and its information handling ability about consumer's buying process, information regarding consumer's complaints its involvement on customer relationship management and its ability to threat customers friendly. As it is shown by table 4.9 the coefficients of the correlation results are .122, .039, .003 and .092 which indicates that organization's profit efficiency is positive related with its information handling ability about consumer's buying process, information regarding consumer's complaints its involvement on customer relationship management and its ability to threat customers friendly.

Table 4.10 Organization's overall status and its relation with customer related variables (N=227)

Independent variables	Method	Organization's overall status
Organization performance related question four	Pearson Correlation	1
	Sig. (2-tailed)	
	N	227
Customer related question one	Pearson Correlation	.099
	Sig. (2-tailed)	.138
	N	227
Customer related question two	Pearson Correlation	.187**
	Sig. (2-tailed)	.005
	N	227
Customer related question three	Pearson Correlation	.159*
	Sig. (2-tailed)	.017
	N	227
Customer related question four	Pearson Correlation	.072
	Sig. (2-tailed)	.277
	N	227

Source: Survey on March 2010

Table 4.10 shows regression analysis result of organization's overall status and its information handling ability about consumer's buying process, information regarding consumer's complaints its involvement on customer relationship management and its ability to threat customers' friendly. As it is shown by table 4.10 the coefficients of the correlation results are .099, .187**, .159* and .072 which portrays that organization's overall status is positively related with its information handling ability about consumer's buying process, information regarding consumer's complaints its involvement on customer relationship management and its ability to threat customers friendly.

Table 4.11 Organization's sales efficiency and its relation with competition related variables (N=227)

Independent variables	Method	Organization's sales efficiency
Organization performance related question one	Pearson Correlation	1
	Sig. (2-tailed)	
	N	227
Competitor related question one	Pearson Correlation	.058
	Sig. (2-tailed)	.383
	N	227
Competitor related question two	Pearson Correlation	.148*
	Sig. (2-tailed)	.026
	N	227
Competitor related question three	Pearson Correlation	.234**
	Sig. (2-tailed)	.000
	N	227
Competitor related question four	Pearson Correlation	.030
	Sig. (2-tailed)	.650
	N	227

Source: Survey on March 2010

Table 4.11 shows regression analysis result of organization's sales efficiency and company's information about competitor's customer approaching and handling technique, customer's reason to shift in to competitor's offer, competitors customer relationship management and competitor's product offering and customer attraction method. As it is shown by table 4.11 the coefficients of the correlation results are .058, .148*, .234** and .030 which indicates that organization's sales efficiency is being positively influenced by company's information about competitor's customer approaching and handling technique, customer's reason to shift in to competitor's offer, competitors customer relationship management and competitor's product offering and customer attraction method.

Table 4.12 Organization's market share advantage and its relationship with competition related variables (N=227)

Independent variables	Method	Organization's market share advantage
Organization performance related question two	Pearson Correlation	1
	Sig. (2-tailed)	
	N	227
Competitor related question one	Pearson Correlation	.020
	Sig. (2-tailed)	.767
	N	227
Competitor related question two	Pearson Correlation	.162*
	Sig. (2-tailed)	.014
	N	227
Competitor related question three	Pearson Correlation	.201**
	Sig. (2-tailed)	.002
	N	227
Competitor related question four	Pearson Correlation	.096
	Sig. (2-tailed)	.151
	N	227

Source: Survey on March 2010

Table 4.12 shows regression analysis result of organization's market share advantage and its information about competitor's customer approaching and handling technique, customer's reason to shift in to competitor's offer, competitors' customer relationship management and competitor's product offering and customer attraction method. As it is shown by table 4.12 the coefficients of the correlation results are .020, .162*, .201** and .096 which indicates that organization's market share advantage is positively related with its information about competitor's customer approaching and handling technique, customer's reason to shift in to competitor's offer, competitors customer relationship management and competitor's product offering and customer attraction method.

Table 4.13 Organization's profit efficiency and its relationship with competition related variables (N=227)

Independent variables	Method	Organization's profit efficiency
Organization performance related question three	Pearson Correlation	1
	Sig. (2-tailed)	
	N	227
Competitor related question one	Pearson Correlation	.068
	Sig. (2-tailed)	.310
	N	227
Competitor related question two	Pearson Correlation	.045
	Sig. (2-tailed)	.502
	N	227
Competitor related question three	Pearson Correlation	.168*
	Sig. (2-tailed)	.011
	N	227
Competitor related question four	Pearson Correlation	.037
	Sig. (2-tailed)	.580
	N	227

Source: Survey on March 2010

Table4.13 reveals regression analysis result of organization's profit efficiency and its information about competitor's customer approaching and handling technique, customer's reason to shift in to competitor's offer, competitor's customer relationship management and competitor's product offering and customer attraction method. As it is shown by table 4.13 the coefficients of the correlation results are .068, .045, .168* and .037 which implies that organization's profit efficiency is positively related with its information about competitor's customer approaching and handling technique, customer's reason to shift in to competitor's offer, competitors customer relationship management and competitor's product offering and customer attraction method.

Table 4.14 Organization's overall status and its relationship with competition related variables (N=227)

Independent variables	Method	Organization's overall status
Organization performance related question four	Pearson Correlation	1
	Sig. (2-tailed)	
	N	227
Competitor related question one	Pearson Correlation	-.046
	Sig. (2-tailed)	.491
	N	227
Competitor related question two	Pearson Correlation	-.047
	Sig. (2-tailed)	.485
	N	227
Competitor related question three	Pearson Correlation	.029
	Sig. (2-tailed)	.664
	N	227
Competitor related question four	Pearson Correlation	-.053
	Sig. (2-tailed)	.429
	N	227

Source: Survey on March 2010

Table 4.14 reveals regression analysis result of organizations overall status and its information about competitor's customer approaching and handling technique, customer's reason to shift in to competitor's offer, competitors customer relationship management and competitor's product offering and customer attraction method. As it is shown by table 4.14 the coefficients of the correlation results are -.046, -.047, .029 and -.053 which indicates that organization's overall status is negatively related with and its information about competitor's customer approaching and handling technique, customer's reason to shift in to competitor's offer and competitor's product offering and customer attraction method while it is positively related with competitors customer relationship management method.

Table 4.15 Organization's sales efficiency and its relationship with product benefit related variables (N=227)

Independent variables	Method	Organization's sales efficiency
Organization performance related question one	Pearson Correlation	1
	Sig. (2-tailed)	
	N	227
Product benefit related question one	Pearson Correlation	.024
	Sig. (2-tailed)	.720
	N	227
Product benefit related question two	Pearson Correlation	.067
	Sig. (2-tailed)	.315
	N	227
Product benefit related question three	Pearson Correlation	.125
	Sig. (2-tailed)	.059
	N	227
Product benefit related question four	Pearson Correlation	.103
	Sig. (2-tailed)	.122
	N	227
Product benefit related question five	Pearson Correlation	-.045
	Sig. (2-tailed)	.499
	N	227

Source: Survey on March 2010

Table 4.15 shows regression analysis result of organization's sales efficiency and its value on customer preference during product offering process, market testing before launching the product, distribution strategy, quality of distribution system and product value for users. As it is shown by table 4.15 the coefficients of the correlation results are .024, .067, .125, .103 and -.045 which implies that organization's sales efficiency is positively related with its value on customer preference during product offering process, market testing before launching the product, distribution strategy and quality of distribution system while it is negatively related with product value for users.

Table 4.16 Organization's market share advantage and its relationship with product benefit related variables (N=227)

Independent variables	Method	Organization's market share advange
Organization performance related question two	Pearson Correlation	1
	Sig. (2-tailed)	
	N	227
Product benefit related question one	Pearson Correlation	.069
	Sig. (2-tailed)	.302
	N	227
Product benefit related question two	Pearson Correlation	.062
	Sig. (2-tailed)	.352
	N	227
Product benefit related question three	Pearson Correlation	.131*
	Sig. (2-tailed)	.049
	N	227
Product benefit related question four	Pearson Correlation	.073
	Sig. (2-tailed)	.270
	N	227
Product benefit related question five	Pearson Correlation	.038
	Sig. (2-tailed)	.570
	N	227

Source: Survey on March 2010

Table 4.16 reveals regression analysis result of organization's market share advantage and its value on customer preference during product offering process, market testing before launching the product, distribution strategy, quality of distribution system and product value for users. As it is shown by table 4.16 the coefficients of the correlation results are .069, .062, .131*, .073 and .038 which implies that organization's market share advantage is positively related with its value on customer preference during product offering process, market testing before launching the product, distribution strategy, quality of distribution system and product value for users.

Table 4.17 Organizations profit efficiency and its relationship with product benefit related variables (N=227)

Independent variable	Method	Organization performance related question three
Organization performance related question three	Pearson Correlation	1
	Sig. (2-tailed)	
	N	227
Product benefit related question one	Pearson Correlation	.144*
	Sig. (2-tailed)	.030
	N	227
Product benefit related question two	Pearson Correlation	.105
	Sig. (2-tailed)	.116
	N	227
Product benefit related question three	Pearson Correlation	.027
	Sig. (2-tailed)	.685
	N	227
Product benefit related question four	Pearson Correlation	.022
	Sig. (2-tailed)	.739
	N	227
Product benefit related question five	Pearson Correlation	.082
	Sig. (2-tailed)	.217
	N	227

Source: Survey on March 2010

Table 17 reveals regression analysis result of organization's profit efficiency and its value on customer preference during product offering process, market testing before launching the product, distribution strategy, quality of distribution system and product value for users. As it is shown by table 4.17 the coefficients of the correlation results are .144*, .105, .027, .022 and .082 which indicates that organizations profit efficiency is positively related with its value on customer preference during product offering process, market testing before launching the product, distribution strategy, quality of distribution system and product value for users.

Table 4.18 Organization's overall status and its relationship with product benefit related variables (N=227)

Independent Variables	Method	Organization overall status
Organization performance related question four	Pearson Correlation	1
	Sig. (2-tailed)	
	N	227
Product benefit related question one	Pearson Correlation	-.031
	Sig. (2-tailed)	.644
	N	227
Product benefit related question two	Pearson Correlation	-.069
	Sig. (2-tailed)	.302
	N	227
Product benefit related question three	Pearson Correlation	-.007
	Sig. (2-tailed)	.915
	N	227
Product benefit related question four	Pearson Correlation	-.065
	Sig. (2-tailed)	.327
	N	227
Product benefit related question five	Pearson Correlation	-.108
	Sig. (2-tailed)	.105
	N	227

Source: Survey on March 2010

Table 4.18 portrays regression analysis result of organization's overall status and its value on customer preference during product offering process, market testing before launching the product, distribution strategy, quality of distribution system and product value for users. As it is shown by table 4.18 the coefficients of the correlation results are -.031, -.069, -.007, -.065 and -.108 which implies that organization's overall status is negatively related with its value on customer preference during product offering process, market testing before launching the product, distribution strategy, quality of distribution system and product value for users.

Table 4.19 Organization's sales performance and its relationship with productivity related variables (N=227)

Independent variables	Method	Organization's sales efficiency
Organization performance related question one	Pearson Correlation	1
	Sig. (2-tailed)	
	N	227
Productivity related question one	Pearson Correlation	-.008
	Sig. (2-tailed)	.899
	N	227
Productivity related question two	Pearson Correlation	.098
	Sig. (2-tailed)	.142
	N	227
Productivity related question three	Pearson Correlation	.078
	Sig. (2-tailed)	.244
	N	227
Productivity related question four	Pearson Correlation	.123
	Sig. (2-tailed)	.063
	N	227
Productivity related question five	Pearson Correlation	.137*

	Sig. (2-tailed)	.039
	N	227

Source: Survey on March 2010

Table 4.19 shows regression analysis result of organization's sales efficiency and customer's attitude on product quality, product effectiveness, product performance beyond consumer expectation, level of customer satisfaction relative to expectation and product overall performance. As it is shown by table 4.19 the coefficients of the correlation results are -.008, .098, .098, .078, .123 and .137* which implies that organization's sales efficiency is negatively related with customer's attitude on product quality while it is positively related with product effectiveness, product performance beyond consumer expectation, level of customer satisfaction relative to expectation and product overall performance.

Table 4.20 Organization's market share advantage and its relationship with productivity related variables (N=227)

Independent variable	Method	Organization's market share advantage
Organization performance related question two	Pearson Correlation	1
	Sig. (2-tailed)	
	N	227
Productivity related question one	Pearson Correlation	.068
	Sig. (2-tailed)	.304
	N	227
Productivity related question two	Pearson Correlation	.120
	Sig. (2-tailed)	.071
	N	227
Productivity related question three	Pearson Correlation	.112
	Sig. (2-tailed)	.093
	N	227
Productivity related question four	Pearson Correlation	.159*
	Sig. (2-tailed)	.016
	N	227
Productivity related question five	Pearson Correlation	.151*
	Sig. (2-tailed)	.023
	N	227

Source: Survey on March 2010

Table 4.20 reveals regression analysis result of company's market share advantage and customer's attitude on product quality, product effectiveness, product performance beyond consumer expectation, level of customer satisfaction relative to expectation and product overall performance. As it is shown by table 4.20 the coefficients of the correlation results are .068, .120, .112, .159* and .151* which implies that company's market share advantage is positively related with customer's attitude on product quality, product effectiveness, product performance beyond consumer expectation, level of customer satisfaction relative to expectation and product overall performance.

Table 4.21 Organization's sales efficiency and its relationship with productivity related variables (N=227)

Independent variables	Method	Organization's sales efficiency
Organization performance related question three	Pearson Correlation	1
	Sig. (2-tailed)	
	N	227
Productivity related question one	Pearson Correlation	.113
	Sig. (2-tailed)	.088
	N	227
Productivity related question two	Pearson Correlation	-.051
	Sig. (2-tailed)	.447
	N	227

Productivity related question three	Pearson Correlation	.170*
	Sig. (2-tailed)	.010
	N	227
Productivity related question four	Pearson Correlation	.018
	Sig. (2-tailed)	.793
	N	227
Productivity related question five	Pearson Correlation	.057
	Sig. (2-tailed)	.389
	N	227

Source: Survey on March 2010

Table 4.21 shows regression analysis result of company's profit efficiency and customer's attitude towards product quality, product effectiveness, product performance beyond consumer expectation, level of customer satisfaction relative to expectation and product overall performance. As it is shown by table 4.21 the coefficients of the correlation results are .113, -.051, .170*, .018and .057 which indicates that organization's profit efficiency is positively related with customer's attitude towards product quality, product performance beyond consumer expectation, level of customer satisfaction relative to expectation and product overall performance while it is negatively related with product effectiveness.

Table 4.22 Organization's overall status and its relationship with productivity related variables (N=227)

Independent variables	Method	Organization's overall status
Organization performance related question four	Pearson Correlation	1
	Sig. (2-tailed)	
	N	227
Productivity related question one	Pearson Correlation	-.070
	Sig. (2-tailed)	.296
	N	227
Productivity related question two	Pearson Correlation	-.050
	Sig. (2-tailed)	.457
	N	227
Productivity related question three	Pearson Correlation	-.082
	Sig. (2-tailed)	.217
	N	227
Productivity related question four	Pearson Correlation	.070
	Sig. (2-tailed)	.291
	N	227
Productivity related question five	Pearson Correlation	.007
	Sig. (2-tailed)	.911
	N	227

Source: Survey on March 2010

Table 4.22 shows regression analysis result of organization's overall status and customer's attitude towards product quality, product effectiveness, product performance beyond consumer expectation, level of customer satisfaction relative to expectation and product overall performance. As it is shown by table 4.22 the coefficients of the correlation results are -.070, -.050, -.082, .070 and .007 which implies that company's overall status is negatively related with customer's attitude on product quality, product effectiveness, product performance beyond consumer expectation while it is positively related with level of customer satisfaction relative to expectation and product overall performance.

Table 4.23 Organization's sales efficiency and its relationship with production process related variables (N=227)

Independent variables	Method	Organization's sales efficiency
Organization performance related question one	Pearson Correlation	1
	Sig. (2-tailed)	
	N	227
Production process related question one	Pearson Correlation	.064
	Sig. (2-tailed)	.334
	N	227
Production process related question two	Pearson Correlation	.006
	Sig. (2-tailed)	.928
	N	227
Production process related question three	Pearson Correlation	.077
	Sig. (2-tailed)	.245
	N	227
Production process related question four	Pearson Correlation	.181**
	Sig. (2-tailed)	.006
	N	227
Production process related question five	Pearson Correlation	.271**
	Sig. (2-tailed)	.000
	N	227
Production process related question six	Pearson Correlation	.360**
	Sig. (2-tailed)	.000
	N	227

Source: Survey on March 2010

Table 4.23 reveals regression analysis result of organizations sales efficiency and its production plan, time and financial efficiency, operational strategy, market analysis before production and levels of customer involvement on product idea generation stage. As it is shown by table 4.23 the coefficients of the correlation results are .064, .006, .077, .181**, .271** and .360** which implies that company's sales efficiency is positively related with its production plan, time and financial efficiency, operational strategy, market analysis before production and levels of customer involvement on product idea generation stage.

Table 4.24 Organization's market share advantage and its relationship with production process related variables (N=227)

Independent Variables	Method	Organization's market share advantage
Organization performance related question two	Pearson Correlation	1
	Sig. (2-tailed)	
	N	227
Production process related question one	Pearson Correlation	-.011
	Sig. (2-tailed)	.865
	N	227
Production process related question two	Pearson Correlation	-.025
	Sig. (2-tailed)	.704
	N	227
Production process related question three	Pearson Correlation	-.051
	Sig. (2-tailed)	.441
	N	227
Production process related question four	Pearson Correlation	.266**
	Sig. (2-tailed)	.000

	N	227
Production process related question five	Pearson Correlation	.314**
	Sig. (2-tailed)	.000
	N	227
Production process related question six	Pearson Correlation	.473**
	Sig. (2-tailed)	.000
	N	227

Source: Survey on March 2010

Table 4.24 shows regression analysis result of company's market share advantage and its production plan, time and financial efficiency, operational strategy, market analysis before production and levels of customer involvement on product idea generation stage. As it is shown by table4.24 the coefficients of the correlation results are -.011, -.025, -.051, .266**, .314** and.473** which implies that organization's market share advantage is negatively related with its production plan, time and financial efficiency while it is positively related with its operational plan/strategy, market analysis before production and levels of customer involvement on product idea generation stage.

Table 4.25 Organization's profit efficiency and its relationship with production process related variables (N=227)

Independent variables	Method	Organization's profit efficiency
Organization performance related question three	Pearson Correlation	1
	Sig. (2-tailed)	
	N	227
Production process related question one	Pearson Correlation	.028
	Sig. (2-tailed)	.680
	N	227
Production process related question two	Pearson Correlation	-.035
	Sig. (2-tailed)	.596
	N	227
Production process related question three	Pearson Correlation	.033
	Sig. (2-tailed)	.621
	N	227
Production process related question four	Pearson Correlation	.056
	Sig. (2-tailed)	.403
	N	227
Production process related question five	Pearson Correlation	.187**
	Sig. (2-tailed)	.005
	N	227
Production process related question six	Pearson Correlation	.275**
	Sig. (2-tailed)	.000
	N	227

Source: Survey on March 2010

Table 4.25 reveals regression analysis result of company's profit efficiency and its production plan, time and financial efficiency, operational strategy, market analysis before production and levels of customer involvement on product idea generation stage. As it is shown by table 4.25 the coefficients of the correlation results are .028, -.035, .033, .056, .187** and .275** which indicates that organization's profit efficiency is positively related with and its production plan, operational strategy, market analysis before production while it is negatively related with time and financial efficiency.

Table 4.26 Organization's overall status and its relationship with production process related variables(N=227)

Independent variables	Method	Organization overall status
Organization performance related question four	Pearson Correlation	1
	Sig. (2-tailed)	
	N	227
Production process related question one	Pearson Correlation	.130
	Sig. (2-tailed)	.051
	N	227
Production process related question two	Pearson Correlation	.209**
	Sig. (2-tailed)	.002
	N	227
Production process related question three	Pearson Correlation	.015

	Sig. (2-tailed)	.823
	N	227
Production process related question four	Pearson Correlation	.152*
	Sig. (2-tailed)	.022
	N	227
Production process related question five	Pearson Correlation	.165*
	Sig. (2-tailed)	.013
	N	227
Production process related question six	Pearson Correlation	.129
	Sig. (2-tailed)	.052
	N	227

Source: Survey on March 2010

Table 4.26 reveals regression analysis result of organization's overall performance and its production plan, time and financial efficiency, operational strategy, market analysis before production and levels of customer involvement on product idea generation stage. As it is shown by table 4.26 the coefficients of the correlation results are .130, .209**, .015, .152*, .165* and .129 which implies that company's overall status is positively related with its production plan, time and financial efficiency, operational strategy, market analysis before production and levels of customer involvement on product idea generation stage.

Table 4.27 Firm's market directed operation and its relationship with performance related variables overall status (N=227)

Independent variables	Method	Firm's market directed operation
Firm profitability related question one	Pearson Correlation	1
	Sig. (2-tailed)	
	N	227
Organization performance related question one	Pearson Correlation	.085
	Sig. (2-tailed)	.204
	N	227
Organization performance related question two	Pearson Correlation	.178**
	Sig. (2-tailed)	.007
	N	227
Organization performance related question three	Pearson Correlation	.212**
	Sig. (2-tailed)	.001
	N	227
Organization performance related question four	Pearson Correlation	.233**
	Sig. (2-tailed)	.000
	N	227

Source: Survey on March 2010

Table 4.27 shows regression analysis result of firm's market directed operation and its sales efficiency, market share advantage, profit efficiency and overall status. As it is shown by table4.27 the coefficients of the correlation results are .085, .178**, .212** and .233** which implies that company's market oriented operation is directly related with its sales efficiency, market share advantage, profit efficiency and overall status.

Table 4.28 Firm's customer oriented operation and its relation with performance related variables (N=227)

Independent variable	Method	Firm's customer oriented operation
Firm profitability related question three	Pearson Correlation	1
	Sig. (2-tailed)	
	N	227
Organization performance related question one	Pearson Correlation	.095
	Sig. (2-tailed)	.155
	N	227

Organization performance related question two	Pearson Correlation	.118
	Sig. (2-tailed)	.076
	N	227
Organization performance related question three	Pearson Correlation	.163*
	Sig. (2-tailed)	.014
	N	227
Organization performance related question four	Pearson Correlation	.272**
	Sig. (2-tailed)	.000
	N	227

Source: Survey on March 2010

Table 4.28 reveals regression analysis result of firm's customer oriented operation and its sales efficiency, market share advantage, profit efficiency and overall status. As it is shown by table4.28 the coefficients of the correlation results are .095, .118, .163* and .272** which indicates that company's customer oriented operation is positively related with its sales efficiency, market share advantage, profit efficiency and overall status.

Table 4.29 Firm's competitor oriented operation and its relationship with performance related variables (N=227)

Independent variables	Method	Firm's competitor oriented operation
Firm profitability related question four	Pearson Correlation	1
	Sig. (2-tailed)	
	N	227
Organization performance related question one	Pearson Correlation	.101
	Sig. (2-tailed)	.128
	N	227
Organization performance related question two	Pearson Correlation	.132*
	Sig. (2-tailed)	.048
	N	227
Organization performance related question three	Pearson Correlation	.089
	Sig. (2-tailed)	.180
	N	227
Organization performance related question four	Pearson Correlation	.237**
	Sig. (2-tailed)	.000
	N	227

Source: Survey on March 2010

Table 4.29 shows regression analysis result of firm’s competitor oriented operation and its sales efficiency, market share advantage, profit efficiency and overall status. As it is shown by table4.29 the coefficients of the correlation results are .101, .132*, .089 and .237** which indicates that firm's competitor oriented operation is positively related with and its sales efficiency, market share advantage, profit efficiency and overall status.

Table 4.30 Firm’s production process operation and its relationship with performance related variables (N=227)

Independent variable	Method	Firm production process oriented operation
Firm profitability related question six	Pearson Correlation	1
	Sig. (2-tailed)	
	N	227
Organization performance related question one	Pearson Correlation	.198**
	Sig. (2-tailed)	.003

	N	227
Organization performance related question two	Pearson Correlation	.227**
	Sig. (2-tailed)	.001
	N	227
Organization performance related question three	Pearson Correlation	.161*
	Sig. (2-tailed)	.015
	N	227
Organization performance related question four	Pearson Correlation	.210**
	Sig. (2-tailed)	.001
	N	227

Source: Survey on March 2010

Table 4.30 reveals regression analysis result of firm production process oriented operation and its sales efficiency, market share advantage, profit efficiency and overall status. As it is shown by table4.30 the coefficients of the correlation results are .198**, .227**, .161* and .210** which implies that firm production process oriented operation is positively related with its sales efficiency, market share advantage, profit efficiency and overall status.

Table 4.31 Firm's product oriented operation and its relationship with performance related variables (N=227)

Independent variables	Method	Firm product oriented operation
Firm profitability related question seven	Pearson Correlation	1
	Sig. (2-tailed)	
	N	227
Organization performance related question one	Pearson Correlation	.126
	Sig. (2-tailed)	.058
	N	227
Organization performance related question two	Pearson Correlation	.216**
	Sig. (2-tailed)	.001
	N	227
Organization performance related question three	Pearson Correlation	.191**
	Sig. (2-tailed)	.004
	N	227
	Pearson Correlation	.186**
	Sig. (2-tailed)	.005
	N	227

Source: Survey on March 2010

Table 4.31 reveals regression analysis result of company's product oriented operation and its sales efficiency, market share advantage, profit efficiency and overall status. As it is shown by table4.30 the coefficients of the correlation results are .126, .216**, .191** and .186** which implies that company's product oriented operation is directly related with its sales efficiency, market share advantage, profit efficiency and overall status.

V. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

This study was conducted to investigate, describe and report the association between market orientation, in terms of market itself, customer, competition, production process, productivity product performance, organizational performance and profitability. Hence after gathering the inquired data from the target respondents using a survey questionnaire, linear regression analysis was made using statistical package for social science to assess the relationship between the independent variables (competitors production capacity, product quality in-terms of production input and quality of company's overall information handling and dissemination process, its information handling ability about consumer's buying process, information regarding consumer's complaints its involvement on customer relationship management and its ability to threat customers friendly, company's information about competitor's customer approaching and handling technique, customer's reason to shift in to competitor's offer, competitors customer relationship management and competitor's product offering and customer attraction method, company's value on customer preference during product offering process, market testing before launching the product, distribution strategy, quality of distribution system and product value for users, customer's attitude on product quality, product effectiveness, product performance beyond consumer expectation, level of customer satisfaction relative to expectation and product overall performance, firm's production plan, time and financial efficiency, operational strategy, market analysis before production and levels of customer involvement on product idea generation stage) and dependent variables(company's sales efficiency, market share advantage competitive position, profitability overall status and profitability). Accordingly researchers conclude the following based on the analysis results.

- Organization's sales efficiency is positively related with its product quality, consumer's buying process, consumer's complaints its involvement on customer relationship management, consumer involvement of product idea generation stage, customer's reason to shift in to competitor's offer, and competitor's product offering and customer attraction method
- Company's market share is positively related with its product quality, productivity, customer relationship management method, customer attitude, perception, customer attraction and handling, customer satisfaction product performance, organizational performance and profitability.
- Organizational performance is directly related with product performance, marketing plan performance, competitive position and operational strategy, market orientation and launch strategy.
- Firm's level of profitability is positively related with product quality, quality of distribution system, customer satisfaction, customer perception, product position, customer relationship management, product performance and organizational performance so that profitability and financial performance can be enhanced.

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