Marketing Capabilities, Orientation and Performance of Small and Medium Enterprises in Lagos State, Nigeria

Adebola Godwin LASISI
LCU/PG/002105

Being a PhD Post-field Presentation Submitted to the Department of Management & Accounting, Faculty of Management & Social Sciences, Lead City University, Ibadan, Oyo State, Nigeria

In Partial Fulfilment of the Requirements for the Award of Doctor of Philosophy Degree (PhD) in Marketing

2024

Certification

This is to certify that this thesis was carried out by **Adebola Godwin LASISI** with Matriculation number **LCU/PG/002105**, in the Department of Management & Accounting under my thorough supervision in the Faculty of Management and Social Sciences, Lead City University, Ibadan Nigeria and that this work had not been previously submitted.

____________________ ____________________

Dr. F. Igbadumhe **Date**

Supervisor

____________________ ____________________

Dr. T. M. Akinbo **Date**

Head of Department

Dedication

This thesis is dedicated to God Almighty and my family.

Acknowledgement

I give all praise and adoration to God Almighty for guiding me through the course of study in this noble university, Lead City University, Ibadan. I wish to express my profound gratitude to Lead City University, Ibadan, Nigeria for the opportunity given me to undergo this degree. I appreciate the Vice-Chancellor of the University, Professor K.A. Adeyemo, Provost, Postgraduate College, Prof. Oredein, Heads of Departments, Lecturers and other non-academic staff members of the University. The unquantifiable contribution of my supervisor, Dr. F. Igbaduhme, who created an enabling supervision environment towards the completion of this thesis, can never be ignored. He motivated me and helped by mentoring and coaching me throughout this entire process.

My sincere gratitude is extended to Prof. G.E. Oyedokun, Dr. T.M Akinbo**,** (HOD, Department of Management & Accounting), Dr. J.A. Adejuwon and Dr. A.B. Onamusi, Dr. Ibikunle and Mr. M. Adewumi also contributed enormously to this study by giving me support and advice. I also want to thank my fellow students at the University, thank you all. Further, I say a big thank you to my dad, mum, and siblings for their support, understanding, and encouragement.

Lastly, I take full responsibility for the errors, if any found in this work as they are not errors of the above-mentioned institutions and persons who assisted me in the course of the work.

Abstract

SMEs account for the majority of business in most emerging economies; they are responsible for the majority of employment. Financial literacy and financial management have gotten policymakers and academic attention in wealthy nations, but there hasn't been much effort in underdeveloped countries, like Nigeria. The study examined the effect of marketing capabilities on the performance of small and medium Enterprises in Lagos State, Nigeria. The study anchored on Dynamic Capabilities Theory and Relationship Marketing Theory. The population for this study consists of directors of SMEs registered under NASSI Lagos chapter. The association has the following sectors: manufacturing, processing, mining, service industries, and others with 11667 registered SMEs. The sample size for this research work was determined using Morgan's Sample Size Determinant Table to determine 378 sample sizes. Descriptive research design was adopted, with Simple random sampling techniques used to select the respondents for this study. Collected data were analysed using descriptive and inferential statistics. Structural equation modeling (SEM) was used to analysed the data collected. The formulated hypotheses were analyzed using Partial Least Square (PLS) regression analysis to know the causal and direct effect and influence of the independent variables on the dependent variable and moderating variable. The results confirmed a significant relationship between marketing capabilities and the performance of small and medium Enterprises in Lagos State, Nigeria (Market Sensing R^2 0.590, Employee Performance R^2 0.018, environmental performance R^2 0.283, innovative performance R^2 0.052., moderation interaction 0.089). The study holds practical implications for businesses aiming to optimize their marketing strategies and resources for enhanced performance in the competitive business landscape. Therefore, SMEs are encouraged to prioritize strategic improvements in service delivery. This may involve adopting sustainable practices, enhancing customer satisfaction through efficient service delivery, and integrating environmental considerations into business operations.

Keywords: Marketing Capabilities, Marketing Orientation, Performance Small &Medium Enterprises

Word Count: 291

Table of Contents

List of Tables

List of Figure

Chapter One

Introduction

1.1 Background to the Study

There has been, and will continue to be a significant transformation in how small and medium enterprise operate as a consequence of the dynamism and complexity in the business environment, small and medium-sized businesses (SMEs) are vital to a country's economic development. As a result, the performance of the SME sector is strongly linked to the nation's performance. Performance is a process or the manner in which a small business owner or management performs their duties, and it is a critical component of enhancing business performance in organizations[1].

Because SMEs contribute to employment growth at a higher rate than larger firms, the performance and growth of small and medium enterprises (SMEs) is a major driver and indices for the level of industrialization, modernization, urbanization, gainful and meaningful employment for all those who are able and willing to work, income per capital, equitable distribution of income, and the welfare and quality of life enjoyed by the citizenry[2]. Small and medium-sized enterprises (SMEs) are the driving force behind Nigeria's economy and have established themselves as a vital cornerstone. SME accounted for around 90% of the industrial sector in terms of number of businesses a few years ago, employing roughly 70% of the Nigerian population[3]. The requirement to meet established corporate goals and objectives forces SMEs to develop, devise, and implement a variety of strategies, with marketing capabilities constituting one of the most important functional areas for modern businesses to improve performance[4].

One of the elements that is thought to influence business performance is marketing capability, which is defined as a firm's associated marketing activities that allows it to succeed in conducting marketing strategies that are different from those of competitors Marketing capability creates dynamism in the market by developing products and services that capitalize on the market's resources by focusing on customer-centric capabilities and strategies, which can lead to improved firm performance[5]. Marketing capability refers to a company's ability to customize products or services to meet the demands of individual customers[6]. It is considered that marketing capability is the most important aspect in achieving corporate performance. As a result, marketing capability is a tool for generating money that allows businesses to gain a competitive advantage. It has been stated that to obtain and maintain competitive advantage, businesses must develop competencies in key functional areas[8]. These qualities should be tough to duplicate and should be aligned with the company's business plan. One of the most important ways for businesses to create innovation and competitive advantage is to establish critical marketing competencies. There are several indicators for marketing capabilities, which include market sense, financial management, customer relationship management, service delivery, and technology development[9,10].

The ability of a company to learn about its market environment and utilize that knowledge to drive its actions is referred to as market-sensing capabilities. Market sensing is the ability to feel and react to changes in the market environment, such as technological advancements, consumer tastes and needs, innovation, and value proposition[11]. Learning orientation, organizational system, market knowledge, and organizational communication are the four primary components of a firm's market-sensing capability[12].

Financial management entails applying financial knowledge and abilities to a variety of financial and economic decisions, such as financial savings, credit, insurance, and investments. An organization's financial performance is the outcome of a variety of various operations. Profits, return on investments, operational income, earnings before interest and taxes, and net asset value are all examples of financial management[13]. There are two key reasons why businesses should track their financial performance. The first is to prepare financial statements in a timely manner. Second, financial accounts should be evaluated to obtain information about the scheme's performance, which can then be used to improve it[14].

Financial management is a task in invested capital management that aims for maximum profitability and/or the most efficient use of financial resources and management to meet the project's objectives[15]. The commitment of the company to survival, expansion, and profitability is indicated by the finance component. Financial management's position in the business is always evolving, and it is therefore in line with appropriate modern ideas and approaches in the fields of application. Financial management's job today is different from what it was years ago. Its future role will undoubtedly be different from what it is now. Therefore, it is imperative that the financial management take these future estimates in a seriously.

The importance of customer happiness cannot be overstated, as satisfied consumers function as free advertising for the business. According to the company's strategies, events, and processes, the customers must be placed in the center. In fact, selling to existing customers is easier and more profitable than finding new ones. Organizations are developing customer centric approach and training their personnel to be more customer-focused and service-oriented.

As previously stated, several studies show that the cost of obtaining new customers is six times higher than the cost of retaining existing customers[15]. Other studies have found similar results, such as a little improvement in client retention rates resulting in a significant rise in company income. This shows that the profit generated by loyal consumers is more than twice as much as the profit generated by new clients[16]. Customer relationship management (CRM) is now considered a necessity, and its methods and experiences are used in a wide range of industries due to its importance in helping companies become more customer-focused in order to deal with competition and retain current and loyal customers in order to increase profits and lower costs[17].

For firms that want to generate and deliver value to their clients, providing high-quality services is a must. These firms can boost customer happiness, loyalty, and, as a result, long-term profitability by providing high levels of service quality[18]. They must plan the delivery of their services and assure the successful implementation of the real plan in order to provide high levels of service quality and thereby create value for their consumers[19]. As a result, good planning and successful implementation of specified delivery strategies are critical components of Service Delivery.

Nigerian organizations' success is largely determined by their ability to outsmart their rivals strategically. Outwitting competitors requires the ability to deliver an offering that is superior to that of competitors in the market, as well as the ability to continuously improve the quality of goods and services given. While multinational corporations' benefit from the necessary incentives to promote all-around business growth, most local industries lack critical elements such as firm size, financial and human resources, legal protection, diversification efficiency, market flexibility, and incentives to use existing and new technology[20].

Many top executives in those massive corporations have stated that the key reason for this is that they do not want to remain traditional and instead want to be innovative. As a result, most businesses are focusing on developing whole new goods, procedures and methods, and models, rather than altering existing ones. Some research studies have corroborated this, stating that developing new ideas and innovations is one of some firms' top goals[17,21]. In addition, the performance hurdles for success have risen significantly as the focus has shifted to innovation. According to existing research, there are some benefits to be gained from the development of the creative economy in each industry. The creative economy is characterized as an expression of sustainable development through creativity, where sustainable development is defined as a competitive economic climate with renewable resource reserves.

One of the most important aspects in the Nigerian economy has been the rise and success of small businesses[22]. Internationalization of SMEs as a means of growth has received a lot of attention in Nigeria[23]. Marketing capabilities are complex bundles of skills and information amassed by a company and used in its activities. The emphasis on marketing capabilities emphasizes the relevance of marketing orientation adoption at the strategic level. According to a previous study, companies with high marketing orientation also had greater levels of the six marketing capabilities: marketing research, product creation, pricing, distribution, promotion, and marketing management[24]. Marketing talents are positively associated with company performance in highly competitive situations, according to recent studies. In conclusion, it appears that marketing and marketing capability can be linked, and that could have an impact on business performance. Therefore, this study attempts to examine the moderating role of marketing orientation on the relationship between marketing capability and SMEs performance.

Marketing orientation can be characterized in a variety of ways, depending on the viewpoint taken into account. Most academics, however, agree that the most important aspect of marketing orientation is recognition of client wants and expectations. It's also a set of common principles and values that puts the customer at the core of the company's thinking. Customers and the product's ability to satisfy specific consumer needs; marketing as a dominating company culture; and the ability to adapt products in response to changes in customer needs and wants in order to deliver customer satisfaction are the three priorities of marketing orientation[24].

Market orientation is a type of corporate culture in which employees are devoted to delivering exceptional customer value on a constant basis. Another approach to think of market orientation is as a series of marketing efforts that lead to improved performance. Years of research have shown that organizations that are more market focused do better than those who are less market oriented. Rather than those who are product oriented, they focus on familiarizing their products and services with the wants and expectations of their Customers[25].

1.2 Statement of the Problem

Marketing capability and company performance are inextricably linked because marketing capability deals with market dynamic through resource utilization, allowing firms to achieve performance. According to previous research, the most effective essential for establishing competitive advantage is marketing capabilities, which enterprises can afford through delivering goods and services as well as product creation for unique customers' needs[25,26]. The majority of small and medium businesses in today's business sector lack marketing capabilities. Marketing capabilities are one of the components that contribute to firm performance and need organizations to focus on customer-oriented capabilities and strategies. Based on the foregoing, the purpose of this research is to investigate the impact of marketing capabilities on SMEs performance in dealing with rapid changes in the environment that render some resources obsolete as businesses react to market changes[27].

Market capabilities research has progressed from identifying, specified, and stable collective routine patterns to a more complicated approach based on micro-foundations[28]. Considering dynamic capabilities as "those capacities utilized to extend, modify, change, and/or generate ordinary capabilities," how can enterprises develop their market sensing capabilities in order to support their decisions to create or modify ordinary capabilities in a global economy? In a world of escalating volatility, global competitiveness, information overload, and fast innovation rates, the demand for market sensing capabilities is expanding. Hence this study aims to assess the role of market sensing in the economic performance of SMEs in Nigeria[28].

SMEs account for the majority of business in most emerging economies; they are responsible for the majority of employment[29]. Financial literacy and financial management have gotten policymakers and academic attention in wealthy nations, according to literature, but there hasn't been much effort in underdeveloped countries, like Nigeria. However, few empirical research have found that financial illiteracy has hampered SMEs and the economies of many developing and rising economies since SMEs poor financial and economic actions have macroeconomic consequences[30]. It is well documented that low levels of financial literacy hampered financial sector development and economic growth and development in developing countries[31].

Small and medium scale enterprises in Nigeria are currently undergoing a period of increased globalization, competitiveness, and customer turnover[32]. Furthermore, rising customer acquisition costs and rising customer expectations make an employee’s capacity to fulfill customers efficiently and effectively critical to its performance and competitiveness[33]. CRM is the best business technique for SMEs to differentiate themselves from their competition in past studies. As a result, SMEs must concentrate on CRM methods to maintain long-term, dichotomous, and profitable customer relationships[34]. Hence, the study examines the impact of customer relationship management on employee performance in SMEs in Nigeria.

The optimization of service delivery and the enhancement of the organization's service standards are both aided by the continual development of service procedures[35]. A large number of normative studies in the relevant literature show that the effectiveness of the service delivery affects customers' perceptions of the quality of service they receive in a favourable and significant way[36]. To our knowledge, however, only a few research have examined the overall impact of service delivery efficacy on resource efficiency, waste reduction, energy conversion, and environmental management systems by grouping individual variables[37,38]. Hence, the study examines the impact of service delivery on environmental performance in SMEs in Nigeria.

According to existing literature, to promote business sustainability, businesses must innovate to achieve a competitive edge[39]. Companies that consistently innovate will be able to dominate the market, and competitors will find it difficult to copy them. Many innovative products of SMEs, on the other hand, fail on the market, and the reason for this is simple: buyers do not desire the product. SMEs can achieve innovation by applying values to the creation of a market orientation of their products for consumers[40]. Indeed, is technology development is a tool for breaking the cycle of innovation stagnation, but it must remain focused on customers and competition. Hence, this study aims to assess the impact of technology development on the innovation performance of SMEs in Nigeria.

Market orientation and marketing capability, according to existing research, have a direct or indirect impact on business performance and success[41]. These notions are likely to be much more significant when working on international markets. The firm's worldwide market orientation is a distinctive competence in and of itself, enabling the firm's market activities. Market orientation can be seen as a precursor to a SME's internationalization process.

According to literature, despite the numerous researches conducted to learn about market capabilities, certain essential scales, such as market orientation and SMEs performance, have not received the attention they deserve[42]. This results in a capability-performance measurement gap in the market[43]. The rationale for this is that these two scales have been found to have a substantial impact on a company's final performance. For example, marketing competence has been shown to increase the relationship between quality and financial and non-financial performance, as well as the value and uniqueness of core workers, all of which have a substantial impact on the firm's performance[44]. Therefore, this study attempts to unravels the moderating role of marketing orientation on relationship between marketing capability and business performance

1.3 Aim and Objectives of the Study

The aim of this study is to determine the effect of marketing capabilities on the performance of small and medium Enterprises in Lagos State, Nigeria

Specifically, the study will attempt to:

i. ascertain the effects of marketing capabilities (market sensing, consumer relationship management, service delivery, technological innovation) on Sales growth of SMEs in Lagos State;

ii. evaluate the role of marketing capabilities (market sensing, consumer relationship management, service delivery, technological innovation) on Profitability of SMEs in Lagos State;

iii. assess the influence of marketing capabilities (market sensing, consumer relationship management, service delivery, technological innovation) on Market Share of SMEs in Lagos State;

iv. assess the influence of marketing capabilities (market sensing, consumer relationship management, service delivery, technological innovation) on Supply Chain Resilience of SMEs in Lagos State;

v. analyses the moderating effect of marketing orientation on the relationship between marketing capabilities (market sensing, consumer relationship management, service delivery, technological innovation) and Performance of SMEs in Lagos State.

1.4 Research Questions

Based on the research problem, the following research questions were addressed in the study:

1. In what way does marketing capabilities (market sensing, consumer relationship management, service delivery, technological innovation) affect Sales growth of SMEs in Lagos State?

2. To what extent does marketing capabilities (market sensing, consumer relationship management, service delivery, technological innovation) influence the Profitability of SMEs in Lagos State?
3. To what extent does marketing capabilities (market sensing, consumer relationship management, service delivery, technological innovation) influence the Market Share of SMEs in Lagos State?
4. Does marketing capabilities (market sensing, consumer relationship management, service delivery, technological innovation) have any effect on the supply chain resilience of SMEs in Lagos State?
5. How does marketing orientation play a moderating role between marketing capabilities (market sensing, consumer relationship management, service delivery, technological innovation) and performance of SMEs in Lagos State?

1.5 Hypotheses

The following Hypotheses stated in null form would be tested in this study;

$H_0$1: Marketing capabilities (market sensing, consumer relationship management, service delivery, technological innovation) does not significantly affect Sales growth of SMEs in Lagos State.

$H_0$2: Marketing capabilities (market sensing, consumer relationship management, service delivery, technological innovation) has no significant effect on Profitability of SMEs in Lagos State

$H_0$3: Marketing capabilities (market sensing, consumer relationship management, service delivery, technological innovation) does not significantly affect Market Share of SMEs in Lagos State

$H_0$4: Marketing capabilities (market sensing, consumer relationship management, service delivery, technological innovation) does not significantly affect Supply Chain Resilience of SMEs in Lagos State.

$H_0$5: Marketing orientation resource does not significantly moderate the relationship between marketing capabilities (market sensing, consumer relationship management, service delivery, technological innovation) and performance of SMEs in Lagos State.

1.6 Significance of the Study

The study is important because it provides adequate information on the contribution of marketing capability and tools for SME's performance in small and medium enterprises in Nigeria. The stakeholder that benefits from this study include management and employees of the selected SMEs, all industries, government and policymakers, academics, and researchers.

Firstly, the study contributes to the achievement of Sustainable Development Goals (SDGs), most especially goal 8 of good jobs and economic growth and SDG 9 of innovation and infrastructure. This is because the findings of this study serve as a significant value to the SMEs, thus it is beneficial in tackling the problems of unemployment, innovation and infrastructure.

The model that would be proposed for this study will expand the existing body of knowledge, especially within the Academia. Being a core research work focused on marketing orientation and marketing capability, it will help academia and researchers in areas relating to marketing management and sustainable SME's performance. As regards the government/policymakers, the findings of this study have the potential of unearthing the inhibiting challenges affecting the SME's performance from the management perspective. It is expected that when top management is aware of marketing capabilitythrough market sensing, financial management, service delivery, customer relationship management, and technology development. SMEs can operate based on international best practices.

This study will guide policymakers like governments and regulators to introduce supportive policies that will aid in improving the performance of SMEs and consequently boost the sector's contribution to the GDP as well as solve sustainable development goals in Nigeria. In the same vein, the findings from the study will further help to link the relationship between the governments and the educational practitioners in general.

Furthermore, findings from this study can help universities to better understand how they can engage in marketing capabilities by creating initiatives that will focus on their stakeholders as well as identify the importance of enhancing the performance of SMEs.

Likewise, this study is of importance to both the employees and employers in the other sectors of the economy. Specifically, it will serve as a reference point to employers on the appropriate ways to manage their employees for the process of marketing capability and marketing orientation.

In the area of significance to scholarly knowledge, the study has further enriched the body of knowledge by contributing to the subject of marketing capability, marketing orientation, and SMEs performances, especially in the Nigerian educational context where there is a paucity of studies. Overall, it is expected that the constructs and knowledge from this thesis will theoretically serve as a platform for further research by students and academicians, in the field of marketing and management.

1.7 Scope of the Study

The study focuses on the effect of marketing capability on the performance of selected SMEs in Nigeria. The study will focus on the SMEs, given the importance of this sector to the future of the nation. The geographical range of the study covers the SMEs in Lagos state, Nigeria. The choice of Lagos state was because majority of the SMEs in Nigeria are situated in the Lagos, state, which makes Lagos the commercial hub of the country. Specifically, emphasis would be laid on 11667 SMEs in Lagos, Nigeria. The largest number of SMEs is in Nigeria and thus contributing the most to the Gross Domestic Product (GDP) of the nation, generating employment and creating sustainable entrepreneurship. Thereby SMEs add value to move the nation towards industrialization.

1.8 Operational Definition of Terms

Customer Relationship Management: This is a management concept for a company's relationships with customers, clients, and sales prospects. It entails organizing, automating, and synchronizing business operations through the use of technology.

Innovative Performance: This is an underlying factor that assists organisations to survive in a dynamic economy and is perceived to be one of howorganisations achieve success.

Market Sensing: It is a capability that allows a company to anticipate market requirements andtrends ahead of its competition. It emphasizes the necessity of recognizing and refining opportunities as a foundation for beginning new ventures, whether from an individual or corporate standpoint.

Marketing Capability: It refers to a company's combined abilities and expertise that allow it to coordinate activities and make use of its assets.

Marketing Orientation: It entails conducting market research to determine what consumers consider to be customers immediate requirements, key worries, or personal preferences in a given product category.

SME: Small Medium Enterprises are classified as businesses with less than 200 people andassets under management of less than 500 million Naira, with the exception of property.

SME Performance: SME's performance refers to a firm's capacity to assess its level of success over a set period of time.

Social Performance: It is an interpretation of an establishment's central goal into practice in accordance with acknowledged social qualities. It is also a conglomeration of results, and effects, proposed and unintended, positive and negative, immediate and indirect, createdby the activities of an organisation that will impact society.

Technology Innovation: This refers to the imaginative abilities (technical, managerial,and institutional) that enable competitive businesses to effectively use new tools, technologies, and facilities.

Endnotes

1. H., Yen-Hao, &C., Yun-Hsuan. "*Modeling the impact of service innovation for small and medium enterprises: A system dynamics approach.*" **Simulation Modelling Practice and Theory**, 82(1), 2018, 84-102.

2. S., Abdullahi, &W.C., Daniel. "*Profound barriers to building information modelling (BIM) adoption in construction small and medium-sized enterprises (SMEs): An interpretive structural modelling approach.*" **Construction Innovation**, 1(1), 2020, 22.

3. S., Saumyaranjan. "*Quality management, innovation capability and firm performance: empirical insights from Indian manufacturing SMEs.*" **The TQM Journal,** 1(1), 2019, 12

4. R., Ananya. "*Transforming entrepreneurial business design: Converging leadership and customer-centric approach.*" **Journal of Transnational Management**, 25(2), 2020, 128-153.

5. F., Mohammad, T., Ramayah, P., Soto-Acosta, & L., Yan-Yin. "*SMEs internationalization: The role of product innovation, market intelligence, pricing and marketing communication capabilities as drivers of SMEs' international performance.*" **Technological Forecasting and Social Change**, 152(1), 2020, 119908.

6. O.R., Mahdi, I.A., Nassar, &K.A., Mahmoud. "*Knowledge management processes and sustainable competitive advantage: An empirical examination in private universities.*" **Journal of Business Research**, 94(1), 2019, 320-334.

7. M., Patrick, J.,Krogstie, I.O., Pappas, & P., Pavlou. "*Exploring the relationship between big data analytics capability and competitive performance: The mediating roles of dynamic and operational capabilities.*" **Information & Management**, 57(2), 2020, 103169.

8. C., Guangming, & N., Tian. "*Enhancing customer-linking marketing capabilities using marketing analytics*." **Journal of Business & Industrial Marketing**, 1(1), 2020, 12.

9. A.M., Alshanty, & O.L., Emeagwali. *"Market-sensing capability, knowledge creation and innovation: The moderating role of entrepreneurial-orientation."* **Journal of Innovation & Knowledge** 4(3), 2019, 171-178.

10. F.J., Yi-Lin, &L., Yong. *"Market-sensing capabilities and their vital importance in firm performance."* In Value in Business, Springer, Cham, 2022, pp. 339-358.

11. J., Strouhal, S., Petra, K., Aleksandr, & V., Zuzana. "*Different approaches to the ebit construction and their impact on corporate financial performance based on the return on assets: Some evidence from Czech top100 companies.*" **Journal of competitiveness** 10(1), 2018, 144.

12. L., Schwab, G., Stefan, &R., Gerald. "*Exploring financial sustainability of SMEs during periods of production growth: A simulation study.*" **International Journal of Production Economics**, 212(1), 2019, 8-18.

13. G.A., Al-Weshah, E., Al-Manasrah, & M., Al-Qatawneh. "*Customer relationship management systems and organizational performance: Quantitative evidence from the Jordanian telecommunication industry.*" **Journal of Marketing Communications** 25(8), 2019, 799-819.

14. H., Gil-Gomez, V.,Guerola-Navarro, R.,Oltra-Badenes, & J.A., Lozano-Quilis. "*Customer relationship management: Digital transformation and sustainable business model innovation*." **Economic Research-Ekonomskaistraživanja** 33(1), 2020, 2733-2750.

15. M.I., Hanif, A., Muhammad, K.B., Muhammad, &S.L., Muhammad. "*The effect of electronic customer relationship management on organizational performance with mediating role of customer satisfaction*." **International Review of Management and Marketing**, 10(5), 2020, 138.

16. A., Mirza, M., Didarul, R., Al Karim, & W., Habiba. "*The relationship between CRM and customer loyalty: The moderating role of customer trust.*" **International Journal of Bank Marketing,** 1(1), 2021, 54

17. M.A., Daqar, &K.S., Ahmad. "*The impact of consumer buying behavior on customer relationship management in the banking sector."* **International Review of Management and Marketing** 9(4), 2019, 39.

18. O.B., Adewuyi, K.K., Mark, F.A., Ayodeji, A., Theophilus, O.I., Alawode, & T.,Senjyu. "*Challenges and prospects of Nigeria's sustainable energy transition with lessons from other countries' experiences.*" **Energy Reports,** 6(1), 2020, 993-1009.

19. B., Sarah, R., Cagliano, & M., Grijalvo. "*How should firms reconcile their open innovation capabilities for incorporating external actors in innovations aimed at sustainable development?"* **Journal of Cleaner Production,** 170(1), 2018, 950-965.

20. P., John, &B., Malcolm. "*Capabilities, strategies and firm performance in the United Kingdom*." **Journal of Strategy and Management,** 1(1), 2019, 76

21. A.E., Alao, A.D., Adefulu, O.U., Asikhia, & O.G., Makinde. "*Strategic marketing and competitive advantage of selected petroleum products marketing companies in Nigeria: The moderating role of resource capabilities*." **Journal of Accounting, Business and Finance Research**, 9(1), 2020, 12-23.

22. Q., Daniel, & I., Mensah. "*Marketing innovation and sustainable competitive advantage of manufacturing SMEs in Ghana*." **Management Decision**, 1(1), 2019, 12

23. H., Hariyati, B., Tjahjadi, & N., Soewarno. "*The mediating effect of intellectual capital, management accounting information systems, internal process performance, and customer performance.*" **International journal of productivity and performance management,** 1(1), 2019, 12

24. J., Al-Henzab, A., Tarhini, & B.Y., Obeidat. "*The associations among market orientation, technology orientation, entrepreneurial orientation and organizational performance."* **Benchmarking: An International Journal**, 1(1), 2018.

25. V., Christine, F., Maon, A., Lindgreen, & J., Vanhamme. "*Serving multiple masters: The role of micro-foundations of dynamic capabilities in addressing tensions in for-profit hybrid organizations*." **Organization Studies**, 42(6), 2021, 911-947.

26. A., Jantunen, A., Tarkiainen, S., Chari, &P., Oghazi. "*Dynamic capabilities, operational changes, and performance outcomes in the media industry*." **Journal of Business Research**, 89(1), 2018, 251-257.

27. F., Alabi, J., David, & O.,Aderinto. "*The impact of government policies on business growth of SMEs in South Western Nigeria.*" **International Journal of Management Studies and Social Science Research**, 1(2), 2019, 1-14.

28. M., Nooreen, & A., Begam. "*SMEs output and GDP growth: A dynamic perspective.*" **Journal of Asian Business Strategy,** 9(1), 2019, 53-65.

29. Shahbaz, Muhammad, Muhammad Shafiullah & Mantu K. Mahalik. "*The dynamics of financial development, globalisation, economic growth and life expectancy in sub-Saharan Africa.*" **Australian Economic Papers**, 58(4), 2019, 444-479.

30. A.A., Bukola, G.A., Adeniran, & M.A., Adesola. "*Customer relationship management and small and medium enterprises performance: Pragmatic evidence from Oyo State, Nigeria.*" **Asian Journal of Education and Social Studies**, 1(1), 2019, 1-9.

31. S.C., Gherghina, A.B., Mihai, A., Hosszu, & L.N., Simionescu. "*Small and medium-sized enterprises (SMEs): The engine of economic growth through investments and innovation.*" **Sustainability**, 12(1), 2020, 347.

32. B.F., Ajao, T.O., Oyebisi, & H.O., Aderemi. "*Implementation of e-commerce innovation on small enterprises in Nigeria."* **International Journal of Entrepreneurship and Small Business,** 38(4), 2019, 521-536.

33. M.A., Bashir, M.H., Ali, L.M., Wai, M.I., Hossain, & M.S., Rahaman. "*Mediating effect of customer perceived value on the relationship between service quality and customer satisfaction of e-banking in Bangladesh.*" **International Journal of Advanced Science and Technology**, 29(2) 2020, 3590-3606.

34. C., Valentina, A.M., Petruzzelli, L., Ardito, & M.D., Giudice. *"Understanding sustainable innovation: A systematic literature review."* **Corporate Social Responsibility and Environmental Management** 26(5), 2019, 1012-1025.

35. He., Hendri, H., Hady, & W., Arafah. "*The influence of market orientation and product innovation on the competitive advantage and its implication toward Small and Medium Enterprises (UKM) performance.*" **International Journal of Science and Engineering Invention** 4(08), 2018, 08.

36. V., Kristinae, R., Sambung, & S., Meitiana. "*The role of entrepreneurial orientation in product innovation in emerging markets on the local products.*" **Oradea Journal of Business and Economics**, 4(2), 2019, 35-44.

37. B., Mateja, &C., Barbara. "*Responsive and proactive market orientation in relation to SMEs' export venture performance: The mediating role of marketing capabilities."* **Journal of Business Research**, 138(1), 2022, 256-265.

38. A.G., Hailu, & T.W., Woldemariam. "*Market orientation in small and medium enterprises: Determinants and implications for enterprise development (evidence from Addis Ababa, Ethiopia).*" 1(1), 2019, 12

39. R., Olimpia, &A., Thoumrungroje. "*Enhancing export performance through proactive export market development capabilities and ICT utilization.*" **Journal of Global Marketing,** 33(1), 2020, 46-63.

40. Y., Adewara, M., Dagunduro, G., Falana, & T.O., Busayo. *Effect of multiple taxation on the financial performance of small and medium enterprises (SMEs) in Ekiti State,*

Nigeria. **Journal of Economics, Finance and Accounting Studies,** 5(3), 2023, 121-129.

41. L., Svabova, K., Valaskova, P., Durana, & T., Kliestik. *Dependency analysis between various profit measures and corporate total assets for Visegrad group's business entities.* **Organizacija**, 53(1), 2020, pp.80-90.

42. A., Urbinati, Z.S., Esfandabadi, & P.A., Messeni. *Assessing the interplay between Open Innovation and Sustainability-Oriented Innovation: A systematic literature review and a research agenda.* **Business Ethics, the Environment & Responsibility,** 32(3), 2023, pp.1078-1095.

43. A.M., Mehta, F.H., Ali, S., Farooq, & M., Tariq. *Dynamic managerial capabilities, competitive advantage and business performance: An integrative model, literature review and research propositions.* **Academy of Strategic Management Journal,** 19(4), 2020, pp.1-12.

Chapter Two

Literature Review

Preamble

The primary purpose of this section is to have a detailed understanding of the variables used in this study, which were marketing capability, marketing orientation and SMEs performance. Theories were also reviewed to have a good knowledge of marketing capabilities and how it affect performance of SMEs. Empirical review was also done to critically analyse what other authors has concluded about the topic and they identify gaps in literature.

2.1 Conceptual Review

2.1.1 SME Performance

In the majority of developed and emerging countries, small and medium enterprises play a critical role in the improvement process. The value of SMEs has been recognized by some governments. Small and medium-sized businesses are classified according to their turnover and number of employees in countries such as the United States, the United Kingdom, and several European countries[1]. There have been debates in the literature on the appropriate definitions of SMEs over the years.

Because of Nigeria's hostile environment for small businesses, SMEs have had to devise critical survival strategies. The corporately owned world in the majority of developing countries is characterized by a very low speculation rate, which is caused by a lack of investable assets and bad financial conditions[2]. In this way, a large number of such countries desire to revitalize their economies by embarking on financial change programs that are projected to boost the dimension of activity inside an economy.

SMEs (Small and Medium Enterprises) are present in almost every economy on the planet. In terms of entrepreneurial skills, innovation, and employment, SMEs play a critical role. As a result, SMEs' management teams put in a lot of effort before making a final choice on external finance. Each type of funding has its own set of hazards, but it also has its own set of rewards[1]. Internal finance is preferred by risk-averse investors since it offers the best odds of raising sufficient capital for business expansion. Relationships between multiple bureaucracies in charge of loan issuance are critical for improved resource allocation to the productive sector of an economy[2].

SMEs are the engine that drives Nigeria's economy, as well as the economies of other developed and developing countries[3]. They can swiftly react to changes in demand and reach full competitive conditions since they have more flexible production opportunities than large firms. As a result, they help to boost national income, employment, productivity, and entrepreneur development. Profit; employee costs; proxy for human resource, bank credit; proxy for source of funding, technical costs; proxy for operational efficiency, GDP; proxy for macroeconomic environment, change in number of SMEs; proxy for sector expansion are all factors that affect SME economic performance[4].

The contribution of SMEs to the economy can be divided into five categories: job generation, flexibility in adapting to changing situations, fostering entrepreneurship, product differentiation through boutique production, and acting as a sub-industry in large firms[5]. Among all of these characteristics, the contribution of SMEs to employment is the most essential. SMEs that use labor-intensive manufacturing techniques are tremendously essential both socially and economically[6].

Support, subsidies, and loans for SMEs are available through the European Union's umbrella programs, which are given to developing countries. These payments are distributed to small businesses via investors or banks. The loans are issued as long-term investment loans with low interest rates[7]. Microbusinesses have a difficult time accessing this financing. These loans are frequently used by medium-sized businesses with 50–250 employees. Because of their advanced institutional frameworks, they can keep track of legislation and credit incentive channels. They can supply investment banks with counter-guarantees. Some of them also have R&D infrastructures that enable them to create unique items[7].

Social performance is another important factor in the company's economic and environmental performance. Together with the environmental factor, it increases the company's long-term economic performance. We can put it the other way round and say that good economic performance provides firm foundations for environmental and social aspects. That means that it is generally advantageous for a company to operate properly and adopt principles in the areas of occupational safety, employee health, human resources, and ecology. The importance of the social dimension is particularly in the association with human resources[8].

The trend that emphasizes social aspects of sustainable development is the Corporate Social Responsibility (CSR) concept. The areas where corporate social responsibility may play a role are many and they differ according to the field of the company's operation, both geographically and culturally. The renewed interest in the social goals of an organization is a response to the growing recognition that most firms, by their actions, can affect the achievement of social outcomes. As the company grows, reaches maturity, and becomes more competitive, other firms are increasingly concerned about who is being reached, how well customers are being served, and whether customers are moving out of poverty or improving in other ways[9]. Organizations are learning that retaining customers and attracting new ones increasingly depends on the organization's ability to offer products and services that meet customer needs. In today's firms, social performance is linked to organization's overall performance and, as seen in practice, mutually reinforcing. Strong internal performance underpins an organization's ability to pursue its social objectives, and conversely, achieving them is good for business[10].

The most common argument against social performance is the difficulty in measurement. But it is not enough reason not to do it. If the ultimate goal of an organization's programs is to improve the lives of the customers they work with, then there simply should be mechanisms in place to let firms know whether or not they are doing that[10]. Is it adequate to just assume that they are doing a good job? Organizations should be more deliberate in designing and managing their programs to achieve the social objectives they have set out. If they are not achieving their missions, then they should reexamine how they are carrying out their work, and either adjust the way they do business or adjust their mission to meet reality.

2.1.1.1 Sales Growth

Pressure to reach ever-higher sales targets is increasing as businesses become more optimistic about growth potential. Due to these factors, boosting the economy's sales performance necessitates the use of solid and driven data for fundamental marketing functions, including strategic planning, locational planning, resource planning, and compensation schemes. The amount of actual work that a person performs or the degree to which that person represents actual work is referred to as performance[11]. Strategic marketing techniques are ineffective in a time of fierce competition and aggressive consumer bargaining. Creating value that the consumer does not consider while making a decision is the secret to marketing success.

The influence and size of behavior are regarded as factors in sales performance. Salespeople who place a premium on performance view their sales achievements as proof of their ethical performance and, as a result, have discovered a favorable correlation between the effort put forth in the work of commitment and sales performance. To put it another way, those who are willing to sell need to put in more effort at work, which will directly affect how well the job is done[11]. When we reach our goals, when our customers are happy, when our processes are statistically regulated, and when and where adjustments are required, effective performance metrics inform us of how well we are doing.

Sales growth refers to the amount a company derives from sales compared to a previous corresponding period of time in which the later sales exceed the former[12]. It is usually given as a percentage. Sales growth is considered positive for a company's survival and profitability. It is an important measure of performance[13]. Sales growth targets play a major role in the perceptions of business managers. Planning systems generally begin with sales targets[14]. An emphasis on sales growth also provides a useful and visible benchmark to motivate managers.

Firms must use a wide variety of goals, including sales growth, to effectively reach their financial objectives[15]. Profit maximization is interpreted as the desire to maximize the present value of the firm[16]. Since net revenue, total revenue, and assets all expand permanently at the same rate, all this is in the context of a permanent growth maximization model interpretation. Factors that influence sales growth range from promotion to internal motivation and retaining talented employees to the implicit opportunities for investments in new technologies and equipment in the production process. In addition, it benefits the learning curve and opportunities for economies of scale provided by sales growth. To reach their financial objectives effectively, firms must use a wide diversity of goals, including sales growth[17].

Sales growth generally utilizes capacity more fully, which spreads fixed costs over more revenue, resulting in higher profitability. New data were used to measure company-level innovative activity used for testing firm growth, profitability, and size[18]. He found that high growth generates more innovative activity for firms in low technological opportunity industries, but not in high-technological opportunity environments. Sales growth generally utilizes capacity more fully, which spreads fixed costs over more revenue, resulting in higher profitability.

Sales growth targets play a major role in the perceptions of top managers. Using surveys, a scholar found sales is the most common objective mentioned by senior managers. Planning systems generally begin with sales targets[19]. An emphasis on sales growth also provides a useful and visible benchmark to motivate managers. Sales growth influences factors that range from internal motivation to promotion and retention of talented employees all the way to the implied opportunities for investments in new equipment and technologies that upgrade the production process as a whole[20]. In addition, sales growth provides opportunities for economies of scale and learning curve benefits. Alternatively, if an industry has increasing economies of scale or learning curve effects, growing firms benefit from such effects, again increasing performance[21]. Depending on the industry structure, sales growth may also provide additional market power which firms can use to increase performance[22].

2.1.1.2 Profitability

Profit and ability are the two words that make up the term profit. For-profit refers to making money, and the word ability indicates the organization's capacity for doing so. Profit is the capacity of a specific investment to provide a return on its capital. While profit is a complete definition, profit is a related notion[23]. In accounting, profitability has a long-term objective for market expansion as well as product success. By comparing revenue and associated costs, the business calculates its profit. Costs are frequently contrasted to income, which helps to produce that income, to assess profit. To survive and expand for a long enough period to stay relevant in the marketplace, businesses must turn a profit[23]. Profit and profit are two distinct ideas despite being interconnected and interdependent. In other words, despite their familiarity, they all play distinct roles in the company. Profit is insignificant in comparison to a company's effectiveness. Lower earnings are not usually a symptom of organizational sickness, nor do higher profits automatically indicate organizational effectiveness. Therefore, it may be claimed that profit is not a crucial factor on which to compare an organization's effectiveness and financial performance. Profit analysis is regarded as one of the best techniques for evaluating the effectiveness of expenditures and the output of funds[23].

Profit is occasionally seen as "mean, ordinary profit," which is part of the cost (unexplained) and not at all included in the business's profit. It is regarded as an opportunity cost because of the time an owner spends managing one business when they could be managing another. In other words, the business owner wants to know that the same amount earned by doing one job is equal to time compared to what he or she can earn while doing other work. This is known as the profit of a business, which is seen as the precise amount that the business owners consider to be worth his or her time in doing so[23].

The entity may also be seen as capital returns to investors, including business owners, equivalent to the return that the largest investor would expect (in a safe investment), and risk compensation if it is not incorporated in the production plan[23]. To put it another way, the price of typical earnings varies both within and between industries, along with the risk involved in each sort of investment and the type of return on that risk. There is no motive for businesses to enter or leave the industry because long-term economic justice results from conditions of full competition.

Profit is the primary objective of traders in an open market setting. Various definitions have been put forward to understand the meaning of profit[24]. However, there is no universally accepted definition of profit, as it can be interpreted differently depending on the context and perspective. Some economists define profit as the difference between total revenue and total costs, while others consider it as the surplus gained from the production and sale of goods or services[25],[26],[27]. Additionally, profit can also be seen as a measure of efficiency and success in business operations.

In the accounting sense, profitability refers to the measure of profitability based on financial accounting principles, focusing on the company's financial statements and the calculation of net income. It takes into account revenue, expenses, and taxes to determine the overall profitability of a business[28]. Accounting profitability is a fundamental measure for assessing a company's financial performance[29]. Furthermore, profitability provides valuable insights into the company's ability to generate profits and effectively manage its resources. It is a crucial metric that is often used by investors, creditors, and stakeholders to evaluate the financial health and stability of a business[30]. By analyzing the company's financial statements, such as the income statement and balance sheet, accounting profitability can be calculated and compared over time to assess the company's performance and profitability trends[31]. This information is essential for making informed business decisions and strategic planning. Additionally, accounting profitability is also used by financial analysts and researchers to benchmark and compare the financial performance of different companies within the same industry or sector.

Economic profitability considers the opportunity cost of capital and represents the return on investment required by investors. It goes beyond accounting profit by incorporating the cost of equity or the company's cost of capital[32]. Penrose argues that economic profitability reflects the ability of a business to generate returns in excess of the required rate of return[33]. Authors argue that economic profitability may not accurately reflect a company's true financial performance as it does not take into account factors such as market conditions, competitive advantage, or management effectiveness, which can greatly impact a company's success[34]. These factors are often difficult to quantify and may not be captured by traditional financial measures. However, they play a crucial role in determining a company's long-term sustainability and value creation[35]. Market conditions, for example, can greatly affect a company's ability to generate profits. A company operating in a highly competitive market may struggle to maintain its profitability, even if it has a strong competitive advantage. Similarly, the effectiveness of management in allocating resources and making strategic decisions can have a significant impact on a company's financial performance[36].

Along with profitability being a crucial component in starting a business, job satisfaction is a healthy goal that any company aspires to. Profitability provides unequivocal evidence of a business's revenue and how successfully it has been managed throughout time. When an organization is unable to make the necessary profit, the investment may be volatile; if this trend continues, the organization may eventually cease to exist. Profitability evaluates the company's capability for profit and the return on investment for security analysts, shareholders, and investors. For a business to be successful overall, profit is necessary. Understanding interest rates is advantageous to shareholders, creditors, potential investors, bankers, and governments. Another advantage is that the past report card is the future's gold star[37].

Since it is unlikely that strong growth can endure without profits being made for internal reinvestment, an organization employs profitability as a major performance metric. Growth of this size could be taken into account when calculating overall profit or return on assets. Successful businesses need to be profitable. Earnings are a key indicator of success, but according to Delmar and Davidson, the relationship between scale and profit is only visible when businesses are combined or over the long term in single organizations. It is best to select the related profitability indicators that best reflect the components of both corporate expansion and economic growth. The repercussions of understanding the economic crisis are manifold. Models were developed to investigate how capital expenditure and resource allocation will impact the multi-resource donation obligation's strong efficiency growth and profit expression[38].

2.1.1.3 Market Share

Market share measures a company's overall market sales over a while or its portion of the industry. By deducting the company's cumulative sales from the industry as a whole at the same time, the market share is determined. It can also be described as the percentage of a company's or a product's overall market capitalisation. Market share is seen as a crucial metric of market competition, or how well a business does in comparison to its rivals. Managers can assess the primary and chosen demand in their market using this statistic in conjunction with changes in sales income. Gaining shares from other companies is more expensive and less profitable than total market expansion. Losing market share, on the other hand, may portend serious long-term issues that call for tactical modification. Market share for any product is regarded as a precursor to potential future possibilities or issues[86]. Additionally, studies have demonstrated that market share is desirable. However, experts do not suggest using market sharing as a benchmark for evaluating the performance of rival enterprises or as a criterion on which economic policy should be founded. He has advocated for a system in which businesses decide how well they are performing by taking into account how each choice will affect the market share of their rivals. To determine, it is typically necessary to approve market research (typically desk or secondary research). However, there are situations when one can estimate a company's market size and share using only basic research. According to a study, increasing a company's market share through acquisition or growth is a proactive or aggressive move. They claim that companies use market share to gauge how competitive they are with other businesses in the same industry. This enables the organization to accurately assess its performance each year and determine whether a particular business performs better or worse than others in the same sector. However, a scholar defined market share as the portion of sales of a specific good or service in a specific region that is under the control of a corporation. Managing market share is thus a crucial component of corporate management. A scholar asserted that the market share does, however, reflect the company's current competitive position in the market. According to him, businesses with a large market share are thought to better meet customer wants and, as a result, have an edge over smaller competitors[86,87,163].

Better performance is the effect of market share rather than its cause. Due to great efficiency, there are profit differences between businesses. A direct correlation between size and profit exists in successful businesses since they have a substantial market share and make significant profits[161]. Businesses that offer goods that give their clients a lot of profit from the market share. Companies that are well-run and have a competitive advantage expand more quickly than their rivals. Through lower pricing or superior products, highly qualified and competent companies increase their market share[162].

2.1.1.4 Supply Chain Resilience

Problems in the supply chain (SC) have emerged as a critical business risk for enterprises across all industries, with 75% of organisations expected to encounter one annually. It's interesting to note that some businesses in the same industry recover more quickly and experience less negative effects due to SC disruptions. This is due to the fact that companies with high supply chain resilience (SCR) are better able to anticipate, react to, and bounce back from interruptions.

Although there isn't a single, accepted description of what SCR is, general definitions often include one of these three viewpoints below (See Figure 1):

- Three stages: addresses preparedness, response, and recovery/growth throughout the pre disruption, during, and post disruption phases, respectively.
- Two Strategies: To assist businesses in developing SCR, two tactics are used in distinct phases: proactive and reactive strategies.
- Six strategies: buffer, visibility, SC planning, and cooperation, supply flexibility, and adaptation complement the SC resilience strategies

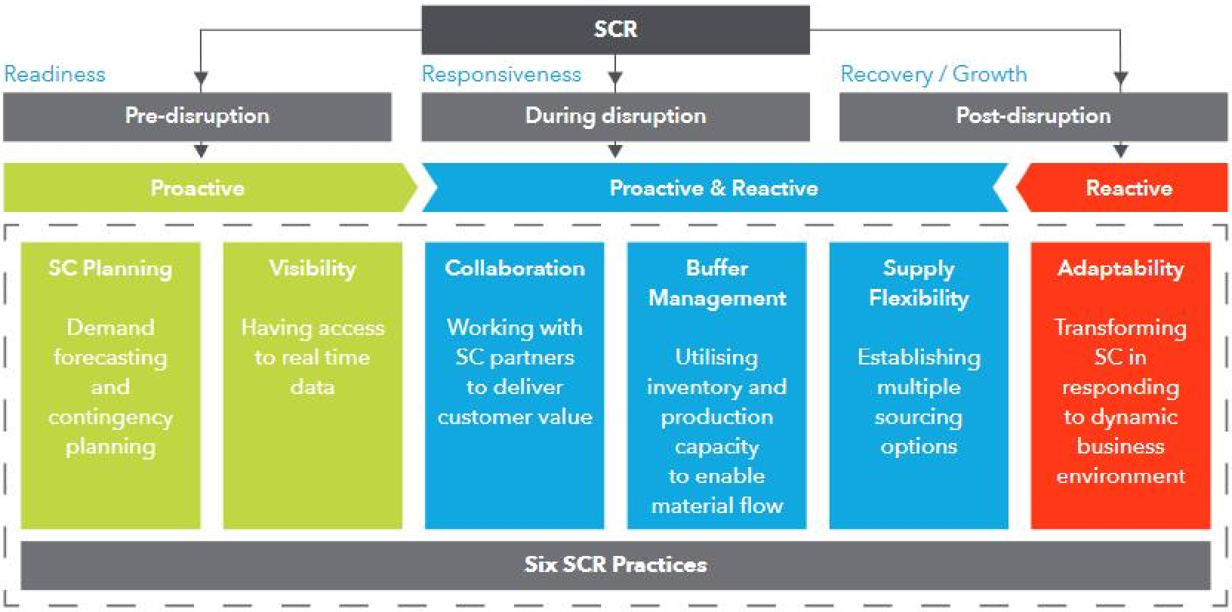


Figure 1: Perception of SCRs[22]

Supply chain resilience refers to the capability of a supply chain to withstand unforeseen disruptions and swiftly recover to sustain or enhance its operational, market, and financial performance [13,14,15]. An author emphasise the importance of identifying and assessing risks across all nodes of the supply chain, considering factors such as occurrence frequency, severity, and detection methods [17]. During crises like the COVID 19 pandemic, supply chains relied on strategies such as increasing capacity, stockpiling inventory, and utilising underutilised manufacturing capabilities to enhance resilience[18,19,20]

Supply chain agility, adaptability, and flexibility are critical components of resilience (Rajapaksha et al., 2022). Agility allows for rapid adjustments in production and distribution, while adaptability involves anticipating risks and having contingency plans in place[20]. Flexibility enables swift decision making to address new challenges, ensuring that the supply chain remains robust and responsive in dynamic environments. These attributes collectively strengthen the supply chain's ability to navigate disruptions and maintain operational continuity.

2.1.2 Marketing

Following WWII, there was a surge in industrial outputs and consumer spending. By 1960, the surge in mass production and automation had resulted in what a scholar refers to as "the creation of a consumer, rather than the manufacture of a product," resulting in enhanced marketing potential[1]. At this time, the American Marketing Association defines marketing as "the activity, set of institutions, and procedures for producing, conveying, delivering, and exchanging value-added offerings for customers, clients, partners, and society at large"[2].

Marketing has been defined as: *"A social process by which any organism, individual, enterprise, or institution - be it an army, business, church government, hospital, industry, political party, school or social club-relates itself to its external environment. In this* *relationship the organism provides services for and exchanges values with this environment and thereby justifies the right of its continued existence*"[3].

Roger's concept is significant since it emphasizes a social/environmental aspect and includes a list of all non-business societal elements that can be involved in marketing efforts. In response to prior connections of marketing with primarily economics and distribution networks, this attempt to widen the scope of marketing was prominent in the 1960s. Since marketing has become more people-oriented, this definition may be too imprecise in expressing who the consumer is and too expressive in stating who the marketer is, as well as failing to mention the administrative parts of marketing[4].

"The analyzing, organizing, planning and control of the firm's customer-impinging resources, policies, and activities with a view to satisfying the needs and wants of chosen customer groups at a profit[4].

Unlike Roger's definition, which focuses on identifying the parties and their relationships, Kotler begins by focusing on the firm's individual activities. This is significant since it conveys a strong understanding of marketing management concepts. The addition of profit-making and customer pleasure to the marketing concept is an example of widening the marketing concept[5,6].

For marketing, the 1970s were a tumultuous time of maturation and expansion. Changes in the environment and competitive positioning resulted in an increase in strategic planning and routinized functions, whereas energy crises and recessions caused organizations to adjust their resource management practices[7].

"Marketing is a combination of activities designed to produce profit through ascertaining, creating, stimulating, and satisfying the needs/wants of a selected segment of the market"[8].

Eldridge's concept is representative of a managerial or systems theme that has since been embraced by others. The focus is on the actions and strategies of each particular organization. Although this definition reflects the slow economic growth at the start of the decade, it may be too focused on profit-generating design and not enough on other pressing issues like competitive positioning.

As global trade competitiveness grew, the 1980s saw considerable changes in organizational structures, with new flexible corporate forms emerging. These environmental effects prompted marketers to widen their marketing concepts and place a greater emphasis on client segmentation. As global trade competitiveness grew, the 1980s saw considerable changes in organizational structures, with new flexible corporate forms emerging. These environmental effects prompted marketers to widen their marketing concepts and place a greater emphasis on client segmentation[9].

"Marketing is an exchange process between producers and consumers, in which the producer matches a marketing offering (the product or service, plus its promotion, distribution and price) to the wants and needs of the consumer"[9].

The usage of the terms 'producer' and 'consumer' in Mandal and Rosenberg's definition is likewise successful, resulting in identities that are sufficiently vague to widen the definition boundaries. The definition of the market offering adds to the understanding; yet, the perception of' matching' rather than 'making' this offering could be perceived as production-oriented.

Marketing was becoming more widely recognized and accepted, both as a commercial concept and as a "major academic topic" driven by technological advancements and accessibility.

"*A very simple philosophy which requires producers to start with the identification and specification of consumer needs, and then mobilise their companies' assets and resources to achieve a mutually satisfying exchange relationship from which both parties derive the benefits they are seeking"*[10].

Baker gives a wide and balanced definition that highlights the broad breadth and relevance of both parties' participation in achieving long-term mutual value. Every interaction a customer has with a company should be incorporated into marketing. Baker displays a brief linear managerial thought process by noting where the process begins (identification), how it will proceed (resource/finance management), and its final aims (achieving relationships). However, his portrayal of the philosophical part as "quite easy" weakens and contradicts the rest of the definition's intricacy[10].

In terms of the internet and digital technology, the 'noughties' marked considerable advancements, with e-commerce and innovation at the forefront of current marketing research. During this time, societal definitions were popular, with scholars arguing that modern definitions should "embrace social and ethical problems"[11].

"Marketing is a form of constructive engagement—a societal function and a systemic set of processes for creating, communicating, and delivering value to customers and for managing customer and societal relationships in ways that benefit local and global stakeholders of these processes"[12].

Shultz's concept aims to widen the reach of marketing beneficiaries to include everyone who is active externally. Another notable element is the emphasis on the customer's value experience, which has recently been voiced by other marketing researchers.

"*Marketing is a societal process by which individuals and groups obtain what they need and want through creating, offering, and freely exchanging products and services of value with others"*[13].

Given the various viewpoints on defining marketing, such as whether one generic theory of marketing can be applied to all situations at all times, or whether different theories of marketing can be applied to different contexts and sizes of companies at different times, it is clear that marketing theories and definitions will continue to be redefined and adapted to fit changing circumstances.

Marketers typically employ a variety of methods, including massive marketing and the so-called "4Ps" of marketing, among others. Mega marketing is a term used to describe the type of marketing activity required when the firm's external environment (governments, the media, pressure groups, etc.) must be managed in addition to the marketing variables; however, two additional Ps (public relations and power) are sometimes added to the marketing mix to ensure that the firm remains competitive in the market. Marketers typically employ a variety of methods, including massive marketing and the so-called "4Ps" of marketing, among others. Mega marketing is a term used to describe the type of marketing activity required when the firm's external environment (governments, the media, pressure groups, etc.) must be managed in addition to the marketing variables; however, two additional Ps (public relations and power) are sometimes added to the marketing mix to ensure that the firm remains competitive in the market[14]. Marketers typically employ a variety of methods, including massive marketing and the so-called "4Ps" of marketing, among others. Mega marketing is a term used to describe the type of marketing activity required when the firm's external environment (governments, the media, pressure groups, etc.) Previous research has consistently shown that marketing capabilities can improve a firm's capacity to successfully configure and deploy resources, contribute to long-term revenue and profit growth, and help develop a sustainable competitive edge. ust be managed in addition to the marketing variables; however, two additional Ps (public relations and power) are sometimes added to the marketing mix to ensure that the firm remains competitive in the market[15].

2.1.2.1 Marketing Capability

Marketing capability can be defined as a company's ability to deal with marketing mix tactics such as product development, price, distribution, and promotion in order to accomplish results[16]. Marketing capability is the means by which more value is added to customer service in order to improve performance. Marketing capability has an impact on market dynamism by allowing for adjustments in product features that increase resource utilization to satisfy customer wants[17].

Marketing capability refers to a company's ability to innovate and make effective use of marketing resources in order to achieve results[18]. As previously defined, marketing capability is the process of effectively utilizing both tangible and intangible resources to comprehend the complex specific wants of consumers while attaining a differentiated product that is distinct from competitors, as well as improved brand equity and quality. When a company's marketing capability is enhanced by a combination of distinct skills and understanding among its personnel, all of whom are on the same page with the available resources, the company's marketing capability improves[19].

Spending more resources on customer's interaction can help a firm enhance its capacity to discover a market. Competing businesses will find it difficult to replicate such talents as soon as they are developed. As a result, marketing skill is a critical component in achieving a competitive edge for a company. Marketing has actively investigated the influence of a market-driven organization's performance, and as a result, believes that marketing competence is critical in assisting an organization in building and maintaining good relationships with its consumers and channel members[20].

The phrase marketing capability also refers to an organization's ability to develop a strong brand image and so generate higher performance. Existing research suggests that the transition of resources into outputs is carried out by capabilities that are based on marketing mix strategies and, as a result, are linked to organizational performance[21]. Marketing capability can assist firms in detecting and responding to market changes such as competitor moves, technological evolution and revolution, enabling firms to leverage the capabilities and resources of partners for value creation, and assisting firms in anticipating and anticipating customer explicit and latent needs. These, in turn, can assist firms in developing both radical new products and employing existing products with new features and attributes to satisfy both current and new customer needs, ensuring the stability, survivability, and avoidance of shocks from new waves of competition based on new technologies and new value propositions[22].

Furthermore, marketing capability is managed according to a sound organizational structure. Performance results should be influenced by organizational structural elements. The ability of the firm to best manage resources and capabilities according to external market and environment needs will exhibit the highest levels of performance, according to the outside-in perspective. According to organizational structural alignment theory, a company's organizational structure should be aligned with external environmental requirements and its strategic business goal[23].

Previous research has consistently shown that marketing capabilities can improve a firm's capacity to successfully configure and deploy resources, contribute to long-term revenue and profit growth, and help develop a sustainable competitive edge[24,25,26]. As a result, in increasingly competitive marketplaces, deciding which marketing capabilities to build and how to foster these capabilities has become an increasingly critical challenge. Three types of marketing capabilities were identified to answer the question of which marketing capabilities to build, which include; static marketing capabilities, dynamic marketing capabilities and adaptive marketing capabilities[27].

Dynamic Marketing Capability: The responsiveness and efficiency of cross-functional company processes for producing and delivering client value in response to market changes," according to dynamic marketing capabilities. The focus on client value distinguishes dynamic marketing capabilities from other dynamic capabilities, and their support for enterprises transitioning from a stationary state distinguishes dynamic marketing capabilities from ordinary marketing capabilities[28].

Firms can respond to changes in market conditions by integrating and reconfiguring internal and external organizational skills, resources, and functional competences, such as product development, pricing, distribution, and communication[29]. As a result, dynamic marketing capabilities help firms achieve competitive advantages in international markets through market sensing and customer linking[30]. The theory of dynamic capabilities, defined as the ability to build, integrate, and reconfigure internal and external competences to handle dynamically changing circumstances, has dominated the study of competitive advantage in recent decades[31,32]. As a result, the marketing capabilities indicated above should become dynamic in order to gain a competitive advantage in overseas markets.

Static MC Organizations employ internal resources and capabilities to please present customers, leverage existing products and distribution channels, and advertise existing brands; nevertheless, static MC enterprises may disregard market developments or over-emphasize the use of marketing-mix skills[29]. For example, reducing costs and setting a cheaper price to beat the competition, designing an extensive advertising campaign to obtain a high market reputation, or redesigning packaging to improve product quality all involve a lot of effort[33]. Static MC organizations employ internal resources and capabilities to please present customers, leverage existing products and distribution channels, and advertise existing brands; nevertheless, static MC enterprises may disregard market developments or over-emphasize the use of marketing-mix skills. For example, reducing costs and setting a cheaper price to beat the competition, designing an extensive advertising campaign to obtain a high market reputation, or redesigning packaging to improve product quality all involve a lot of effort[34]. Such implications may generate sales growth in the short term, but corporations must continue to invest enormous sums of money to maintain growth over time; nevertheless, the financial expenses associated with these marketing efforts may negate the advantages, and as a result, a positive profit may not be realized.

The third adaptive MC component, open marketing via ubiquitous networks, allows businesses to engage openly with their partners. "Forge partnerships with people at the vanguard of new media and social networking technologies, and harness the skills of present partners," according to open marketing[35]. As a result, open networks, as opposed to the closed model, can assist organizations in gaining access to larger resources and specialized skill sets outside of their own walls, which improves firm performance by fostering long-term partnerships with stakeholders[36].

Although both dynamic and adaptive MC assist enterprises in coping with market changes, dynamic MC has the potential for a longer delay. Based on the previously established domain and definition of dynamic MC, dynamic MC in this study refers to the ability to develop and deliver customer value through responsive and cross-functional process adjustments in reaction to market changes[37]. This procedure frequently results in a time gap between the initial market shift and the firm's response, by which point it may be too late to respond successfully.

According to research, dynamic capabilities may not always contribute to a long-term competitive advantage, particularly when the specific dynamic capabilities share common characteristics and their functionality is copied across enterprises[38]. Adaptive MC, on the other hand, aids enterprises in identifying and initiating changes before they are detected by other organizations through diligent market learning and experimentation. Because many potential threats and opportunities appear as weak and ambiguous signals at first, adaptive MC enables a company to discover, analyze, and act on crucial signals in the peripheral of their business environment faster than competitors, resulting in a major competitive advantage[39].

2.1.2.2 Market Sensing

Market sensing is a knowledge-based skill for monitoring market and technology conditions and responding properly to market changes, and it plays a critical role in obtaining and filtering the information a company need from its surroundings. This competence can be critical for SMEs in detecting and responding to market changes, allowing them to design products that cater to consumer preferences. This capability is critical in being able to adapt to client wants and predict competition in general. The company's entry strategy has become a crucial concern in developing a plan for emerging markets[41].

As a result, the company's efforts to increase revenue by delivering solutions to underserved and unsatisfied market segments can be accomplished by engaging current customers and enticing new ones. Customer intelligence is a crucial part of market sensing since it provides managers with insights into opportunities Firms with great market sensing capabilities can also identify the least price-sensitive clients and prospects, allowing them to charge higher prices in exchange for more income. These capabilities should also provide new insights into how the firm's most important non-price value to customers and channel members contributes to its success. By continuously increasing their knowledge about and experience with clients through market sensing, such businesses can cut the cost of providing them over time, which the firm should profit on within its existing customer base and exploit for the needs of new customers[42].

Market sensing is crucial for long-term competitive advantage since it allows companies to recognize opportunities and risks. Despite the fact that market sensing qualities have been studied in a variety of managerial disciplines, there is no consensus on how to measure them[40]. Below are some of the measurement scales for market sensing

The existence of analytical methods that allow a methodic scanning of changes in environmental opportunities and risks is known to be a market sensing capability. Firms that do not develop these systems will be less equipped to assess the market and identify opportunities. The monitoring function of analytical processes is critical in adopting corrective steps by continuously scanning environmental change[41]. Several approaches, such as in-house market research, official and informal connections with stakeholders, customer and prospect tracking, and detection of changes in their preferences, are enhanced by the literature in this topic. This construct comprises eight components and measures the effectiveness of analytical market sensing techniques in comparison to competitors[42].

Second, the efficacy of analytical processes is contingent on the existence of organizational articulation that permits the construction of a link between external inputs and internal operationalization[43]. This articulation creates a filter so that attention isn't drawn to every opportunity and threat that a successful search uncovers, which is a requirement for appropriately changing operational capabilities. Managerial decisions must contribute to a healthy organizational articulation by integrating and leveraging skills, establishing an atmosphere of strong collaboration, and focusing the organization on a single goal. Learning has a significant impact on market sensing ability[44].

Recent research has highlighted the complementary value of an individual's experience in interpreting the data generated by analytical techniques. It has been suggested that these methods move managers' understanding of latent demand, industry and market trends to technology processes, resulting in a reduction in true sensing and the loss of several 'human' vital capabilities such as experience, intuition, and emotions. Recent research has highlighted the complementary value of an individual's experience in interpreting the data generated by analytical techniques[45]. It has been suggested that these methods move managers' understanding of latent demand, industry and market trends to technology processes, resulting in a reduction in true sensing and the loss of several 'human' vital capabilities such as experience, intuition, and emotions[46].

Finally, the need of monitoring market demands and translating them into organizational actions is emphasized by the customer relational molding capacities component[47]. Environmental sensing can be fine-tuned to customers' needs and desires, as well as competition bids[48]. Organizations frequently lack a fully stated concept of their own capabilities because capabilities typically evolve through time in the context of complicated and partially implicit experiences. In this context, opportunity reconnaissance is based in part on individual and organizational knowledge and learning skills in existing and new solution circumstances. This is made up of four parts: (1) Employee behavior; (2) Customer relationships; (3) Customer assistance; and (4) Customer responsiveness.

2.1.2.3 Customer Relationship Management (CRM)

If customer data is used effectively, technology has been found to improve long-term relationships with customers. Customer data can be gathered at several times, primarily when contact with the customer is made, such as at the point of sale, during customer service interactions, and their queries. CRM is also a great tool for helping a company improve its customer relationships and achieve higher performance[61].

Every year, businesses spend all this money on CRM systems or software, regardless of their size. CRM became popular as a business tool after several CRM initiatives were successfully implemented in the early 1990s[62]. However, around 70% of CRM projects resulted in a loss or no gain in business performance. Furthermore, numerous academic and corporate reports on CRM have shown poor results. Relationship marketing theory is where CRM gets its start. The practice of finding, building, maintaining, and terminating relational exchanges with the goal of trading performance is known as relationship marketing[63].

CRM is more than just a piece of software. CRM was once thought of as a quick-fix information technology project proposal carried out by consultancies. Total quality management (TQM) was developed in the 1980s, customer orientation in the 1990s, and relationship marketing in the 2000s. Although CRM thought has progressed over the previous decade, there are still some variations of view. The rapid evolution of CRM technologies in the workplace has resulted in strong partnerships and increased customer value, as well as improved motivation and tools[64].

CRM is a strategy and process that allows a business to find, acquire, retain, and nurture profitable clients. Relationship marketing advocates CRM as a key organizational function that focuses on developing, maintaining, and enhancing long-term relationships with customers[65]. Apart from technology advancements, CRM also includes activities such as acquisition and re-acquisition management at the initiation stage, maintenance stage, and termination stage, all with the goal of increasing the value of the relationship portfolio. As a result, CRM is clearly more than a technology; it is a new method of conducting business.

CRM software can be categorized into two groups. Customer engagement is managed by the first category, which includes apps for customer care and support, sales force automation, and marketing automation[66]. These applications enable the business to develop a tailored interaction with its customers. The second software category examines customer behavior and includes reporting and data-mining capabilities. This enables customers' satisfaction and retention to be measured, as well as a better understanding of their problems and preferences. As a result, a more personalized marketing and sales plan is possible[67].

There are varying approaches and viewpoints as well as common elements when scholars have attempted to define CRM. CRM is a core firm strategy to provide information to its customer through the use of information technology and to establish long term relationship with them. Given that firm strategy in organization is too focused on customer profitability, the use of technology in CRM will helps organization achieve this goal. Through the use of technology, an organization can have customer databases and store data collected from multiple contacts with customers[68]. This technology improves communication and collaboration with customers, thereby delivering superior value.

CRM is a three-part behavioral model that includes key customer focus, knowledge management and relationship marketing. These three parts were created based on relationship marketing theory as well as past research[69]. Customer focus is described as an employee's personal commitment to provide great customer service. The manner in which the business offers value to its consumers is a crucial prerequisite that allows it to be really customer focused[70]. Previous researchers regard a customer focus to be the most important part of a customer connection, and the marketing notion encourages placing the interests of customers first[71]. Because the marketing concept encourages a company to think ahead, a customer-focused company is more likely to be concerned with long-term success rather than short-term earnings.

Due to rising competition and dwindling client loyalty, new concepts focusing on the development of customer relationships have emerged. CRM enables businesses to establish sophisticated targeting and inquiry management procedures, which can dramatically improve new business growth. The expense of acquiring new consumers is six times higher than the cost of keeping existing customers[72]. A scientifically sound marketing and customer retention strategy is one of the greatest and most evident methods to do this. The development of relationships between customer demands, customer satisfaction, customer retention, and loyalty is part of the customer focus.

This will encourage clients to remain longer and buy more frequently, so enhancing the firm's long-term value. Customer attention improves as employee work happiness, job involvement, and job security improve. Customer relationships, on the other hand, place a premium on managing the relationship between a business and its existing and potential customers as a key to success[73].

CRM considers knowledge to be one of the most significant and highly valuable organizational assets. For e-business and its growing customer-centric focus, knowledge management is a must[74]. It's worth noting that the terms "knowledge" and "information" are frequently interchanged in the literature and in practice. Information management collected on corporate databases, for example, is frequently cited as an example of knowledge management. Although information and data management are crucial pillars of knowledge management, the creation processes and behaviors allow individuals to transform information, develop, and share knowledge within the organization[74].

People, method, technology, and culture must all be considered in knowledge management. Customer loyalty and repeat business are also boosted by a thorough understanding of customer needs, both of which are critical considerations in the chosen competitive strategy. Customer loyalty and satisfaction are greatly influenced by knowledge management. Both CRM and knowledge management systems offer favorable impacts on a firm's cost structure and revenue streams in exchange for transferring resources from the core business towards supportive services from the perspective of a process owner[75].

The most essential benefit for firms that have adopted this approach is that it entails creating long-term interactive relationships, particularly with customers. Relationship marketing's goal is to build, maintain, and improve connections with customers and other business partners[76]. Furthermore, effective relationship marketing necessitates the presence of effective internal marketing. The goal of relationship marketing is to improve the customer's loyalty to the company by providing higher value on a consistent basis at a lower cost[77].

This can be accomplished in part within the company and in part through collaborations with vendors and even competitors. The growth of the customer's business share and profitability are used to determine success. The four areas of organizational success in services, namely financial, customer, internal process, and learning and growth, all benefit from relationship marketing[78].

2.1.2.4 Service Delivery

Activities, benefits, or satisfaction that are offered for sale or delivered in conjunction with the sale of goods are referred to as services. When selling items or offering a specialized service, businesses are typically related to customers in the marketplace and interact with customers who wish to purchase these goods or services[79]. Customer loyalty and increased profitability will result if customers are satisfied with service delivery and if service delivery fulfills the customer's perceived expected delivery. Customer satisfaction is determined by the service provider's overall experience and evaluation[80].

In this view, marketing focuses on internal and external factors including product, pricing, location, and promotion, which are affected by ongoing changes in the environment where the business is trying to reach a market[81].However, it must figure out a way to incorporate innovations that can affect the market by altering the product. Therefore, the ability to advertise and sell a variety of goods has been connected to marketing skills, which include unique components that are challenging to imitate. While this is going on, customer connections with product managers improve the market strategy by giving customers a bigger edge.

Product development is an essential marketing skill for introducing new or modified items to the market successfully and sustainably. Throughout the process, businesses must figure out how to adapt their products to foreign, untapped markets while still improving their financial performance[82]. Innovation in financial services, whether it be in terms of goods or business strategies, is essential for a provider to remain viable and competitive in expanding markets[17]. The financial services industry has been disrupted by technological innovation thanks to new methods of creating and providing value to clients[83]. Additional investments in information technology (IT) assets, resources, and capabilities are justified in light of this. The diversity of customer needs is expanding along with IT investment. Financial service providers (FSPs) must also improve their procedures to satisfy and even exceed the expectations of their clients, who are the most powerful yet unstable stakeholders[84].

To develop and execute a compelling customer value offer that satisfies their varied financial service needs, understanding client pain points continues to be an essential component. Financial products and services are characterized by customer value propositions (CVPs) like affordability, accessibility, ease of use, service reliability, and security. These CVPs are necessary for FSPs to attract and keep customers. FSPs must continuously evaluate their customer value propositions and product fit in light of shifting consumer habits to attain and maintain these features in their goods. One such strategy is the ongoing evaluation of product development procedures. This is unquestionably the case, particularly in a time when emerging non-bank financial technology (Fintech) companies are taking on the market leaders and upending it with fresh value propositions[85].

A new product or service is introduced that has been greatly improved in terms of its features or intended applications. This can include advancements in technical specifications, materials, and components as well as software integration, user-friendliness, and other functional qualities[22]. Determine the level of change involved in product development to determine whether it is radical or incremental. An organization, industry, or society experiences significant changes as a result of radical advancements, which deviate sharply from the status quo. On the other hand, incremental developments primarily strengthen the organizational skills already in place, only necessitating minor deviations from current procedures. The significance of scale and scope economies in the creation and expansion of mass markets is highlighted by incremental advancements. Making small, incremental improvements to current items is essential to creating more competitively sophisticated products that can improve performance[68].

Financial product improvement calls for the commitment of vital assets and an knowledge of patron needs, characteristics, and behaviors to advantage the adoption, consumer satisfaction and continuous use of economic services. Well-evolved economic merchandise yield benefits inclusive of progressed market shares, better profits, returns on fairness, customer loyalty, and lengthy-term survival[26,68,88]. For brand new merchandise to achieve success, companies have to make certain that product development methods consisting of ideation, prototyping, checking out, and launching should be cautiously and systematically executed[29]. Past the cost proposition, pilot and launch techniques that FSPs adopt also can have an effect on product popularity. There may be, therefore, a need to be revolutionary inside the product development method. Such approaches require an equipped crew, green operational strategiesfor managing emerging product risks.

It is a system that leads to introducing new merchandise into a market as a reaction to a market possibility with the aid of logically combining a fixed of activities. Product improvement practices (PDPs) are a described set of tasks, steps, and phrases that describe the requirements by using which a organization repetitively converts embryonic thoughts into sellable services or products[30]. They're company practices that translate into the improvement and release of recent merchandise as a reaction to new marketplace possibilities. Product development practices (PDPs) are success drivers of latest product development efforts due to the fact whilst properly implemented, they are able to positively impact an enterprise's marketplace proportion, profitability, and long-term survival. PDPs include practices that help commercial enterprise groups arrive at the first-class and viable merchandise that meet marketplace desires and can seize costs for the company even as growing prices for customers. The idea affects three vast components of organizational achievement: operational, financial, and advertising performance. It involves practices thatinclude the development of product packages, studies and development (R&D), and innovation that can translate into the fulfillment of a new product[86]. It is crucial to word that how nicely a new product plays in phrases of economic overall performance, customer adoption, growth in market percentage, and customer satisfaction is a feature of the product improvement practices that the firm adopts[86].

Hit products need a sturdy product development group to conduct practices that foster the fulfillment of evolved merchandise. Product managers need to, therefore, recognize the commercial enterprise effects of product improvement decisions and want to have the right product development practices in place[87]. Regularly, product development managers are short to isolate the reasons for poor product overall performance and may address them personally. However, a mixture of these factors mayexist. The intention of product improvement practices is to fulfill customer wishes even as preserving a focal point on profitability and business sustainability. Merchandise are one measurement of competition inside the monetary services area. The practices that produce the products need to get hold of good enough interest. They're essential to improving the first-rate of services to promote patron adoption, purchaser delight, purchaser retention, profitability, and lengthy-term sustainability.

Surveillance of the competition posed in the business environment for leads that could suggest a possible business opportunity is an important job that marketing research can undertake. In some cases, this type of study might give motivation for a company to fulfil a customer's wish, which benefits both the company and the customer[90]. Gaining knowledge of the customer base, determining what the customer expectations are, keeping consumers informed of the level of service offered, being able to live up to the created expectations, and consistently rendering a high level of service are some key areas in which organizations must work towards exceeding consumer expectations[91].

Delivering good customer service therefore entails communicating with customers, greeting customers when speaking with them, demonstrating effective ability to manage the overall service experience while being able to handle difficult situations with grace, demonstrating the ability to manage a service-driven team, and, most importantly, transforming the entire team into a customer service-oriented team[92].

When it comes to managing a brand, there are numerous problems, such as staying relevant as the market evolves, developing cheap items, and avoiding noticeable drawbacks that can cause a brand to lose customers and damage the company's reputation[93]. Businesses can effectively manage brand service delivery by facilitating customer complaints, responding to customers based on these complaints, encouraging sales staff to probe customers for problems, training staff to handle complaints, developing a complaint response procedure, appointing a senior manager to take ultimate responsibility for customer complaints, and in clear cases where the company was in the wrong, management should give custodial care to the customer[94].

Top management participation necessitates allocating resources to raise brand recognition through public speaking, media reactions, and tight communication with both external and internal stakeholders[96]. Employees have a major role and critical part in connecting with external stakeholders, and they should have solid product knowledge and assist in conveying or delivering the brand message, therefore training employees on brand values is essential[96].

Examining the customer base and what specific demands they have, setting specific objectives to be realized by the program, building a manageable program for customer retention, and creating a culture that encourages consumer interest are all beneficial in order to keep current customers. Customer retention can be one of the most significant strategies when trying to persuade a customer why a business should be given a second opportunity, in addition to being an important component of CRM to develop a successful firm[97].

Some instances of poor customer service should not have occurred in the first place and are simply dumb blunders that may be one-time occurrences. In other cases, when poor customer service occurs, it is not brought to the attention of the customer service department or the appropriate authority, and the company never resolves the problem and goes about its business as usual[98]. The customer retention program would allow the company to learn why a customer is leaving and to improve, which would benefit both the company and its client base in the long run.

Training entails gaining skills that will assist individuals in achieving their goals and enhancing their competence in the workplace, with benefits such as assisting individuals in understanding the company's vision, mission, values, culture, and strategy, the ability to gain skills on how to interact with customers, follow processes, understand company policy and procedures, increase product and service knowledge, and maintain service quality[99,100].

2.1.2.5 Technological Innovation

Information and hardware, actions and effects of knowledge, material variety, and the nature of search processes have all been used to describe technology. Knowledge and skills (such as those found in organizational members and machines), strategies and procedures for converting inputs into outputs, and processes or activities related with the use of these technologies were all covered by technology. technology can be defined as how an organization transforms its inputs (such as materials) into outputs (products and services), and is considered one of the internal contingency variables that also influences the structure of an organization[101,102].

Technology provides a firm with a source of competitive advantage, strategic management in enterprises should respond to this technological potential by integrating technology into their business strategy. According to Frohman, if a company intends to use technology as a competitive weapon, it must also meet the following three requirements: top management orientation, project selection criteria, and proper methods and structure[103].Both governments and scholars agree that technology is a source of competitive advantage for industries, particularly manufacturing industries. It is critical to understand both the specific technologies and how firms might best arrange technology to achieve this competitive advantage.

It is required to examine several concepts, such as technological innovation capability and R&D capability, to define the concept of technology development capability[104]. A capability to effectively use current technology knowledge is defined as a technology innovation competency. It also refers to the ability to get and use existing technologies, as well as the ability to develop new ones. Technological capability can also be characterized as technology investment capability, manufacturing capability, and technological innovation capability, and these three definitions indicate that they are not separated into separate domains[105].

A company's technology development capability is a unique intangible asset. It is a resource that may help a firm overcome a variety of obstacles when it enters the international market. It's a monopolistic and unequally distributed resource[106]. It was also suggested that one of the company's internal capabilities, which is built through ongoing investment, is not only a source of competitiveness but also a motivator for globalization.

In other words, the ability to develop technology stops competitors from copying it, increases a company's competitiveness, and the complexity and implicit nature of the company's manufacturing procedures make it tough for competitors to steal. Based on prior research, this study defined technology development capability as "capability related to the technology possessed by the organization," broadening the definition of technological innovation capability and R&D competency[107].

In terms of compatibility, relative advantage, complexity, observability, confidentiality, and trialability, the technological context influences innovation decision-making[108]. Only complexity, relative advantage, and compatibility have anything to do with the concept of ICT innovation. The degree to which SMEs regard technological innovation as a better choice than the notion it replaces is referred to as relative advantage. It describes the value gained or lost by a company when it embraces or rejects new technology[109].

Technology compatibility relates to how well a new product or service aligns with existing standards, previous experiences, and the needs of new customers or users. The compatibility of IT with current work practices improves the technology innovation of a small business. The degree to which SMEs regard technological innovation as difficult to comprehend and implement is referred to as complexity[110]. Innovative businesses enjoy a competitive advantage that leads to increased profits and long-term viability. Product, processes, markets, production factors, and organizational structures all show the effects of innovation.

2.1.2.6 Other Aspects of Market Capabilities

1. Price Competitiveness

Another aspect of aspects of market capability is pricing. Pricing is the final payment made in exchange for a product or service. In other words, this refers to the value placed on a product or service, and pricing strategies are the means by which businesses set prices for the goods and services they offer before to entering a market and once they are established there[88]. The way a business sets its prices is a major factor in determining its ultimate level of success.

Successful businesses pay close attention to the four pillars of the marketing mix: product, price, place, and promotion. Yet, many businesses concentrate disproportionate weight on the advertising aspect, often at the expense of the pricing structure. Nonetheless, pricing is vital to a company's success, and an incorrect valuation of costs could have a negative effect on sales and revenue. Much consideration must be given to the pricing strategy and how things are priced because consumers often use the price to judge the perceived quality of the product offering. It is well established in the marketing literature that price is one of the five Ps

(Product, Positioning, Place, Promotion, and Price) that make up the marketing mix and work together to attract, engage, and convert consumers into buyers[89].

A company's pricing strategy is the method it uses to set prices for its products so that they are competitive in the marketplace. Factors like as market conditions, competition behavior, trade margins, and input prices are all taken into account when developing a pricing strategy. The designated customers and competitors38 are the focus.Due to factors such as increased competition, gray market activities, counter-trade regulations, regional trading blocks, the emergency of intra-market segments, and variable exchange rates, pricing has long been one of the most challenging issues in marketing. Customers' opinions of a product's quality change when its price changes. Because high prices might make people feel cheated, and low prices can mislead them about other aspects of a product like its quality, finding the optimal price point can be challenging[90].

Scholars have arguedthat pricing techniques, such as non-intergraded competitive pricing, are grounded in the company's marketing configuration. The financial, commercial, and psychological aspects of pricing were all taken into account by the researcher who uncovered the findings in another scholar research[42,68,72]. Some highlights the fact that external members of a firm do not always notice innovation and positive movement of pricing strategies and their application, as evidenced by positive ongoing achievement in sales. understanding that pricing strategy is a challenging and intricate part of the marketing environment that requires revealing supply and demand interactions[42,68]. A company's ability to achieve its goals, market share, and profit index can be facilitated by the various pricing techniques at its disposal. Retailers can choose from a number of different pricing techniques, each of which is well-suited to a specific market[68]. The High-Low pricing approach and the Daily Low pricing strategy are two examples. Under the Daily Low PricePlan, as opposed to competitors that give periodic unilateral promotions, the store maintains a consistently lower price all the time. Lower average prices and no price differential between regular and advertised prices characterize EDLP, a pricing approach.Profitability and other financial outcomes, as well as non-financial consequences like product positioning, quality, and distribution, are heavily influenced by a company's pricing strategy. Given the fundamental role prices play in generating interest in a company's goods and services, this is crucial to the continued success of commercial banks over the long run. Profitability is the end result of optimal pricing. Effective pricingis the fruit of the labors put into developing and marketing a product. Even if good pricing can't save a business that botches the first three steps, bad pricing can kill any chance of making a profit[91]. Also, the effectiveness of a pricing strategy is called into question if it does not mesh with the company's larger strategic aims and objectives. Managerial and public policy choices can be heavily influenced by pricing strategy outcomes[91].

2.1.4 Financial Capability

In 2006, the financial capability concept was created, with a few experts arguing that financial literacy is a useful but insufficient concept. Financial literacy is about having the ability to act, but it does not involve having the chance to act. The importance of increasing financial capability has increased in recent years. Financial literacy refers to the ability to act, whereas financial inclusion refers to the chance to act, and the two together contribute to financial competence. The term "financial capability" was coined to widen the concept of financial literacy beyond the narrow definition of "financial literacy[51]." It encompasses both ability and opportunity[47].

A person is deemed unable if they acquire skills and knowledge but do not use or apply them in actual decision-making. People who are financially capable must have the ability as well as the opportunity to improve their financial situation by making wise financial decisions and activities. Financial literacy fails in this case because it does not address the external aspect of financial inclusion, which is a critical component of financial aptitude[48]. Financial capability encompasses both the internal and external components of financial literacy and financial inclusion.

Financial capability programs are meant to complement rather than replace policies aimed at increasing financial inclusion[49]. Efforts to promote financial inclusion – such as encouraging the development and use of basic bank accounts and expanding the use of microfinance institutions – are unlikely to have a significant impact unless they are accompanied by measures to improve the financial capability of people who are currently financially excluded, so that the people who financial inclusion initiatives are intended to reach have the competence and confidence to use financial products and services[50].

Financial capability is becoming a top priority for policymakers around the world, as it supports financial inclusion, financial stability, and efficient financial markets. The recent financial crisis has strengthened the idea that people need to be more educated and prepared in order to make informed financial decisions[51]. In order to manage their business finances and expand their firms sustainably, owners of small and medium enterprises (SMEs) require a range of financial capabilities that are distinct from those required by individuals and microenterprises. SME growth can be stimulated by improving the financial competence of SME owners or decision makers[52].

SME development, in turn, is critical for stimulating long-term economic development in places with extensive informal labor markets, which are widespread in low- and middle-income nations. Financial competence encompasses a set of behaviors, abilities, and attitudes that enable successful and responsible financial decision-making[53]. The project's overall goal was to create a survey instrument that would measure financial capability in a way that was both comparable across nations and independent of socioeconomic and other factors. A survey module was designed to evaluate overall financial-capability levels among SMEs using the positive/agnostic method, which mandates detecting financial-capability features through peer judgment[54].

SME development, in turn, is critical for stimulating long-term economic development in places with extensive informal labor markets, which are widespread in low- and middle-income nations. Financial competence encompasses a set of behaviors, abilities, and attitudes that enable successful and responsible financial decision-making[55]. The project's overall goal was to create a survey instrument that would measure financial capability in a way that was both comparable across nations and independent of socioeconomic and other factors. The following are the key factors affecting financial capabilities of firms

"Getting information and advice," "controlled accounting," "establishing precise financial goals," "reviewing financial strategies "and" analyzing and developing company prospects" were all linked to this trait. Companies with the greatest sales levels had better component ratings than companies with the lowest sales levels. "Controlled accounting," "analyzing and generating company prospects," and "controlled budgeting" were the most significant distinctions. In terms of "receiving information and counsel" and "planning from the start with continual owner's support," the balance was positive or nearly zero for enterprises in the lowest class[56].

"Controlled accounting," "controlled budgeting," "establishing precise financial goals," "being responsible and conscientious," "reviewing financial plans," "analyzing and developing company chances," and "attracting investors" were all linked to the location of businesses. "Controlled accounting," "establishing precise financial goals," "analyzing and developing business possibilities," and "controlled budgeting" were the financial-capability components that varied the most when compared to enterprises in low-income countries[57].

This trait was linked to 9 of the 13 capacity components in a significant way. The components that did not demonstrate a high link with this explanatory variable were "controlled accounting," "diversifying cash techniques," "controlled budgeting," "establishing precise financial goals," and "attracting investors"[58,59]. In terms of average scores, medium-sized businesses outperformed their smaller counterparts.

Knowledge of financial products was found to be strongly linked to the capability components. Financial product knowledge, in instance, has little to do with "being responsible and conscientious" or "establishing precise financial goals"[60].

3. Technological Capabilities

Similarly, the technological capabilities has also been seen as market capability. It has been defined as the company's capability to layout and increases a brand-new system or product and improve knowledge and talents approximately the physical surroundings in a unique way, and rework the know-how into instructions and designs for the efficient creation of the preferred performance[92]. Technological capability includes now not only technical mastery capability but additionally the capability to amplify and install the company's core capabilities, effectively combine the specific streams of technologies, and mobilize technological sources at some point of the firm[90]. Moreover, technological capability accommodates the body of practical and theoretical understanding, strategies, experience, strategies, and physical gadget and devices[91]. Technological functionality represents a firm's advanced and heterogeneous technical sources which are meticulously associated with the layout technologies, product technologies, statistics and system technology, sourcing, and integration of outside. Those components of technological abilties are accountable for enormous tremendous variant in a firm's performance[92].

The technological functionality permits a firm to pick out, gather and practice new outside expertise to increase operational abilities, which ends up in the attainment of advanced performance. Via effective technological functionality, a firm creates and can provide new services and products in a better and greater green manner that nice satisfies the customer wishes, consequently enhancing the general achievement of the company's new product improvement and performance[73]. Hence, technological capability allows SME corporations to undergo the effects of a dynamically converting commercial enterprise surroundings at some stage in the life of a commercial enterprise, right from the startup to the age of corporate social obligation. Powerful development of technological functionality in SME companies entails turning into open-minded to the improvement in technological surroundings, perpetual accumulation of valuable know-how, and deployment of the modern-day technologies effectively[54]. Therefore, an effective mixture of appropriate operational competencies complements the energy of a company's technological capability. The technological capability has been established in permitting companies to increase and supply precious services or products to clients and ensure effective consumer relationships which positively beautify performance.

Technological capability contributes to the fulfillment of higher ranges of economic overall performance for companies since it permits incremental improvements from the use of recent technologies[93]. Getting entry to a much broader variety of the latest technology options can have an effect on the product cycle time, velocity of company innovation, release and time to market of latest merchandise, product improvement expenses, and fulfillment in growing new products, and is taken into consideration a crucial factor of information and talents for the firm[93].

Technological capability is the potential of the business enterprise to execute any applicable technical function, inclusive of the capability to increase new products, procedures, and technological expertise to attain higher ranges of organizational efficiency. Via technological functionality, the employer can advantage of an aggressive side in the enterprise, especially in an excessive-tech environment, together with the chemical, digital, or pharmaceutical industries[93].

Technological functionality is key to gaining an aggressive advantage asorganisations are seeking to boost up the transfer from era gadgets placed in developed countries to its subsidiaries placed in growing nations for instance China, Russia, Mexico, Brazil, and India. However, relying upon the diffusion capability of home technologies, the use of a starting place may additionally have a decrease fee of technology internationalization, inclusive of in India[61].

A few reasons that can justify advancing technological functionality are the need for growing and maintaining inner skills, adjustments in technologies underlying the manipulated machine, R&D, closer relations with universities, studies institutes, and specialized suppliers, improvement of latest generation components, lengthy-time period gadget integration skills, and company internationalization[62]. Technological capability is a superb predictor of product innovation[63], but high levels of technological functionality might also prevent the product from generating innovation. To reduce this impact, buyers have to search for markets that display technological growth capability (the biotech enterprise, for an instance) and market innovation[94]

4. Promotion

Marketing has been described as a social and management method through which individuals and organizations acquire their needs and desires through the production and exchange of goods and services at a profit. According to the American Marketing Association (AMA), marketing is "the execution of business activities that guide the flow of goods and services from the point of origin to the point of consumption" (1935). Verbal exchanges that enlighten and persuade consumers, businesses, and government institutions to buy a company's product or service are called "promotion"[66]. Marketing is one of the most used approaches to promoting a product or service. Advertisements, both digital and analog, can be used by brands to raise brand recognition and interest. Mass market exposure can also help with advertising, and it's a very cost-effective publicity strategy. Marketers can employ a variety of advertising and marketing appeals to pique the interest of their target audience.

The importance of personal selling in the B2B setting cannot be overstated. Interpersonal communication, which includes personal selling, is a major factor in the purchasing process. It's a powerful type of interaction since the sales team can quickly respond to the customer's problems and queries, satisfying their needs and influencing the buying process. Long-term relationships with customers can also be effectively built through private advertising.

Income promotions: a powerful tool for driving immediate and incremental revenue growth. Business owners can increase sales by increasing discounts, offers, coupons, competitions, and so on. Despite their short-term success, sales promotions contribute nothing to the development of lasting connections with customers.

Public family members (PR): can attain segments that don't reply to commercials. Public family members include press releases, features, events, press conferences, addressing any controversies about the emblem, and so forth. That is called media relationship management.

Instead of immediately addressing purchasers through commercials or income promotions, this shape of communication creates a greater diffused 'buzz' around a product or emblem.

Direct advertising: entails communicating with customers without delay, in other phrases, without the usage of any intermediaries. Direct advertising consists of email, catalogs, mail, SMS, telemarketing, and so forth. Direct advertising is effective at achieving a specific target organization or demographic. Marketers have quite a few freedoms in customizing messages to match the target phase's wishes, and direct advertising and marketing might also inspire two-way verbal exchange. But clients may sense uncomfortable whilst bombarded with frequent direct communications[95]. A strategy is a comprehensive plan of movements that has to do with the application of skill and understanding to attain organizational vision and assignment statements which typically cause the attainment of organizational desires and objectives[95]. Brand managers can spot market opportunities and gaps thanks to the promotional plan, and businesses may track the results of earlier marketing communications. Promotional goals are derived from business and marketing strategy.

Promotional strategy, on the other hand, is a marketing concept that has to do with selecting a target market and creating the best promotional mix to sway and persuade the consumer's consumption pattern to enhance organizational performance. If everyone in the organization is aware of what the objectives of the promotional initiatives are, organizational performance will be improved. Promotional activities are viewed as communication tasks like raising awareness or fostering favorable perceptions of the business or good (s). The actual output or results of an organization as compared to its expected outputs make up organizational performance (or goals and objectives). Three distinct areas of company outcomes are included in organizational performance: (a) financial performance (profits, return on assets, return on investment, etc.); (b) product-market performance (sales, market share, etc.); and (c) shareholder return (total shareholder return, economic value-added, etc.)[95].

The word "organizational effectiveness" is more general. Organizational performance is a topic that interests experts in a wide range of disciplines, such as strategic planners, operations, finance, legal, and organizational development. Recent years have seen an increase in the number of organizations attempting to manage organizational performance using the balanced scorecard methodology, where performance is tracked and measured in multiple dimensions, including financial performance (e.g. shareholder return), customer service, social responsibility (e.g. corporate citizenship, community outreach), employee stewardship, organizational performance, performance measurement systems, performance improvement, and organizational engineering Successful organizations are crucial for developing countries because they play a significant part in our daily lives. As a result, a lot of economists liken organizations and institutions to an engine that drives advancement in the economy, society, and politics.

The promotional mix, which includes advertising, personal selling, sale promotion, public relations, and direct marketing, has been viewed over the years by some eminent authors as having functions like stimulating demand, boosting sales in a specific geographic area, improving profit, increasing market shares, fending off competitors' strategies, and retaining customer loyalty or patronage within the company. On the other side, a firm or organization's promotional policy is a set of rules and regulations that specify how personnel are to engage potential customers in the promotion of a good or service. The corporation may manage the message it sends about the product or service and decide what actions its staff should take when interacting with outsiders thanks to the promotion policy. When representatives meet with clients to promote a good or service, Nestle, Unilever, and Coca-Cola, for instance, may believe that they must go by a promotion policy. Since they had the final say over how the household's disposable income would be spent, the heads of the household were the focus of the promotional approach. The burden of choosing the most effective promotional strategy in a specific customer demographic setting is on the marketing department[96].

Marketing, in a societal sense, is any exchange activity meant to satiate human needs. Marketing is a system of commercial activity created to plan, price, advertise, and distribute goods and services that satisfy market needs[96]. The means by which a business can accomplish its immediate tasks, goals, and strategic objectives in terms of long-term survival in the face of change are marketing[96].

2.1.3 Small and Medium Enterprises (SMEs)

Small and medium businesses (SMEs) are prevalent in both emerging and developed countries, as they are one of the primary drivers of economic development in both rural and urban areas. As a result, governments a real ways attempting to develop the SMEs sectortospur economic development, whether by providing an enabling environment for SMEs to thrive or by providing the essential incentives for the sector's growth. It is apparent that SMEs are the economy's backbone, and that they play a crucial role in job creation, enhancing the value of human resources, cultivating an entrepreneurial attitude, supporting large-scale enterprises, and establishing new business chances[111].

Small and medium enterprises (SMEs) are several types of businesses that can be found in various commercial activities across the country. Local agricultural implement artisans, tailor shop owners, iron fabricators, roadside mechanics, small transport firms, internet cafés, small engineering or software firms, and medium-sized automobile components manufacturing are among them. Some SMEs produce for both domestic and international markets[112]. They can be found in rural, urban, regional, national, or international settings, with owners ranging from the destitute to the wealthy[113]. SMEs were defined as firms with a total capital outlay of between 1.5 million and 200 million under the Nigerian Small and Medium Industries Equity Investment Scheme (SMIEIS). This figure includes operating capital but excludes land costs. According to Nigeria's National Council on Industry, an SME is defined as accompaniedby at least 10 employees and a maximum of 300[113].

Nigeria is still attempting to piece together a unified definition from the various conflicting and ambiguous definitions offered by various ventures and organizations, such as the 1992 audit by the National Council on Mechanical Standards, which defined SMEs as undertakings with an all-out cost (counting working capital while considering land expense) of N3lm but not exceeding N3.150m, and a labor size of somewhere in the range of N3lm to N3.150m, with a labor size of somewhere in the range of It is common knowledge that small businesses are capable of pushing the economy out of the difficulties it is currently facing. The number of open doors is enormous[115,116].

The concept of a small business or its course of activity differs from one country to the next. There is no commonly accepted reason or strategy for SMEs[117]. Unmistakable creators, scientists, and numerous schools of thought have differing perspectives on disparities in capital cost, number of representatives, fixed capital speculations, open plant, deals turnover and contraption, pieces of the specific industry, and the element of development.

The development of new ideas and progressions with an intuitive awareness of company demands is central to small and medium-scale venture concepts. Customers are targeted by business visionaries using a bottom-up technique to control the business focus, rather than focusing on the organizing and best-down division of ordinary business[118]. SMEs are depicted as a social event of easygoing information through frameworks of individual relationships rather than as a collection of purposeful market learning in traditional company compositions.

In both developed and developing economies, the small and medium enterprise segment establishes the broadest range of activities. Small and medium-sized businesses contribute to the achievement of the national pay and capital plan by receiving remuneration (advantage) from their activities. The national wage is a standard metric for measuring the success of a country's all-inclusive community.

Small and medium-sized businesses are responsible for creating more job opportunities. Various things and administrations are being given by small and medium-sized business visionaries, which has improved the overall public's anticipation of everyday conveniences. SMEs provide the needed sources of information and raw materials for larger organizations, which don't have to rely on imported information sources in every situation, saving the country money on foreign exchange[119.]

2.1.4 Marketing Orientation

A business strategy known as "market orientation" places the requirements of the consumer at the center of the product development and creation processes. It is a kind of branding strategy that encourages brands to have attributes that customers desire, which is very different from the traditional marketing strategy[164]. Scholars have demonstrated how brand innovation, competitive advantage, and new product development may all help to increase market performance. By identifying attributes that can serve as major selling points, the company focuses on the competitive advantage of already-existing products in the conventional way. Unlike companies in the luxury goods market, which use a conventional strategy, FMCG uses market orientation principles. An approach to product design known as "market orientation" puts the client first. It entails conducting market research to find out what consumers believe to be their top priorities, current needs, or personal preferences within a given product category. Businesses are urged to strengthen their market orientation practices to increase their profitability[165].Most consumers are in touch with market trends, too, and clearly understand their needs and aspirations. Performing data analysis can reveal trends and desires that are not explicit. It can be instrumental in anticipating consumer needs and adapting the market-oriented organization as one that shapes consumer behavior rather than one that reacts to it. Consumer demands can often seem impractical, but their knowledge can be vital in the long-range decision-making process. Ideas that are not cost-effective in the status quo can be employable amid changed market conditions in the future. They can be used for long-term development strategies. Data collected for product development can also be used post-launch to improve customer service. Efficient product support that addresses concerns raised by consumers is essential for maintaining a high degree of consumer satisfaction. It enhances brand loyalty and word-of-mouth advertising by existing consumers. An excessive focus on addressing the needs and desires of consumers reduces the scope for innovation in an organization. Thus, market orientation is based on reacting to market trends rather than creating them.Consumer desires are not fixed and can change very rapidly. A standalone market-oriented strategy cannot guarantee a huge market share, given that rival companies serving the same consumer needs can quickly come up in the market[165].

Furthermore, marketing orientation can be characterized in a variety of ways, depending on the viewpoint taken into account. Most academics, however, agree that the most important aspect of marketing orientation is the recognition of client wants and expectations. It's also a set of common principles and values that puts the customer at the core of the company's thinking. Customers and the product's ability to satisfy specific consumer needs; marketing as a dominating company culture; and the ability to adapt products in response to changes in customer needs and wants to deliver customer satisfaction are the three priorities of marketing orientation[165].

Market orientation is a type of corporate culture in which employees are devoted to delivering exceptional customer value on a constant basis. Another approach to think of market orientation is as a series of marketing efforts that lead to improved performance. Years of research have shown that organizations that are more market focused do better than those who are less market oriented. Rather than those who are product oriented, they focus on familiarizing their products and services with the wants and expectations of their Customers[165].

A corporation with a high degree of market orientation supports a set of shared values and beliefs that prioritize the customer, resulting in an unbeatable competitive edge, lower costs, and higher profits. The market orientation concept focuses on generating relevant business intelligence, disseminating it, and being responsive to market information in order to make efficient and effective decisions. Organizational culture, innovation, human resource planning, and organizational learning are all topics that are linked to this idea[165].

Internal driving forces will have an impact on marketing activities. It will have an impact not only on customers, but also on the organization's employees and internal relationships. Business organizations will not survive or flourish in the current climate unless they have a well-established marketing approach[164]. As a result, marketing orientation implementation is the most advanced stage of development for firms and a vital component of effective business performance. It can be built around the actions that are specified by the importance level.

Starting with management (marketing management), planning and coordination (marketing planning), and finally execution. Implementation of marketing orientation entails the creation and management of marketing activities such as environmental scanning, customer needs and expectations assessment, and the development of goals and objectives based on organizational constraints, all of which lead to the development of a marketing strategy[165].

To be successful in their marketing the owners/managers need to understand and accept marketing rules that determine appropriate actions. These actions are essentially connected with marketing orientation attributes. The first one is represented by customer orientation - fulfillment of customer needs and expectations that should lead to satisfaction. The second is integrated marketing functions – an organizational system that is focused on marketing goals and ways to achieve them. The next distinguished attribute is called: marketing information (market intelligence) – market and marketing research. .

Strategic approach/perspective (strategic marketing planning) and operational effectiveness (tactical and operational plans for implementation of marketing actions and control system) are the two remaining areas[166]. A more recent study proposes a similar integrated model, in which customer orientation, competitor orientation, and cross-functional coordination are all three components of marketing orientation[167]. A customer-focused corporate culture that creates a full awareness of the business an organization is in and what its customers genuinely value is the hallmark of a customer orientation approach. As a result, it is able to focus its internal resources on providing higher value to clients. Despite their definitional differences, the phrases 'customer Orientation,' 'customer-led,' and 'market orientation' have come to be employed interchangeably in practice during the last 80 years[168]. Customer Orientation is conceptually separate from several closely related and frequently confounded terms.

Customer-led organizations are similar to CO organizations in that the customer is seen as key to the company's activities, which "focus on understanding the expressed wishes of consumers in their serviced markets and generating products and services that satisfy those desires"[169]. A shorter-term tactical approach exemplified by customer-led organizations is a focus on existing consumers and their immediate stated wants and needs. It contrasts with the strategic practice of understanding and catering to clients' explicit and implicit, emergent or unforeseen requirements[170].

Competitor orientation is defined as the capacity to comprehend a competitor's short-term strengths and weaknesses, as well as its long-term skills and tactics, in order to gain a competitive advantage in the workplace[171]. Scholars believed that measuring performance was crucial to comprehending the competitor orientation-performance link[172]

The importance of considerate competitors and their activities is highlighted by competitor orientation. Small and medium-sized entrepreneurial businesses are frequently in a precarious situation because they are too focused on short-term and personal matters and not enough on competitors[173]. In competitive contexts, small businesses are frequently described as traditional and sluggish to react. Furthermore, small organizations place a premium on the owner making crucial choices, restricting the capacity of other employees to influence strategic planning[174].

2.2 Theoretical Review

2.2.1 The Dynamic Capabilities Theory

Teece and Pisano proposed the notion of dynamic capabilities (DCs), based on a resource-based view, in response to advances in many firms' competitive advantage. Continuous development of dynamic capacities is required to sustain a firm's competitive advantage in long-term competitiveness[175]. Firms constantly integrate, reconfigure, renew, and regenerate resources and capabilities in response to changing environments in order to achieve and maintain competitive advantage through these processes[176].

This research suggests that higher-order dynamic capabilities will be more important to organizational effectiveness than lower-order dynamic capabilities. This means that multiple sorts of measuring variables will be used to create dynamic capabilities. The majority of research, on the other hand, has been focused on exploitation and exploration capabilities[177].

Exploitative capabilities are dynamic capabilities, involving activities such as path-dependent learning and knowledge storage. Firms often prioritize the expansion of existing markets; deferring expansion into new ones until they have built up sufficient capabilities[178].This step-by-step method can help to lessen the risks associated with exploration and experiments, increasing the possibility of such businesses surviving. According to the researchers, companies that engage in continuous learning are more likely to track and respond to client requests, allowing them to find and capture market opportunities while also supplying appropriate products to boost profitability, sales growth, and customer retention[179]. The accumulation of knowledge and learning in this manner can help businesses better understand how to avoid making the same mistakes, how to cut production and transaction costs, and how to improve employees' mutual understanding, problem-coordination, and problem-solving abilities[180].

Explorative capability emphasizes the creation of something beyond an organization's existing knowledge, such as the development of new knowledge, through the use of new methods to experiment with technologies, business processes, or markets, as well as the search for new organizational norms, practices, and systems[181]. Firms that dynamically deploy value-adding or disruptive capabilities to achieve new and inventive competitive advantages are the best examples of explorative capabilities. The single-minded pursuit of explorative capacities, on the other hand, can be restricting, as enterprises that engage in explorative processes take advantage of expenditures or resources that were previously allocated to exploitative processes, resulting in significant experimental costs and even losses[182].

There are three categories, referred to as the 3P's, that can assist an organization in developing dynamic capability[183]. 'Processes, places, and paths' are the three Ps. Different strategic courses may be pursued when there are rapid changes in the external environment and a company wishes to alter its current position to a desired one. It can, for example, adjust the current resource base that it has and can control, seek an alliance partnership to learn from a partner, or form a joint venture and enter a new business. The corporation can now employ certain organizational and managerial techniques to get to the desired position after identifying the paths.

Dynamic capabilities are the characteristics that allow businesses to adapt to quickly changing circumstances while maintaining a competitive advantage. They are important to a company's long-term success, as it shows different capabilities that firms must adopt in order to gain competitive advantage. The benefits of acquiring capabilities in an SME is seen when these firms are entering a new business or extending a current one. It can also be seen when SMEs are creating new and unique products and services that will satisfy the customer's need at the time of change. Dynamic capabilities have been identified as a key determinant of competitive advantage. However, this theory is more applicable to medium-sized enterprises.

2.2.2 The Relationship Marketing Theory

Relationship marketing (RM) is a subfield of marketing that was first introduced by [Berry183] and has since gained widespread recognition among academics and practitioners for its emphasis on maintaining relationships between the company and external actors such as customers, employees, and suppliers. Relationship marketing represents a transition away from transactional marketing, in which the focus is on the marketing mix (4ps). The marketing mix has been chastised for its lack of contact, as it is unable to combine with customers[183]. Customers, suppliers, employees, and other value-chain partners are all attempting to be included and integrated into the interactive connection.

Relationship marketing was defined as "attracting, sustaining, and strengthening client connections in multi-service organizations." It's also known as "all marketing actions aimed at building, developing, and maintaining successful relationship exchange"[184]. It is the ability to "create, maintain, strengthen, and commercialize customer relationships, which are frequently, but not always, long-term partnerships so that the parties' objectives are accomplished[185]". This is accomplished through mutual exchange and the keeping of promises." The definition of RM was not agreed upon. The emphasis on "relationships" is still the most common denomination.

As a phenomenon, marketing relationships are likely to be as old as any economic relationship. They've also been studied for a lot longer than the current topic implies. The present relationship marketing debate, we believe, is mostly based on the four sources above. Researchers interested in industrial marketing and marketing channels began developing frameworks and theories in the late 1970s that focused on dyadic relationships between business customers and sellers. This was different from the marketing-mix tradition, which looked at exchange as a transaction and analyzed it from either the marketer's or the buyer's point of view. In this regard, a number of research methods can be highlighted[187]. Early dyadic research on buyer-seller connections, research using the political-economy paradigm, and research into channel relationships motivated by either transaction cost economics or social-exchange theory are just a few examples.

Researchers have argued that early consumer learning theories also incorporate components of consumers' engagement in relational market behavior[188]. Early studies on consumers' brand loyalty and supplier or store loyalty date back to the late 1960s. Despite this progress, theoretically-driven studies of long-term connections between customers and marketers and/or distributors are still rare[189].

However, fast expanding information technology has resulted in a predominantly practice-based and consultant-driven literature on managing customer relationships using databases (DBM or database marketing) and direct marketing (DM) activities from the mid-1980s. 'Mass customization' and 'one-to-one marketing' have become buzzwords. This 'information technology' strategy, which is also known as integrated marketing communications, places a strong emphasis on marketing communications (IMC)[190,191].

Transaction marketing at times is more beneficial than relationship marketing when the customer does not have ample time and wants to cut costs. They quickly switch to other competing firms without spending more[192]. They further note that relationship marketing is worthwhile when the revenue exceeds the cost of building arelationship[193]. Despite the advocacy for relationship marketing, it is argued that a few companies concentrated too much on attracting customers to products and services instead of retaining them. Also, many SMEs still hid certain information from the customers, resulting in poor decision-making.

2.3 Review of Empirical Studies

2.3.1 The Relationship Between Market Sensing and SME's Performance

A study conducted paper examined existing strategic management and marketing literature before proposing a paradigm that connects market-sensing capability, company innovation, brand management systems, and firm performance[94]. This paper proposes the moderating role of environmental factors (i.e., competitive intensity and market dynamism) on the relationship between firm innovativeness and firm performance, and brand management systems and firm performance, based on resource-based theory (RBT) and dynamic capability theory, a framework that proposes firm innovativeness and brand management systems as mediators in the relationship between market-sensing capability and firm performance[94].

Another study was conducted to determine how market sensing and product innovation advantage influence market entry quality and marketing performance in emerging markets. For this survey, a total of 122 participants were polled[95]. This study was carried out using structural equation modeling. The data is manipulated using AMOS version 21. Market sense has a favorable and large impact on market entry quality, but does not affect marketing performance, according to the data[95].

The relationship between market-sensing competence, knowledge production, strategic entrepreneurial orientation, and innovation in small and medium-sized businesses was examined in another article. Data was collected from (n = 255) SMEs in Jordan, and the data was analyzed using covariance-based structural equation modelling (CB-SEM). The SEM result shows that market-sensing competence has a beneficial impact on knowledge development and company innovation. The link between market-sensing competence and company innovation was mediated through the knowledge generation process[16].

This is validated by another study carried out in 2020, where the purpose of the paper was to better understand the impact of market orientation and market sensing capabilities on market performance in the digital era[16]. A cross-sectional survey of 298 small to medium-firmagro-processors in Harare, Zimbabwe was undertaken as a result. The findings of this study gave statistically substantial evidence that market orientation has an impact on market sensing capacities and performance[16].

Another study attempted to mediate the impact of market sensing capabilities on marketing performance by claiming that the uniqueness of acculturative items mediates the gap between market sensing capabilities and marketing performance improvement. The model, which consisted of four hypotheses, was tested using sample data from 160 small and medium firms in Indonesia. Market sensing capabilities, product invention, acculturative product distinctiveness, and marketing performance were the four variables included in our model's statistical tests. The findings demonstrate that the distinctiveness of acculturative products has a crucial influence on marketing performance[28].

Market sensing, supply chain agility, and supply chain adaptability are all grouped in another article as a cohesive cluster of dynamic supply chain capabilities. A theoretically constructed model was evaluated in a structural equation model based on a survey of Pakistani manufacturing enterprises. The study's findings reveal that market-sensing skill is a predictor of supply chain agility and flexibility[28].

A study was also undertaken to shed additional light on retail entrepreneurs' market-sensing capacities and the impact of these capabilities on their business performance. An Internet survey of 226 K-retailers is presented, followed by a conceptual model based on a literature review was done. The majority of the retail entrepreneurs surveyed have rather well-developed market-sensing talents, according to the study. Market-sensing capability and firm growth are found to have a weak positive association. However, there is little evidence of a link between market-sensing skills and profitability[47].

In their piece titled Measuring market-sensing capabilities for new product development success, the author's goal was to define and operationalize the idea of market-sensing skills, as well as to examine its relationship to NPD success and organic organizational structures[48]. To the authors' knowledge, previous assessments of market-sensing capacities have never incorporated opportunity interpretation as part of the idea, which is based on business experience and organizational articulation[48].

Furthermore,the impact of market sensing and information technology proficiency on innovation and competitive advantage in small and medium-sized tour operators was investigated in another study. Purposive sampling was used to choose 75 directors or managers from SMTOs. A standardized questionnaire was used to collect data from directors and managers. Structural Equation Modeling was used to assess the empirical data. The study found that the ability to sense the market has a favorable and considerable impact on innovation, according to this study. Furthermore, market sensing capability has a positive and considerable impact on competitive advantage[72].

Moreover, another paper explored the influence of market-sensing capabilities on a firm and sources of earnings within a slow-growth industry from the standpoint of market competitiveness. It is demonstrated, among other things, that market-sensing capability enables a company to categorize customers, and lower operational costs while increasing expected profits; that when an industry experiences slow growth, a member company's profit can only grow by raising unit price and lowering unit cost; and that market knowledge and innovative understanding of market invitations can potentially lead to effective customer value propositions[81].

The impact of financial integration on growth, on the other hand, remains an empirically debatable question. The impact of financial integration on Botswana's economic growth from 1974 to 2009 is examined in this article. In Botswana, there is no direct, substantial, or statistically significant link between financial integration and economic growth. However, the findings suggest that financial integration is positively and strongly related to the Botswana economy's financial development[4]. Likewise, in Bangladesh, the effect of management methods and managerial ability on the financial success of aquaculture farms is studied. Bangladesh's aquaculture industry consists primarily of small, vast freshwater pond farms, which are a good representation of aquaculture production in underdeveloped countries[9]. The findings show that farm financial success is influenced by both management practices and managerial competence. These findings show that small-scale widespread aquaculture may be made more economically sustainable in poor nations if farmers and policymakers are given information on how to improve management practices and managerial talents[5].

The goal of the next study was to determine the impact of management strategies on the financial performance of Kenyan insurance companies[6]. Five particular objectives guided the research: to determine the impact of working capital, capital budgeting procedures, capital structure decisions, claims management strategies, and corporate governance on the financial performance of Kenyan insurance businesses. The study's population comprised 49 licensed insurance businesses in Kenya from 2011 to 2015, which served as the study's units of analysis. Both secondary and primary data were employed in the investigation[6]. The research was conducted using a correlational research approach. Working capital management, capital budgeting procedures, capital structure decisions, claims management policies and corporate governance were found to have a favorable and statistically significant impact on insurance businesses' financial performance in Kenya, according to the study. It was also discovered that the relationship between working capital management, capital budgeting methodologies, capital structure decisions, claims management policies, corporate governance, and financial performance of Kenyan insurance businesses was moderated by company characteristics[7].

The purpose of this study is to review the literature on the impact of business sustainability on financial performance. It highlights emerging patterns as well as the obstacles to reaching a definitive agreement on the relationship. To review the literature and determine the present state of research, we performed content analysis. A total of 132 manuscripts from top-tier journals have been selected for consideration. We discovered that there is a favorable association between company sustainability and financial performance in 78 percent of publications. There are few studies from poor countries. According to the authors, more study is needed to bring the understanding of the relationship between CSP and financial success closer together[8].

In addition, the impact of suppliers' social performance on MNCs' social performance was explored, and corporate reputation was presented as a possible explanation for the link between MNCs' social and financial success Data were obtained from a survey of 141 multinational companies (MNCs) in Malaysia which were listed in the Federation of Malaysia Manufacturers' directory 2017. In addition, the impact of suppliers' social performance on MNCs' social performance was explored, and corporate reputation was presented as a possible explanation for the link between MNCs' social and financial success. Supplier development and supplier collaboration, among the four proposed methods, have considerable effects on suppliers' social performance and, as a result, on multinational organizations' social performance[8].

In 2019, another study was conducted to examine the economic and management tool for assessing blueberry production costs and financial feasibilityas the researcher noticed that farm inputs and other costs to produce wild blueberries continued to increase between 2016-2017. After a review of the literature, the study found that farmers should retain meticulous production, management, and financial records to estimate output, harvest, and marketing costs[9].

Furthermore, a systematic study was conducted to a thorough knowledge map of the intellectual structure of the field of study of sustainability and financial performance in small and medium sized firms, based on a 20-year dataset obtained from the Web of Science database (SMEs). Using the VOS Viewer program, papers published between 1999 and 2018 were analyzed using bibliometric analysis and a systematic literature review strategy. The research includes an overview of papers, authors, significant journals, and research issues. Three research themes emerge as a result of the findings,corporate social responsibility in the context of SMEs (cluster 2), and green management and environmental issues for SMEs (cluster 3)[194].

2.3.2 Customer Relationship Management on SME's Performance

In 2015, some scholars goal was to see how effective customer relationship management (CRM) is at keeping and satisfying customers, with a focus on Shell Pakistan. Customer relationship management has a considerable impact on customer satisfaction, according to this study, and both variables have a positive association[195]. This was validated by another study in 2018, that sought to find out how technology, organizational competence, customer orientation, and customer knowledge management all affect CRM success. PLS-SEM (Partial Least Squares Structural Equation Modelling) was used to evaluate the hypotheses. According to the findings, CRM success is strongly influenced by "information technology use," as well as "customer orientation," "organizational competency," and "customer knowledge management"[196].

Based on an in-depth case study of a leading corporation in the UK automotive services sector, some scholars investigated the intersection of employee orientation and the Customer Relationship Management (CRM) process[197]. Employee orientation is ingrained in the company's organizational culture and reflected through important factors such as assumptions, beliefs, behaviors, and artifacts. Strategic planning, information, value generation, and performance measurement are the four sub-processes that makeup CRM. The widely theorized link between CRM success and employee orientation is experimentally supported, and the mechanisms underlying this association are explored, based on case study evidence[197].

Customer Relationship Management, or CRM, was examined in another article from the standpoint of strategy design and implementation. We begin by discussing the history and role of CRM, as well as the need to develop CRM strategies in a cross-functional manner. The authors looked at different approaches to CRM strategy development and suggested a model that tackles both CRM strategy and implementation using an "interaction research" approach. They further concluded by identifying four crucial CRM program implementation components and study them in the context of five key cross-functional CRM procedures. The model structure is employed to aid in the development of a research agenda[198].

Using a hierarchical concept model, a study investigated the impact of customer relationship management (CRM) on company performance. Strategic CRM is conceptualized as an endogenously determined function of the organization's ability to harness and orchestrate lower-order capabilities that include physical assets, such as IT infrastructure, and organizational capabilities, such as human analytics (HA) and business architecture, according to the resource-based view of the firm (BA). The researcher’s findings show a link between exceptional CRM capabilities and company performance that is both positive and meaningful. Superior CRM capabilities, on the other hand, are linked to human analytics and a resource-based view of the firm[199].

Despite a fast-expanding literature on customer relationship management (CRM), the dimensions of CRM and their effects on customer outcomes remain ambiguous. In this study, the authors first identified the actions that were required for successful CRM deployment. The impact on customer satisfaction, customer retention, and revenue growth was then investigated. To dramatically improve customer loyalty and sales development, managers should go beyond the technological components of CRM and focus on four critical CRM characteristics, according to the findings[16].

In 2013, another study proposed a conceptual model that demonstrates how end-user adoption of CRM technology is influenced by the degree of alignment between the three basic elements of a firm's CRM program (people, processes, and technology). The concept suggests that end users experience cognitive dissonance as a result of perceived process–technology, technology–employee, and employee–process gaps in CRM systems and that the level of dissonance caused ultimately decides whether they will adopt or oppose the new technology[200].

Furthermore, some authors believed it was time to move to a Technology Performance Consumption Model (TPUM) and search for usage levels that have the best performance impact. In an operational CRM scenario, their model is evaluated on a sample of 131 salespeople[18]. The results demonstrate a curvilinear link between a salesperson's prime task performance (measured as sales percent to quota) and their use of CRM technology that is "enabling." Initially, CRM technology improves sales performance, but after a period of diminishing returns, a debilitating effect on sales performance might be detected. This was validated by the next study, where data was collected from 77 Iranian Internet service provider companies. According to the empirical findings, the tested constructs exhibit crucial psychometric features such as reliability and validity. The findings show that infrastructure CRM resources have a greater impact on CRM processes than technology CRM resources. Furthermore, the data show that companies with greater CRM process skills have higher organizational performance[200].

Customer perceptions of employee performance, as well as overall staff performance on customer satisfaction and loyalty, were discussed in the article[201]. Two distinct surveys were done to collect data for this study; they were sent to employees of small and medium businesses as well as their relevant consumers in Iraq's Kurdistan Region. Customer perceptions of employee performance had a favorable and significant impact on customer satisfaction and loyalty, according to the study's findings, whereas overall employee performance had no effect[202].

Furthermore, in 2017, another article was published with the purpose of this study as to assessing the important success criteria and analyzes the potential benefits of implementing Electronic Customer Relationship Management at a higher education institution from the employee's perspective. The research was carried out at Palestine's Al Quds Open University, with data collected from 300 employees using a questionnaire with four factors. The overall findings of this study reveal that all of the elements were significant to staff and were critical success factors, while websites supplied all of the features stated in the theory, and employees expressed the desire to use those features if they were available[203]. This was validated by the study conducted in Jordan where the researchers used a diagnostic descriptive method after copies of questionnaire had been shared and retrieved. The researchers devised two tests to assess Safeway-ERP Jordan's and CRM systems. From the standpoint of Safeway employees, the association between ERP systems and CRM was statistically significant[203].

2.3.3 The Relationship Between Service Delivery and SME's Performance

Some researchers conducted a study on a real hotel service delivery procedure in which they divided it into five discrete service encounters: check-in, room, restaurant, breakfast, and check-out. The goal was to see how quality criteria influenced their experiences and how cumulative satisfaction ratings interacted with one another and over time. A five-factor solution was hypothesized, and a factor analysis of all the questions explained 78 percent of the variation. The findings showed that the first four encounters were based on four unique factors that were heavily weighted individually. The fifth factor mainly consisted of a correct check-in booking and a correct check-out charge[204].

Furthermore, thepurpose of another study was to look at the content of e-government to see if it is utilizing the interactive elements of the World Wide Web to improve service delivery, democratic responsiveness, and public outreach. In addition, a national public opinion poll investigated the impact of e-government on citizens' perceptions of government and their trust in the efficiency of service delivery. It was suggested that, in some ways, the e-government revolution has fallen short of its potential to revolutionize service delivery and public faith in government, using both Web site content and public assessments[205].

In China, the findings of a survey of the Chinese and English-language literatures on service delivery in were presented, with the goal of determining how well China's health-care professionals perform and what factors influence their performance. Although data and methodological constraints caution against drawing conclusions, a thorough examination of the evidence reveals that present health-care delivery in China has space for improvement in terms of quality, patient responsiveness, efficiency, cost escalation, and equity[206]. Changing the way providers are paid, on the other hand, might result in significant changes. The evidence base for service delivery policies in China might be significantly strengthened by rigorous evaluations based on better micro-level data[22].

Likewise, other researchers focused on how distinct stages of the service delivery process can be characterized in terms of three axiological value dimensions, as well as how each stage leads to an overall satisfaction judgment[26]. The findings of a cross-cultural study, in which a museum visit was chosen as the service delivery mechanism, are presented. Their findings imply that a museum visit may be divided into several separate phases, and that the impact of individual stages on overall satisfaction is dependent on the combinations of stages that museum visitor's encounter[26].

Furthermore, another study on service delivery was aimed at looking into the use of technology in Australian banking and how it affects the delivery of perceived service quality. A total of 300 usable questionnaires were analyzed from a sample of 440 electronic banking consumers. Consumers experience perceptual problems with various parts of computerized banking[27]. Another study examined the environment-strategy-structure fit in the context of industrial servitization and how it affects manufacturing SMEs' profitability. Face-to-face interviews with the CEOs of 184 French manufacturing SMEs provided the data. The study examined the financial impact of organizational design (customer interface, service delivery system, and service culture (SC)). It also examined the impact of the firm's servitization strategies (added services (AS), activities reconfiguration (AR), and business model reconfiguration (BMR)) on the interaction between the firm's servitization strategies and the environment in which it operates (industry dynamism, competitive intensity, and industry munificence)[208].

Morealso, the goal of another study was to investigate the relevant issues in the interaction between service experience and service design in the tourism industry's small and medium-sized enterprises (SMEs). SME operators must collect and evaluate relevant data on customer experience to properly manage service experience. Using methods like "blueprinting," service design must be done in a comprehensive manner that is integrated in the service provider's organizational culture. Long-term competitiveness requires synergistic cooperation and learning regions among traditionally fragmented tourist suppliers[209].

The customer satisfaction level of SMEs motor vehicle maintenance and service delivery in Ghana was assessed in another article[210]. Various automotive vehicle maintenance and repair service garages known as wayside fitting shops were visited for the study, and their clients were given one hundred and twenty questionnaires. The analysis reveals that there are significant quality service gaps between the customer's expectations and the technicians who operate the garage. Customer satisfaction levels have been influenced by communication gaps, tools and equipment, a lack of service standards and working methods, and the quality of service[211].

Another study did an investigation into the role of financial institutions in financing Small and Medium Scale Enterprises in Zaria Local Government Area of Kaduna State[212]. Using multivariate Logit regressions to analyze a cross sectional data sample across 40 enterprises, and testing the hypothesis using the log-likelihood statistics, the study rejected the null hypothesis that the total amount generated by financial institutions and disbursed to SMEs is not positively correlated with the growth of the SMEs sector.

It was ascertained in a research that economic growth spurred by SMEs optimal performance cannot be achieved without setting up well - focused programmes for employment creating opportunities, generate income and reduce poverty, achievable by availability of credit facilities to the SMEs.

A study showed that boardroom politics, loan repayment records, competition, interest rates, value of fixed assets and bureaucratic procedures are some of the significant factors that underscore the capability of potential entrepreneurs in getting loans from financial institutions. It concluded with the recommendations that establishment of functional micro insurance schemes, granting loans to well established firms, elimination of all structural and institutional bottlenecks and adoption of the capacity to pay criteria in the disbursement of loans are necessary conditions to ensure vibrant SMEs whose performance create progress in the country[213].

SMEs financing and economic growth in Nigeria using loans to SMEs, loan interests, inflation rates and exchange rates; implication on SMEs and economic growth from1992-2014. The ordinary least square results showed that loans to SMEs had an affirmative positive effect on economic growth while exchange rate had a negative impact on economic growth in Nigeria[214].

Secondary data of SMEs contribution to export, employment, credits and money supply was employed to investigate their effects on industrial growth in Nigeria during the period 2002-2016. The regression result disclosed that manufacturing SMEs output had a statistical notable effect on industrial growth. It implied that manufacturing SMEs were viable in advancing industrial growth via their inputs into the economy[215].

The impact of the Nigerian financial markets on SMEs using selected SMEs in Gusau, Zamfara State. Two hundred and fifty owners of SMEs at some strategic locations in Zamfara State and the data obtained from administered questionnaires were analysed via frequency counts, simple percentages and t-test statistical tools. The study established a productive and remarkable relation connecting financial markets and the SMEs in Gusau Metropolis, Zamfara State[216].

The nexus between bank loans as evaluated by loan access, debt funding and performance of SMEs business expansions and outputs in Lagos State, Nigeria. The descriptive survey design was adopted and a structured questionnaire was administered to three hundred and seventy-two respondents who were chief executives of SMEs. The correlation result revealed that access to loan and debt financing were positively linked with business expansion and outputs from SMEs in Nigeria[217].

The effect of SMEs financing on business growth in Keffi and Maraba Metropolis[218]. Bank credits to SMEs, interest rates and GDP data were obtained from the CBN Statistical Bulletin. The outcomes of the t-test showed that bank credits to SMEs had an insignificant impact on the growth of the Nigerian economy while interest rates charged on SMEs credits had no impact on the business growth of SMEs in Nigeria. Moreover, accessing financing was a sine qua non for the successful growth and optimal performance of the SMEs via loans and advances.

The potential sources of financing and the role of government support for SMEs in Nigeria. The descriptive results revealed that SMEs financing had not got the expected support from the government, hence, the Nigerian government did not play a fundamental role in providing the funding needed for SMEs growth. The challenges and potentials linked with SMEs growth in Delta State. The descriptive survey design and t-test statistical technique were employed in ascertaining the extent to which the challenges of SMEs affected the performance and growth of the SMEs. The findings indicated that the problems the SMEs faced had a significant effect on their performance and growth[219].

The effect of capital management on the growth of the SMEs in Enugu State. The study used a descriptive survey design and a sixty-nine respondents sample was selected. The data were analysed using one sample Kolmogorov Smirnov statistic (K-S) and the findings indicated that the bulk of the SMEs had inadequate employees to boost their performance, thus, inadequate employees reduced the capability of SMEs to break even in the Nigerian economy.

The part of the SMEs in the achievement of economic growth using a linear regression model and granger causality test was investigated by a study. The Johansen 2 likelihood ratio test statistics, the trace and maximal eigen value co-integration test statistics revealed two co-integrating equations or vectors among the variables of interest. The co-integrating regression result indicated that the SMEs are crucial in attaining unceasing economic growth as they manifest helpful effects on the economy. This implies a boost of the economy for every rise in the operations and their activities. The Granger causality test revealed a unidirectional causal relationship between SMEs and economic growth, running from the former to the latter. In improving economic activities, SMEs in Nigeria should be able to access enough, well-coordinated finance with a rational interest rate, as the absence of sufficient funding has continued as a major obstacle to their successful operations. Again, the authority ought to provide essential amenities and stimulus e.g. regular electricity, motorable roads, and tax holidays. These would greatly enhance and encourage the performance of the SMEs and position them to play their all-important part in the achievement of continual economic growth in Nigeria[220].

The impact of the small and medium-sized enterprises (SMEs) on the growth of the Nigerian economy between 1986-2014. The study which is an ex-post-facto research employed data generated from Central Bank of Nigeria's statistical bulletin and ordinary least square (OLS) method of estimation for data analysis. Outcome of the augmented dickey fuller (ADF) test revealed that all the variables were integrated of the same order one I (1) while the Johansen co-integration test showed that there exists a long-run relationship between SMEs performance, Oil revenue (OILR), Inflation (INFRT) and economic growth in Nigeria. The short-run dynamic model outcome as shown by the coefficient of error correction term (ECT) revealed that the speed of adjustment from short-run disequilibrium to long-run equilibrium is about 42.83% while the OLS multiple regression analysis showed that the SMEs, OILR, INFRT had a useful and remarkable effect on the growth of the national economy in the short term but in the long term, it revealed that the SMEs had a helpful but inconsequential effect on the growth of the national economy. The research proposed that strategies that will jack up the sector-allocated budget could be embraced by what is achievable in the agriculturalsector. Banks can expand concessional low-interestrates and credit grants to the SMEs sector because it can invigorate and propel the economy in the long run[221].

The "Determinants of the Development of the Small and Medium Scale Enterprises in Nigeria". The work used the ordinary least squares method within the framework of multiple regression models to examine the various factors that determined the growth of small and medium-scale enterprises (SMEs) in Nigeria between 1980 and 2013. Results from the study suggest that credit facilities, interest rate as well as inflation rate were key determinants of the growth and survival of SMEs in Nigeria. It was advocated that the authority through the CBN should relax the restrictive regulations and operations which discourage borrowings and promote intervention programmes through which adequate funds will be easily accessible to prospective investors, especially SMEs[222].

The review on the relationship between SMEs financing and Nigeria's economic growth using the Autoregressive Distributed lag (ARDL) Model approach to Co-integration, Error Correction Model and Standard Pair-Wise Granger Causality Test. The results displayed that the data were stationary at first difference, while a long run relationship exist among the variables under study. With regard to the direction of influence, the outcome revealed the important unidirectional causalities between GDP per-capita and bank of agriculture credits to SMEs, bank of industry credits to SMEs, micro- finance bank credits to SMEs and commercial bank loans to SMEs to domestic product per capita. The study concluded that increase in the credits by the Nigerian bank of agriculture and the loans by commercial banks in Nigeria to SMEs will enlarge and grow the level of the GDP per capita in the country, the study advocated that the financial/credit institutions should increase and mobilize more funds through effective windows of financial intermediation and enhance a better policy that will make the SMEs have easy access to credit facilities[223].

The impact of financing small-scale enterprises on economic growth in Nigeria using quarterly time series data from 1992 to 2009 which applied econometric estimation techniques. The results showed that loans to small-scale entrepreneurs had a helpful effect on economic performance but interest rate revealed negative effect on economic performance, the writers gathered that the challenges facing the SMEs in Nigeria was lack of managerial know how and accessing capital or finance[224].

A review on the impact of the SMEs on economic growth by assessing the financing options available to SMEs in Nigeria concluded that the government can focus more on promoting the SMEs by giving more microfinance banks opportunity to operate freely and give loans to the SMEs while strengthening capacity and sensitization programmes for all registered SMEs should be established by government to enlighten them on the benefits of good risk management and insurance of their businesses.

The relationship between the small and medium sized enterprises financing and performance of whole and retail businesses in Nigeria in a time series data from 1992 to 2013 using OLS. Their empirical result showed the SMEs activities to be helpful and considerable in relation to economic performance, a causal significant link exists between the SMEs activities and the performance of the economy and that the SMEs have grown at the same level of unemployment in Nigeria, meaning they have grown rapidly. The authors concluded that the SMEs can play a major role in getting some levels of economic growth in Nigeria.

The performances of the SMEs in fostering economic growth using granger causality and regression method. The analysis disclosed unimportant relationship between the SMEs and economic growth; it was therefore recommended that smooth access to relatively low interest rate loans will increase the optimal performance of the SMEs towards economic developments[120].

Financing choices are accessible to the SMEs and its contribution to economic growth through investment level in Nigeria. In the analysis, the Spearman correlation test was employed; the outcome revealed strong and productive connection between the SMEs activities and economic growth[73].

The study of a significant positive relationship between performance implementation on corporate business survival. This finding disagreed with the reality that the impact of financing SMEs on economic growth in Nigeria was negative.

The impact of financing the SMEs on economic development in Nigeria engaged many econometric tools such as OLS, Walt hypothesis test, heteroscedasticity, Philip Perron, Co integration and granger causality test were used in the analysis; the result revealed strong and positive demand following relationship between the SMEs activities/performance and economic development[21].

A quarterly study of time series of data from 1992 to 2009 examined how financing small business ventures in Nigeria affects economic growth. The research combined several econometric estimating methods. The results revealed that loans to SMEs had a helpful effect on economic performance while interest rateshurt economic growth, however, another conclusion that the study came to was that managerial capacity is the biggest or worst issue facing the SMEs in Nigeria and that having access to capital or financing is important but not sufficient for effective entrepreneurial development[42].

Specific financing options available to the SMEs in Nigeria and contribution to economic growth via investment level. The Spearman's Rho correlation test was done to learn about the relationship between them. The report explained a remarkable Rho value of 0.643 at 10%. This showed an important useful relationship between SMEs financing and economic growth via investment level in Nigeria[92].

SMEs Performance-Financial Innovation and Challenges. The study was to point to the origins of SMEs financing and explain the principles of funding problems to explore the ingenious methods to enhance funding through crowdfunding and the necessity to provide a regulatory environment encouraging it for the optimal performance and growth of the SMEs. Likewise, it is an essential strategy that would assist entrepreneurs to remain much motivated towards promoting their line of work. It shall give confidence to people to become accomplished entrepreneurs. It offered important information and methods that would help entrepreneurs on how crowdfunding can serve as a financing method and its helpful effect on the SMEs performance[92].

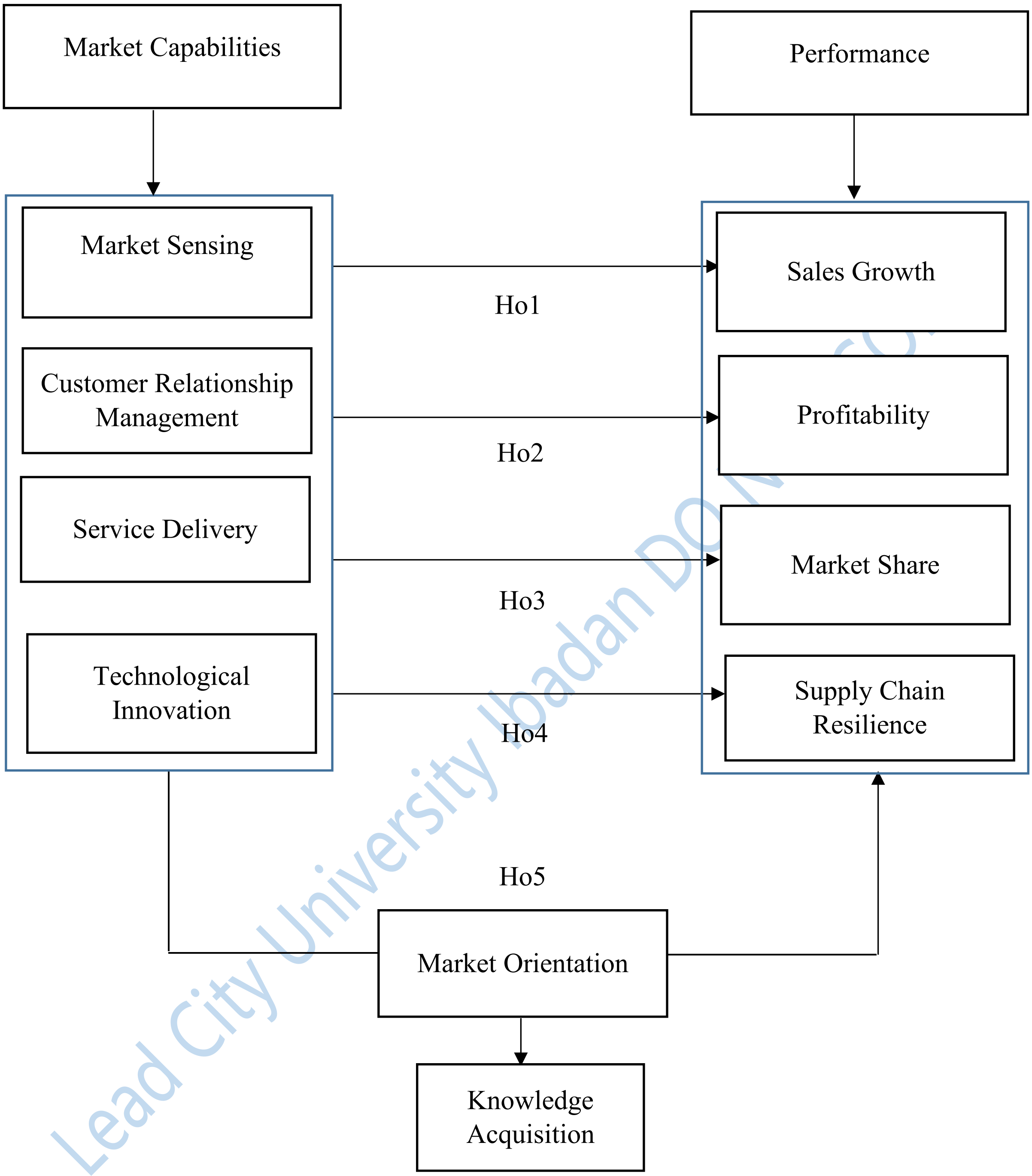
The challenges of SMEs in funding new or existing businesses in Gombe State. SMEs were randomly drawn from three (3) Local Government Areas namely, Akko, Dukku and Gombe. Thechi-square result showed insignificant difference in the difficulty SMEs faced when accessing finance from diverse means. More so, there was an important difference on awareness level of microfinance institutions by SMEs.

2.3.4 The Relationship between Technological Innovation and SME's Performance

The impact of epistemological, pedagogical, and organizational aspects on the design, development, and implementation of technology management learning programs was investigated in an article[225]. As a result, theory and practice are brought closer together. It is based on the authors' personal experiences, case studies, and student views from a three-year initiative to design, create, and implement a master's degree Web-based online technology program in three countries: Australia, Hong Kong, and Singapore. To link the business and technology communities, the authors suggested that effective management learning requires a techno-managerial approach that combines general management theories with technology management practice[66,225].

This was validated by another studywhose goal was to present a theory-based conceptual framework that may be applied in today's business world. In this context, technology managers can use the findings as a conceptual mirror, particularly when it comes to the factors that influence innovation impulses and the use of interdisciplinary teams (including people from both inside and outside the company) to achieve successful corporate technology and innovation management[226].

2.4 Conceptual Framework



2.5. Summary of Gaps in Literature Reviewed

While the relationship between market capability and productivity has been examined extensively in the literature, relatively little attention has been given to the antecedents of market orientation. So, the basic question of how to develop a market-driven organisation remains to a large extent unanswered. The capabilities framework provides a useful conduit through which this issue can be approached, since it recognizes that SMEs are innately heterogeneous because the different resources or capabilities they possess. However, this area has been accused of being tautological in nature, and requires further extensive empirical analysis. Furthermore, this thesis addresses the question of the moderating relationship of market orientation on the relationship between marketing capability and SMEs performance

Most of the reviewed studies examined the effect customer loyalty, marketing mix, marketing programs on organizational performance. However, this study aims to cover that gap by examining marketing orientation and marketing capability on business performance

Also, other reviewed literature investigated the impact of the one sector survey method. However, this study intends to bridge that gap by examining multiple sectors in the small business enterprises in Nigeria. Few studies have looked into the impact of dynamic capability on organization performance in other countries like USA, India, France and Ghana, However, this study aims to examine this effect in SMEs in Nigeria.

Endnotes

1. P., Elvy, ed. *Opportunities and limitations in religious broadcasting*. CTPI (Edinburgh), 1991.

2. American marketing association. "Definition of marketing." *http://www. marketingpower. com/AboutAMA/Pages/ Definition of Marketing. aspx? sq= definition*, 2013.

3. C.R., Rogers. "*The concept of the fully functioning person*." Psychotherapy: Theory, Research & Practice 1(1), 1963, 17.

4. K., Philip. "*Operations research in marketing."* Harvard Business Review, 45(1), 1967, 12

5. S.V., Hugo, B., Sousa, & M., Gonçalves. "*The role of relational marketing on the consumer buying decision of travel agencies*." **Marketing & Tourism Review,** 4(1), 2019, 12

6. K., Anastasia. *"The influence of communication mode on decision-makers' trust building in business-to-business relationships in a "new normal" business environment.*" PhD diss., Auckland University of Technology, 2021.

7. C.J., Edwards, J.S., Bendickson, B.L., Baker, & S.J., Solomon. "*Entrepreneurship within the history of marketing."* **Journal of Business Research**, 108(1), 2020, 259-267.

8. C.E., Eldridge. *Marketing for profit*. Macmillan, 1970.

9. M.I., Mandall, &J., Rosenberg. *Marketing. Second edition*. New Jersey: Prentice Hall Inc. 1981

10. M.J., Baker, & J., Michael. *Research for marketing*. Macmillan International Higher Education, 1991.

11. K., Nelson-Field. *The attention economy and how media works: Simple truths for marketers*. Springer Nature, 2020.

12. K., Philip, K.L., Keller, & L., Taihong. *Marketing management in China*. Prentice Hall, 2009.

13. Z.M., Sadq, B., Othman, & R.K., Khorsheed. "*The impact of tourism marketing in enhancing competitive capabilities.*" **African Journal of Hospitality, Tourism and Leisure** 8(5), 2019, 1-11.

14. F., Mohammad, T., Ramayah, P., Soto-Acosta, & L., Yan-Yin. "*SMEs internationalization: The role of product innovation, market intelligence, pricing and marketing communication capabilities as drivers of SMEs' international performance."* **Technological Forecasting and Social Change**, 152(1), 2020, 119908.

15. G.D., Gregory, V.N., Liem, & M., Karavdic. *"Developing e-commerce marketing capabilities and efficiencies for enhanced performance in business-to-business export ventures.*" **Industrial Marketing Management**, 78(1), 2019, 146-157.

16. A., Ibrahim, & J., Hemsley-Brown. "*Market orientation and hotel performance: Investigating the role of high-order marketing capabilities."* **International Journal of Contemporary Hospitality Management**, 1(1), 2019, 27

17. H., Shelby & S., Madhavaram. "*Adaptive marketing capabilities, dynamic capabilities, and renewal competences: The "outside vs. inside" and "static vs. dynamic" controversies in strategy."* **Industrial Marketing Management**, 89(1), 2020, 129-139.

18. L., Qiu, J., Xiaowen, Y., Wang, &M., Zhao. "*Green product innovation, green dynamic capability, and competitive advantage: Evidence from Chinese manufacturing enterprises.*" **Corporate Social Responsibility and Environmental Management**, 27(1), 2020, 146-165.

19. I., Aboobucker, Y., Bao, I., Mubarak Alharbi, & N., Zubair. "*Revisiting dynamic capability for organizations' innovation types: does it matter for organizational performance in China?."* **European Journal of Innovation Management**, 1(1), 2020, 123.

20. S., Jian, S., Zhenquan,&J.W., Yenchun. "*Enterprise adaptive marketing capabilities and sustainable innovation performance: An opportunity–resource integration perspective.*" **Sustainability**, 12(2), 2020, 469.

21. G., Acikdilli, A., Mintu-Wimsatt, A., Kara, & J.E., Spillan. *"Export market orientation, marketing capabilities and export performance of SMEs in an emerging market: A resource-based approach."* **Journal of Marketing Theory and Practice**, 1(1), 2020, 1-16.

22. G., Itzhak. "*The role of inter-firm dispersion of international marketing capabilities in marketing strategy and business outcomes."* **Journal of Business Research**, 105(1), 2019, 214-226.

23. A.L., Dias, & L.F., Lages. "*Measuring market-sensing capabilities for new product development success*." **Journal of Small Business and Enterprise Development,** 1(1), 2021,76

24. C., Baden-Fuller, & D.J., Teece. "*Market sensing, dynamic capability, and competitive dynamics.*" **Industrial Marketing Management,** 89(1), 2020, 105-106.

25. J.Y.L.,Forrest, Z.W., Gong, E.D.W.A.R.D. Scott, & G.E., Soto Ruiz. "*Market-sensing capabilities, profitability within stagnant industries and crafting of customer value propositions."* **Submitted for Possible Publication**, 2020.

26. C., Kankam-Kwarteng, A., Sarpong, O., Amofah, & S., Acheampong. "*Marketing performance of service firms: Recognizing market sensing capability and customer interaction orientation."* **Journal of Tourism, Heritage & Services Marketing (JTHSM),** 7(2), 2021, 38-48.

27. V., Marjolein, L., Hulsebos, & F., van Delft. "Market sensing." In *digital marketing fundamentals*, Routledge, 2021, pp. 68-129.

28. V.M., Ndambuki. "*Key account management practices, market sensing capabilities, organisational characteristics and performance of commercial banks in Kenya."* PhD diss., University of Nairobi, 2018.

29. D.A.A., Mubarok, R., Hurriyati, D., Disman, & L.A., Wibowo. *"Entrepreneurial marketing and marketing performance: The moderating role of market-sensing capability."*In Advances in Business, Management and Entrepreneurship, CRC Press, 2020, pp. 20-24.

30. A.A., Lashitew, R., van Tulder, & Y., Liasse. "*Mobile phones for financial inclusion: What explains the diffusion of mobile money innovations?."* **Research Policy,** 48(5), 2019, 1201-1215.

31. K., Umadia Sr, & K., Kasztelnik. "*The financial innovative business strategies of small to medium scale enterprises in developing country and influence for the global economy performance."* 2020, 23

32. C., Barrett, T., Reardon, J., Swinnen, & D., Zilberman. *"Structural transformation and economic development: insights from the agri-food value chain revolution."* Cornell University, 2019.

33. E.K., Agbloyor, J.Y., Abor, H., Issahaku, & C.K.D., Adjasi. *"Finance and economic development: The role of the private sector."*In Contemporary Issues in Development Finance, Routledge, 2020, pp. 411-434.

34. Y.M., Putra. "*Analysis of factors affecting the interests of SMEs using accounting applications."* **Journal of Economics and Business**, 2(3), 2019, 818-826.

35. A.C., Shapiro, & P., Hanouna. *Multinational financial management*, 2019.

36. M., Jeff. *International financial management*. Cengage Learning, 2020.

37. K.M.M.C.B., Kulathunga, Y., Jianmu, S., Sharma, & P.R., Weerathunga. *"How does technological and financial literacy influence SME performance: Mediating role of ERM practices."* **Information** 11(6), 2020, 297.

38. A., Sharma. "*The influence of financial literacy on the performance of small and medium-scale enterprises."* **IUP Journal of Accounting Research & Audit Practices** 18(2), 2019, 52-61.

39. N.H., Tien, T.D., Pham, V.O., Pham, V.T., Anh, V.D., Nguyen, T.H., Nguyen, &Q.T., Bui. "*The formation and development of CRM system at Thien Hoa electronics supermarket in Vietnam*.**"** **International journal multidisciplinary research and growth evaluation** 2(4), 2021, 752-760.

40. V., Guerola-Navarro, R., Oltra-Badenes, H., Gil-Gomez, & J.A., Gil-Gomez. "*Research model for measuring the impact of customer relationship management (CRM) on performance indicators*." **Economic Research-EkonomskaIstraživanja**, 1(1), 2020, 1-23.

41. R.T., Anees, N.A., Nordin, T., Anjum, L.P.L., Cavaliere, & P., Heidler. "*Evaluating the impact of customer relationship management (CRM) strategies on customer retention (A study of fast food chains in Pakistan)."* **Business Management and Strategy**, 11(2), 2020, 117-133.

42. L., Barak, Y., Bart, S., Gensler, C.F., Hofacker, A., Kaplan, K., Kötterheinrich, & E.B., Kroll. *"Brave new world? On AI and the management of customer relationships*." **Journal of Interactive Marketing**, 51(1), 2020, 44-56.

43. A., Nagwan, S., Sanuri, M., Mokhtar, & B.A., Zakaria. "*Innovative CRM and performance of SMEs: The moderating role of relational capital*." **Journal of Open Innovation: Technology, Market, and Complexity**, 6(4), 2020, 155.

44. R., Agnihotri. *"From sales force automation to digital transformation: How social media, social CRM, and artificial intelligence technologies are influencing the sales process."*In A Research Agenda for Sales. Edward Elgar Publishing, 2021.

45. D., Senika, H., Ramkissoon, & F., Mavondo. "*Social customer relationship management: A customer perspective.*" **Journal of Hospitality Marketing & Management**, 1(1), 2021, 1-26.

46. J.R., Hanaysha, & K.M., Khawaja. "*An exploration of the effect of customer relationship management on organizational performance in the banking sector."* **International Journal of Customer Relationship Marketing and Management (IJCRMM),** 13(1), 2022, 1-16.

47. D., Subhasish, & M., Mishra. *"The impact of customer relationship management (CRM) practices on customer satisfaction."*In Business Governance and Society, Palgrave Macmillan, Cham, 2019, pp. 43-54.

48. L., Adelina, R., Dalimunthe, Y., Absah, & B.K., Fawzeea. "*The influence of customer relationship management (CRM) indicators on customer loyalty of sharia based banking system.*" Lubis, A,1(1), 2020, 84-92.

49. B., Yahia, H., Alhussian, A., Patel, G., Alkawsi, A.I., Alzahrani, O.,Alfarraj, & G., Hayder. "*Customer relationship management systems (CRMS) in the healthcare environment: A systematic literature review."* **Computer Standards & Interfaces**, 71(1), 2020, 103442.

50. M.M., Migdadi. *"Knowledge management, customer relationship management and innovation capabilities."* **Journal of Business & Industrial Marketing**, 1(1), 2020, 234

51. B., Nguyen, C., Junsong, F., Pantea, Y., Xiaoyu, S.C., Cheng-Hao, &A.Y., Dorothy. "*Impact of CRM strategy on relationship commitment and new product development: Mediating effects of learning from failure*." **Journal of Strategic Marketing**, 1(1), 2020, 1-38.

52. F., Qamar, F., Peihua, H., Yunhong, T., Jonathan, & Y., Zhang. "*A review of management and importance of E-commerce implementation in service delivery of private express enterprises of China.*" **SAGE Open**, 9(1), 2019, 2158244018824194.

53. M., Wiseman, C., Mbohwa, T., Hamandishe, &J., Kanyepe. "*Inventory management and performance of SMEs in the manufacturing sector of Harare.*" Procedia Manufacturing, 33(1), 2019, 454-461.

54. J.A., Cullinan, R., Abratt, & M., Mingione. "*Challenges of corporate brand building and management in a state owned enterprise.*" **Journal of Product & Brand Management**, 1(1), 2020, 234

55. P., Adriana, A.E., Hill, S., Hewat, & N., Scarinci. "*Does a simulation-based learning programme assist with the development of speech–language pathology students' clinical skills in stuttering management?.*" **International Journal of Language & Communication Disorders,** 1(1),2021, 123

56. V., Sahar. "*The role of IT-based technologies on the management of human resources in the COVID-19 era.*" **Kybernetes**, 1(1), 2021, 65

57. S., Marlene, & C., Bereiter. *"Knowledge building: Advancing the state of community knowledge."*In International Handbook of Computer-Supported Collaborative Learning, Springer, Cham, 2021, pp. 261-279.

58. E.M., Frohman. "*The utility of MRI in suspected MS: Report of the therapeutics and technology assessment Subcommitte.*" 2021.

59. W.D., Brink, & M.D., Stoel. "*Analytics knowledge, skills, and abilities for accounting graduates."*In Advances in accounting education: Teaching and curriculum innovations. Emerald Publishing Limited, 2019.

60. Y., Jialei, H., Chesbrough, &H.L., Pia. *"How to appropriate value from general-purpose technology by applying open innovation.*" **California Management Review,** 1(1), 2021, 00081256211041787.

61. N., Gamage, S., Kumara, E.M.S., Ekanayake, G.A.K.N.J., Abeyrathne, R.P.I.R., Prasanna, J.M.S.B., Jayasundara, & P.S.K., Rajapakshe. "*A review of global challenges and survival strategies of small and medium enterprises (SMEs)."* **Economies** 8(4), 2020, 79.

62. S.K.N., Gamage, S.K., Naradda, E.M.S., Ekanayake, G.A.K.N.J., Abeyrathne, R.P.I.R., Prasanna, J.M.S.B., Jayasundara, & P.S.K., Rajapakshe. *"A review of global challenges and survival strategies of small and medium enterprises (SMEs)."* **Economies** 8(4), 2020, 1-24.

63. M., Somang, K.K., Fung So, & M., Jeong. "*Consumer adoption of the Uber mobile application: Insights from diffusion of innovation theory and technology acceptance model."* **Journal of Travel & Tourism Marketing**, 36(7), 2019, 770-783.

64. S.H., Choshaly. "*Applying innovation attributes to predict purchase intention for the eco-labeled products: A Malaysian case study."* **International Journal of Innovation Science,** 2019, 12

65. C., Sayginer, & T., Ercan. "*Understanding determinants of cloud computing adoption using an integrated diffusion of innovation (Doi)-technological, organizational and environmental (TOE) model."* **Humanities & Social Sciences Reviews,** 8(1), 2020, 91-102.

66. A., Busaidi, N., Saif, A.B., Bhuiyan, & N., Zulkifli. "*The critical review on the adoption of icts in the small and medium enterprises (SMEs) in the developing Countries."* **International Journal of Small and Medium Enterprises**, 2(2), 2019, 33-40.

67. C., Sheshadri, & K.K., Arpan. "*Why do small and medium enterprises use social media marketing and what is the impact: Empirical insights from India."* **International Journal of Information Management,** 53(1), 2020, 102103.

68. R., Ahmad. "*Determinants of SME growth: An empirical study in Saudi Arabia.*" **International Journal of Organizational Analysis**, 2020, 245.

69. A., Lewandowska, & S., Mateusz. "*Do SME? s innovation strategies influence their effectiveness of innovation? Some evidence from the case of Podkarpackie as peripheral region in Poland."* **Equilibrium. Quarterly Journal of Economics and Economic Policy**, 14(3), 2019, 521-536

70. B., Francesca, & J.G., Dias. "*Sustainable development of small-and medium-sized enterprises in the European Union: A taxonomy of circular economy practices."* **Business Strategy and the Environment**, 29(6), 2020, 2528-2541.

71. S., Syamsuriana, M.M., Rosli, H., Hasbolah, & N.A.M., Khadri. "*An overview on criteria of Small and Medium Enterprises (SMEs) across the economies: A random selection of countries*." 2020, 321.

72. A.S., Ibidunni, A.I., Kolawole, M.A., Olokundun, & M.E., Ogbari. "*Knowledge transfer and innovation performance of small and medium enterprises (SMEs): An informal economy analysis*." **Heliyon**, 6(8), 2020, e04740.

73. G., Albert. *Serving the American public: Best practices in customer-driven strategic planning*. DIANE Publishing, 1997.

74. B., Taylan, & M., Poturak. "*Employee performance and customer loyalty: Mediation effect of customer satisfaction.*" **Middle East Journal of Management**, 8(5), 2021, 453-474.

75. R.M., Chaerul, & N., Ardian. *"Enhance employee performance for increase work motivation on universitas pembangunanpancabudimedan."* **Journal Homepage: http://ijmr. net. In,** 7(08), 2019, 19-34.

76. R., Achmad, & D., Sunarsi. "*The influence of motivation and work experience on employee performance at PT. Yamaha saka motor in South Tangerang*." **Jurnal Office** 5(2), 2020, 65-74

77. G., Nicolas, & W., Andreas. "*Employee performance in temporary organizations: The Effects of person-environment fit and temporariness on task performance and innovative performance."* **European Management Review**, 18(2), 2021, 25-41.

78. R., Rozmina, G., K'aol & M., Kirubi. "*Influence of supportive and participative path-goal leadership styles and the moderating role of task structure on employee performance."* 2019.

79. K., Janne, & J., Hakanen. *"Fostering task and adaptive performance through employee well-being: The role of servant leadership*." **BRQ Business Research Quarterly,** 1(1), 2020, 2340944420981599.

80. P., Sohee, & S., Park. "*Employee adaptive performance and its antecedents: Review and synthesis.*" **Human Resource Development Review**, 18(3), 2019, 294-324.

81. P., Marques-Quinteiro, R., Vargas, N., Eifler, & L., Curral. "*Employee adaptive performance and job satisfaction during organizational crisis: The role of self-leadership."* **European Journal of Work and Organizational Psychology**, 28(1), 2019, 85-100.

82. K., Bahar, & O.M., Karatepe. "*Does servant leadership better explain work engagement, career satisfaction and adaptive performance than authentic leadership?."* **International Journal of Contemporary Hospitality Management**, 1(1), 2020, 32.

83. M.C., Meyers, D., Kooij, B., Kroon, R., de Reuver, & M., van Woerkom. "*Organizational support for strengths use, work engagement, and contextual performance: The moderating role of age."* **Applied Research in Quality of Life,** 15(2), 2020, 485-502.

84. C.W., Cheong, M.H., Lee, & M.A., Weissmann. "*Credit access, tax structure and the performance of Malaysian manufacturing SMEs."* **International Journal of Managerial Finance**, 1(1), 2020, 23.

85. I.J., Osazefua, I., Japhet. "*Operational efficiency and financial sustainability of listed manufacturing companies in Nigeria."* **Journal of Accounting and Taxation**, 11(1), 2019, 17-31.

86. A., Govand, & N.A., Nabaz. "*The impact of Human resource management practice on Organizational performance."* **International journal of Engineering, Business and Management (IJEBM)**, 5(1), 2021, 43.

87. N.M., Bocken, & T.H., Geradts. "*Barriers and drivers to sustainable business model innovation: Organization design and dynamic capabilities*." **Long Range Planning**, 53(4), 2020, 101950.

88. M., Meseret. "*The effect of strategic management practices on the institutional performance; The case of dedebit credit and saving institution in eastern tigray*." **SocioEconomic Challenges***,* 3(3), 2019, 80-97.

89. L., Muñoz-Pascual, C., Curado, & J., Galende. "*The triple bottom line on sustainable product innovation performance in SMEs: A mixed methods approach."* **Sustainability**, 11(6), 2019, 1689.

90. A., Lorenzo, S., Raby, V., Albino, & B., Bertoldi. "*The duality of digital and environmental orientations in the context of SMEs: Implications for innovation performance."* **Journal of Business Research**, 123(1), 2021, 44-56.

91. A., Marius, O., Moen, & P.O., Brett. "*The organizational climate for psychological safety: Associations with SMEs' innovation capabilities and innovation performance."* **Journal of Engineering and Technology Management**, 55(1), 2020, 101554.

92. C.A., Sampaio, J.M., Hernández-Mogollón, & R.G., Rodrigues. "*Assessing the relationship between market orientation and business performance in the hotel industry–the mediating role of service quality."* **Journal of Knowledge Management**, 1(1), 2019, 23.

93. N.D., Line, R.C., Runyan, & T., Gonzalez-Padron. "*Multiple stakeholder market orientation: A service-dominant logic perspective of the market orientation paradigm.*" **AMS Review**, 9(1), 2019, 42-60.

94. A., Pamela, I.M., Bodas Freitas, & R., Fontana. "*Strategic orientation, innovation performance and the moderating influence of marketing management.*" **Journal of Business Research**, 97(1), 2019, 129-140.

95. I., Pramod, A., Davari, M., Zolfagharian, & A., Paswan. "*Market orientation, positioning strategy and brand performance."* **Industrial Marketing Management**, 81(1), 2019, 16-29.

96. A., Aburayya, A., Marzouqi, D., Alawadhi, F., Abdouli, & M., Taryam. "*An empirical investigation of the effect of employees' customer orientation on customer loyalty through the mediating role of customer satisfaction and service quality."* **Management Science Letters**, 10(10), 2020, 2147-2158.

97. T., Lu-Ming. "*How customer orientation leads to customer satisfaction: Mediating mechanisms of service workers' etiquette and creativity*." **International Journal of Bank Marketing,** 1(1)**,** 2019, 123.

98. M., O'Dwyer, & A., Gilmore. *"Competitor orientation in successful SMEs: An exploration of the impact on innovation."* **Journal of Strategic Marketing**, 27(1), 2019, 21-37.

99. J.M., Crick, D., Crick, & N., Tebbett. "*Competitor orientation and value co-creation in sustaining rural New Zealand wine producers.*" **Journal of Rural Studies**, 73(1), 2020, 122-134.

100. D., Dariusz, M., Brzozowska-Woś, E., Gołąb-Andrzejak, & A., Firgolska. "*Market orientation and hotel performance: The mediating effect of creative marketing programs."* **Journal of Hospitality and Tourism Management**, 41(1), 2019, 175-183.

101. T., David, & G., Pisano. *"The dynamic capabilities of firms."* In *Handbook on knowledge management*, Springer, Berlin, Heidelberg, 2003, pp. 195-213.

102. A., Ramadhan. *Service operation strategy and service delivery strategy to enhance business performance.* **Jurnal Manajemen dan Organisasi,** 13(4), 2022, pp.397-417.

103. O., Adeola, J.N., Edeh, R.E., Hinson, & F., Netswera. *Digital service delivery in Africa: An introduction.* In digital service delivery in Africa: Platforms and Practices. Cham: Springer International Publishing, 2022, pp. 3-16.

104. L.S., Dalenogare, M.A., Le Dain, G.B., Benitez, N.F., Ayala, & A.G., Frank. *Multichannel digital service delivery and service ecosystems: The role of data integration within Smart Product-Service Systems.* **Technological Forecasting and Social Change,** 183, 2022, p.121894.

105. A.E., Kweka, J.R., Makindara, & K.M.K., Bengesi. *Effects of business development service providers' resources endowment on service delivery to performance of small and medium enterprises in Northern Tanzania.* **African Journal of Innovation and Entrepreneurship (AJIE),** 1(1), 2022, p.23.

106. I., Aboobucker. *"Leveraging IT-enabled dynamic capabilities to shape business process agility and firm innovative capability: Moderating role of turbulent environment."* **Review of Managerial Science**, 1(1), 2021, 1-39.

107. S., Fatonah, & A., Haryanto. "*Exploring market orientation, product innovation and competitive advantage to enhance the performance of SMEs under uncertain evens."* **Uncertain Supply Chain Management**, 10(1), 2022, 161-168.

108. G., Swapan, M., Hughes, I., Hodgkinson, & P., Hughes. "*Digital transformation of industrial businesses: A dynamic capability approach."* **Technovation**, 1(1), 2021, 102414.

109. T.S., Sim. *"Exploratory research into intellectual property commercialisation: The role of polytechnics in facilitating small and medium enterprise development in Singapore."* PhD diss., 2021.

110. M., Christopher, A., Payne, & D., Ballantyne. *Relationship marketing*. Routledge, 2013.

111. R.Q., Palmatier. *Relationship marketing*. Cambridge, MA: Marketing Science Institute, 2008.

112. B., Manfred. *Relationship marketing*. München: Vahlen, 2015.

113. L., Steinhoff, D., Arli, S., Weaven, & I.V., Kozlenkova. "*Online relationship marketing."* **Journal of the Academy of Marketing Science**, 47(3), 2019, 369-393.

114. G., Shaked, T., Seger-Guttmann, & O., Mimran. "*The unique role of relationship marketing in small businesses' customer experience.*" **Journal of Retailing and Consumer Services**, 51(1), 2019, 152-164.

115. S.W.B., Likoum, D.S., Mohamed, I., Harazneh, & A.M., Abubakar. "*Market-sensing capability, innovativeness, brand management systems, market dynamism,*

competitive intensity, and performance: An integrative review." **Journal of the Knowledge Economy**, 11(2), 2020, 593-613.

116. A.A., Alshanty, & L.E., Okechukwu. "*Market-sensing capability, knowledge creation and innovation: The moderating role of entrepreneurial-orientation."* **Journal of Innovation & Knowledge**, 4(3), 2019, 171-178.

117. M., Chinakidzwa, & M., Phiri. "*Market orientation and market sensing capabilities in a digital world: Relationships and impact on market performance."* **The Retail and Marketing Review**, 16(3), 2020, 1-17.

118. A.L., Dias, & L.F., Lages. "*Measuring market-sensing capabilities for new product development success*." **Journal of Small Business and Enterprise Development**, 2021, 43.

119. K., Wheny, S., Suharyono, E., Pangestuti, & M., KholidMawardi. "*The effects of market sensing capability and information technology competency on innovation and competitive advantage."* **The Journal of Asian Finance, Economics and Business**, 8(3), 2021, 1009-1019.

120. A., Abubakar, S.H., Gimi, & S., Elijah. *"Banking sector integration and economic growth: Reexamination of the impact of financial integration on growth."* **Research Gate,** 2019, 1-15

121. M.T., Rahman, R., Nielsen, M.A., Khan, & A.Y., Isaac. *"Impact of management practices and managerial ability on the financial performance of aquaculture farms in Bangladesh*." **Aquaculture Economics & Management,** 24(1), 2020, 79-101.

122. M.N., Nyongesa. "*Effect of financial management practices on financial performance of insurance companies in Kenya."* PhD diss., COHRED-JKUAT, 2017.

123. S.P., Latha, M., Iranmanesh, K.M., Kumar, & B., Foroughi. *"The impact of multinational corporations' socially responsible supplier development practices on their corporate reputation and financial performance."* **International Journal of Physical Distribution & Logistics Management,** 1(1), 2019, 23.

124. T.J.,Esau, U.Z., Qamar, M.E., Craig, K.Y., Emmanuel, & A.A., Farooque. "*Economic and management tool for assessing wild blueberry production costs and financial feasibility."* **Applied Engineering in Agriculture**, 35(5), 2019, 687-696.

125. B., Francesca, A., Caputo, & M., Soverchia. "*Sustainability and financial performance of small and medium sized enterprises: A bibliometric and systematic literature review.*" **Business Strategy and the Environment**, 29(3), 2020, 1297-1309.

126. B., Taylan, & M., Poturak. *"Employee performance and customer loyalty: Mediation effect of customer satisfaction.*" **Middle East Journal of Management,** 8(5), 2021, 453-474.

127. Y., Adewara, M., Dagunduro, G., Falana, & T.O., Busayo. *Effect of multiple taxation on the financial performance of small and medium enterprises (SMEs) in Ekiti State, Nigeria.* **Journal of Economics, Finance and Accounting Studies,** 5(3), 2023, 121-129.

128. L., Svabova, K., Valaskova, P., Durana, & T., Kliestik. *Dependency analysis between various profit measures and corporate total assets for Visegrad group's business entities.* **Organizacija**, 53(1), 2020, pp.80-90.

129. A., Urbinati, Z.S., Esfandabadi, & P.A., Messeni. *Assessing the interplay between Open Innovation and Sustainability-Oriented Innovation: A systematic literature review and a research agenda.* **Business Ethics, the Environment & Responsibility,** 32(3), 2023, pp.1078-1095.

130. A.M., Mehta, F.H., Ali, S., Farooq, & M., Tariq. *Dynamic managerial capabilities, competitive advantage and business performance: An integrative model, literature review and research propositions.* **Academy of Strategic Management Journal,** 19(4), 2020, pp.1-12.

131. S., Kurtmollaiev. *Dynamic capabilities and where to find them.* **Journal of Management Inquiry,** 29(1), 2020, pp.3-16.

132. A.I., Adelusi, O., Fatogun, & C., Agu. *Small and medium scale enterprises; Challenges and prospects in Nigeria.* **Journal of Emerging Trends in Economics and Management Sciences,** 10(3), 2019, pp.117-124.

133. R.L., Burritt, S., Schaltegger, & K.L., Christ. *Environmental management accounting–developments over the last 20 years from a framework perspective.* **Australian Accounting Review,** 33(4), 2023, pp.336-351.

134. A., Puspaningrum. *Market orientation, competitive advantage and marketing performance of small medium enterprises (SMEs).* **Journal of Economics, Business, & Accountancy Ventura,** 23(1), 2020, pp.19-27.

135. R., Layton. *Marketing systems–looking backward, sizing up and thinking ahead.* **Journal of Macromarketing,** 39(2), 2019, pp.208-224.

136. H.J., Amin. *Influence of marketing strategies on the performance of SMEs: Evidence from Abuja SMEs.* **Journal of Economics and Business,** 4(1), 2021.

137. J.A., Kemper, & P.W., Ballantine. *What do we mean by sustainability marketing?.* **Journal of Marketing Management,** 35(3-4), 2019, pp.277-309.

138. G., Gomes, L.O., Seman, A.C., Berndt, & N., Bogoni. *The role of entrepreneurial orientation, organizational learning capability and service innovation in organizational performance.* **Revista de Gestão,** 29(1), 2022, pp.39-54.

139. M., Mitręga. *Dynamic marketing capability–refining the concept and applying it to company innovations.* **Journal of Business & Industrial Marketing,** 35(2), 2020, pp.193-203.

140. J., Izadi ZD, S., Ziyadin, M., Palazzo, & M., Sidhu. *The evaluation of the impact of innovation management capability to organisational performance.* **Qualitative Market Research: An International Journal,** 23(4), 2020, pp.697-723.

141. T.T., Vu, & W.V., Dang. *Environmental commitment and firm financial performance: A moderated mediation study of environmental collaboration with suppliers and CEO gender.* **International Journal of Ethics and Systems,** 37(1), 2021, pp.53-69.

142. N.A., Morgan. *Researching marketing capabilities: Reflections from academia.* **AMS Review,** 9(3), 2020, pp.381-385.

143. A., Zucchella, R.N., Strange, & S., Mascherpa. *Which organisational capabilities matter for SME export performance?.* **European Journal of International Management,** 13(4), 2019, pp.454-478.

144. A.E., Akgün, & V., Polat. *Strategic orientations, marketing capabilities and innovativeness: An adaptive approach.* **Journal of Business & Industrial Marketing,** 37(4), 2022, pp.918-931.

145. S.A.D., Medeiros, J.M.M., Christino, C.A., Gonçalves, & M.A., Gonçalves. *Relationships among dynamic capabilities dimensions in building competitive advantage: A conceptual model.* **Gestão & Produção,** 27, 2020, p.e3680.

146. H., Aslam, A.Q., Khan, K., Rashid, & S.U., Rehman. *Achieving supply chain resilience: the role of supply chain ambidexterity and supply chain agility.* **Journal of Manufacturing Technology Management,** 31(6), 2020, pp.1185-1204.

147. A., Oke, D., Prajogo, M., Idiagbon-Oke, & T.E., Cheng. *Linking environmental forces, absorptive capacity, information sharing and innovation performance.* **Industrial Management & Data Systems,** 122(7), 2022, pp.1738-1755.

148. E., Briggs, S., Deretti, & H.T., Kato. *Linking organizational service orientation to retailer profitability: Insights from the service-profit chain.* **Journal of Business Research,** 107, 2020, pp.271-278.

149. B., Owaga. *Competitive strategies and the financial sustainability of commercial banks in Kenya* (Doctoral dissertation, Strathmore University), 2021.

150. A.G., Nachbagauer, & I., Schirl-Boeck. *Managing the unexpected in megaprojects: Riding the waves of resilience.* **International Journal of Managing Projects in Business,** 12(3), 2019, pp.694-715.

151. G., Nicolini. *Financial literacy in Europe: Assessment methodologies and evidence from European countries*. Routledge, 2019.

152. X., Liang, J., Frösén, & Y., Gao. *Do not settle for simple assessment: The effects of marketing metric uses on market-sensing capability.* **European Journal of Marketing,** 57(5), 2023, pp.1502-1530.

153. E., Alraji. *The effect of digital marketing and market sensing capabilities on organizational performance.* **Journal of Accounting and Management Vision,** 5(58), 2022, pp.148-154.

154. B.W., Ateke, & H., Harcourt. *Market-sensing capability and innovativeness of hospitality firms in Rivers State.* **POLAC Management Review,** 3(1), 2022, pp.1-10.

155. I., Kowalik, M., Pieniak, & E., Baranowska-Prokop. *Market sensing of the international new ventures: Strategies and determinants.* **European Journal of International Management,** 17(4), 2022, pp.501-535.

156. J.Y.L., Forrest, Y., Liu, J.Y.L., Forrest, & Y., Liu. *Market-sensing capabilities and their vital importance in firm performance.* **Value in Business: A Holistic, Systems-based Approach to Creating and Achieving Value,** 2022, pp.339-358.

157. M., Christofi, H., Khan, N., Zahoor, E., Hadjielias, & S., Tarba. *Digital transformation of SMEs: The role of entrepreneurial persistence and market sensing dynamic capability.* IEEE Transactions on Engineering Management, 2023.

158. S.V., Fattahi, & S., Yari. *The effect of market sensing and market responsiveness on absorptive capacity (case study: Companies based in the foreign investment industrial estate).* **Journal of Operations Management,** 3(9), 2023, pp.57-78.

159. H., Khan, N., Zahoor, A.M., Gerged, S., Tarba, & A., Makrides. *The efficacy of market sensing and family-controlled board in the new product development performance of family firms in emerging market.* **Journal of Business Research,** 141, 2022, pp.673-684.

160. M., Nuseir, & G.E., Refae. *The effect of digital marketing capabilities on business performance enhancement: Mediating the role of customer relationship management (CRM).* **International Journal of Data and Network Science,** 6(2), 2022, pp.295-304.

161. M., Mulyana, & M., Azka. *Market sensing capability and customer relationship management on marketing performance: Role e-marketing strategy.* **Jurnal Manajemen Indonesia,** 22(3), 2022, pp.279-288.

162. S., Alshourah, I., Jodeh, I., Swiety, & A., Ismail. *Social customer relationship management capabilities and performance: Moderating social media usage among SMES Jordanian.* **Decision Sciences,** 25(S2), 2022, pp.1-8.

163. V., Guerola-Navarro, H., Gil-Gomez, R., Oltra-Badenes, & P., Soto-Acosta. *Customer relationship management and its impact on entrepreneurial marketing: A literature review.* **International Entrepreneurship and Management Journal,** 2022, pp.1-41.

164. R.H., Binsaeed, Z., Yousaf, A., Grigorescu, R.I., Chitescu, A.A., Nassani, & A., Samoila. *Customer engagement and customer relationship management capabilities' effects on innovation performance and customer distrust's moderating role.* **Sustainability**, 15(12), 2023, p.9475.

165. T., Olutola, J., Balen, V., Lotisa, A., Johnima, & I., Browndi. *The intermediate function of sustainable dynamic capabilities in the association between social customer relationship management and sustainable competitive advantage.* **Asian Journal of Basic and Applied Sciences,** 10(2023), 2023, pp.97-104.

166. S., Pashaie, H., Golmohammadi, & M.D., Hoseini. *Social customer relationship management capabilities in sports facilities.* **Management**, 4(4), 2023, pp.922-936.

167. M., Ferrer-Estévez, & R., Chalmeta. *Sustainable customer relationship management.* **Marketing Intelligence & Planning,** 41(2), 2023, pp.244-262.

168. J.N., Edeh. *Customer relationship management and business performance: Do digital platform capabilities matter?.* In *Digital service delivery in Africa: Platforms and practices*, Cham: Springer International Publishing, 2022, pp. 81-105.

169. S., Chatterjee, R., Chaudhuri, D., Vrontis, & A.D., Strologo. *Exploring the impacts of knowledge infrastructure, dynamic capability, and customer relationship management ability on business value of a firm.* IEEE Transactions on Engineering Management, 2022.

170. N.A., Morgan, R.J., Slotegraaf, & H., Feng. *Marketing capabilities for b2b firms.* In Handbook of business-to-business marketing, Edward Elgar Publishing, 2022, pp. 96-116.

171. G.S., Etim, W.S., Inyang, E.E., James, & G.B., Mbu-Ogar. *Marketing information system (MKIS) and optimization of banking service delivery.* **African Journal of Accounting and Financial Research,** 6(2), 2023, pp.112-125.

172. M., Sedighi, A., Sheikh, N., Tourani, & R., Bagheri. *Service delivery and branding management in digital platforms: Innovation through brand extension.* **Human Behavior and Emerging Technologies,** 2022, pp.1-18.

173. D.R.S., Dewi, Y.B., Hermanto, E., Tait, & M.E., Sianto. *The product–service system supply chain capabilities and their impact on sustainability performance: A dynamic capabilities approach.* **Sustainability**, 15(2), 2023, p.1148.

174. C., Han, J., Liu, S., Zhang, & B.B., Nielsen. *Intermediate-level outside-in marketing capabilities, technological innovation, and management innovation.* **European Journal of Marketing,** 57(5), 2023, pp.1531-1559.

175. E.A., Henao-García, & R.A., Cardona Montoya. *Fostering technological innovation through management and marketing innovation.* The human and non-technological linkage. **European Journal of Innovation Management,** 26(1), 2023, pp.183-206.

176. S.S., Erzurumlu, & N., Smith. *Managing technological innovation capabilities to align exploration and exploitation with technological changes.* **International Journal of Innovation and Technology Management,** 20(03), 2023, p.2350012.

177. G., Cao, N., Tian, & C., Blankson. *Big data, marketing analytics, and firm marketing capabilities.* **Journal of Computer Information Systems,** 62(3), 2022, pp.442-451.

178. P., Nath, & A., Siepong. *Green marketing capability: A configuration approach towards sustainable development.* **Journal of Cleaner Production,** 354, 2022, p.131727.

179. A., Ebenuwa. *Market-dynamics sensing and marketing resilience of domestic airlines in Nigeria.* **Nigerian Journal of Management Sciences** Vol, 23(1), 2022.

180. B.W., Ateke, & C., Oluigbo-Moses. *Business portfolio expansion of SMEs in agribusiness in Rivers State: Influence of dynamic marketing capabilities.* **Ilaro Journal of Humanities and Management,** 3, 2023, pp.6-14.

181. G., Ndeti. *Relationship between market sensing practices and performance of fintech companies in Kenya* (Doctoral dissertation, University of Nairobi), 2022.

182. J.C.D.S.F., Junior, A.C.G., Maçada, D.D.B.S., Júnior, & R., Brinkhues. *Sensing and responsiveness: digital capabilities to face the challenges of the digital economy.* **ReMark-Revista Brasileira de Marketing,** 22(4), 2023, pp.1421-1473.

183. Y., Liu. *Effect of digital marketing capabilities and blockchain technology on organizational performance and psychology.* **Frontiers in Psychology,** 12, 2022, p.805393.

184. Y., Song. *How do Chinese SMEs enhance technological innovation capability? From the perspective of innovation ecosystem.* **European Journal of Innovation Management,** 26(5), 2023, pp.1235-1254.

185. O., Ali, V., Osmanaj, P., Kwiatek, M., Alryalat, R., Chimhundu, & Y.K., Dwivedi. *The impact of technological innovation on marketing: individuals, organizations and environment: A systematic review.* **Economic Research-Ekonomska Istraživanja,** 36(3), 2023, p.2210661.

186. S., Ahn, K.S., Kim, & K.H., Lee. *Technological capabilities, entrepreneurship and innovation of technology-based start-ups: The resource-based view.* **Journal of Open Innovation: Technology, Market, and Complexity,** 8(3), 2022, p.156.

187. C., Jin, A., Liu, H., Liu, J., Gu, & M., Shao. *How business model design drives innovation performance: The roles of product innovation capabilities and technological turbulence.* **Technological Forecasting and Social Change,** 178, 2022, p.121591.

188. A.R.A., Aljanabi. *The role of innovation capability in the relationship between marketing capability and new product development: Evidence from the telecommunication sector.* **European Journal of Innovation Management,** 25(1), 2022, pp.73-94.

189. X., Su, C., Mou, & S., Zhou. *Institutional environment, technological innovation capability and service-oriented transformation*. **Plos one,** 18(2), 2023, p.e0281403.

190. R.U., Khan, C., Richardson, & Y., Salamzadeh. *Spurring competitiveness, social and economic performance of family-owned SMEs through social entrepreneurship; A multi-analytical SEM & ANN perspective.* **Technological Forecasting and Social Change,** 184, 2022, p.122047.

191. S., Oduro, K.D., Adhal Nguar, A., De Nisco, R.H.E., Alharthi, G., Maccario, & L., Bruno. *Corporate social responsibility and SME performance: A meta-analysis.* **Marketing Intelligence & Planning,** 40(2), 2022, pp.184-204.

192. E., Yadegaridehkordi, B., Foroughi, M., Iranmanesh, M., Nilashi, & M., Ghobakhloo. *Determinants of environmental, financial, and social sustainable performance of*

manufacturing SMEs in Malaysia. **Sustainable Production and Consumption,** 35, 2023, pp.129-140.

193. A., Gholami, P.A., Murray, & J., Sands. *Environmental, social, governance & financial performance disclosure for large firms: Is this different for SME firms?*. **Sustainability,** 14(10), 2022, p.6019.

194. A., Dewan, P., Tantawi, & D.F., Amara. *The relationship of social value orientation and social entrepreneurial orientation on organizational performance: A study on small and medium enterprises in Egypt.* **SocioEconomic Challenges,** 7(2), 2023, pp.31-44.

195. E., Afum, Y., Agyabeng-Mensah, C., Baah, G., Asamoah, & K.L., Yaw. *Green market orientation, green value-based innovation, green reputation and enterprise social performance of Ghanaian SMEs: The role of lean management.* **Journal of Business & Industrial Marketing,** 38(10), 2023, pp.2151-2169.

196. M., Rubio-Andrés, M.D.M., Ramos-González, & M.A., Sastre-Castillo. *Do high performance work systems improve workplace well-being in SMES?* Implications for financial performance. **Applied Research in Quality of Life,** 17(3), 2022, pp.1287-1309.

197. Z., Zafar, L., Wenyuan, M.A., Bait Ali Sulaiman, K.A., Siddiqui, & S.A., Qalati. *Social entrepreneurship orientation and enterprise fortune: An intermediary role of social performance.* **Frontiers in Psychology,** 12, 2022, p.755080.

198. V., Arumugam, G., Kannabiran, & S., Vinodh. *Impact of technical and social lean practices on SMEs' performance in automobile industry: A structural equation modelling (SEM) analysis.* **Total Quality Management & Business Excellence,** 33(1-2), 2022, pp.28-54.

199. A., Purwanto. *The role of transformational leadership and organizational citizenship behavior on SMEs employee performance.* **Journal of Industrial Engineering & Management Research**, 2022.

200. J., Nasir, R.M., Ibrahim, M.A., Sarwar, B., Sarwar, W.M., Al-Rahmi, F., Alturise, A., Samed Al-Adwan, & M., Uddin. *The effects of transformational leadership, organizational innovation, work stressors, and creativity on employee performance in SMEs.* **Frontiers in Psychology,** 13, 2022, p.772104.

201. S.A., Qalati, Z., Zafar, M., Fan, M.L.S., Limón, & M.B., Khaskheli. *Employee performance under transformational leadership and organizational citizenship behavior: A mediated model.* **Heliyon,** 8(11), 2022.

202. A.J., Khan, M.A.A., Ansari, T., Ahmed, & A.A., Malik. *Green human resource practices: A sustainable approach to increase employee performance.* **iRASD Journal of Management,** 4(1), 2022, pp.17-25.

203. N., Siraj, & I., Hágen. *Performance management system and its role for employee performance: Evidence from Ethiopian SMEs.* **Heliyon,** 9(11), 2023.

204. A., Cahyadi, T., Marwa, I., Hágen, I., Siraj, P., Santati, J., Poór, & K., Szabó. *Leadership styles, high-involvement human resource management practices, and individual employee performance in small and medium enterprises in the digital era.* **Economies,** 10(7), 2022, p.162.

205. Y., Iskandar. *Employee performance analysis based on education and work discipline in the cooperatives and micro, small & medium enterprises (MSMEs) department of Malang regency.* **International Journal of Economics and Management Research,** 1(3), 2022, pp.17-23.

206. B., Chen, L., Wang, B., Li, & W., Liu. *Work stress, mental health, and employee performance.* **Frontiers in Psychology,** 13, 2022, p.1006580.

207. T.T., Phuong, & N.T., Le Ha. *Knowledge management, employee satisfaction, employees loyalty and job performance: A proposed study.* **International Journal of Information, Business and Management,** 14(1), 2022, pp.1-16.

208. T., Ambarwati, E.T.D.R.W., Wardhana, C., Wardoyo, M., Churiyah, & M., Jihadi. *The role of compensation, job rotation, employee engagement and employees performance of smes.* **International Journal of Professional Business Review,** 8(7), 2023, pp.e03045-e03045.

209. A., Lutfi, H., Alqudah, M., Alrawad, A.F., Alshira'h, M.H., Alshirah, M.A., Almaiah, A., Alsyouf, & M.F., Hassan. *Green environmental management system to support environmental performance: what factors influence SMEs to adopt green innovations?.* **Sustainability,** 15(13), 2023, p.10645.

210. D., Xiang, T., Zhao, & N., Zhang. *How can government environmental policy affect the performance of SMEs: Chinese evidence.* **Journal of Cleaner Production,** 336, 2022, p.130308.

211. O., Rodríguez-Espíndola, A., Cuevas-Romo, S., Chowdhury, N., Díaz-Acevedo, P., Albores, S., Despoudi, C., Malesios, & P., Dey. *The role of circular economy principles and sustainable-oriented innovation to enhance social, economic and environmental performance: Evidence from Mexican SMEs.* **International Journal of Production Economics,** 248, 2022, p.108495.

212. X., Sun, A., El Askary, M.S., Meo, & B., Hussain. *Green transformational leadership and environmental performance in small and medium enterprises.* **Economic Research-Ekonomska Istraživanja,** 35(1), 2022, pp.5273-5291.

213. S.U., Rehman, S., Bresciani, D., Yahiaoui, & E., Giacosa. *Environmental sustainability orientation and corporate social responsibility influence on environmental performance of small and medium enterprises: The mediating effect of green capability.* **Corporate Social Responsibility and Environmental Management,** 29(6), 2022, pp.1954-1967.

214. N.H., Wellalage, V., Kumar, A.I., Hunjra, & M.A.S., Al-Faryan. *Environmental performance and firm financing during COVID-19 outbreaks: Evidence from SMEs.* **Finance Research Letters,** 47, 2022, p.102568.

215. S.K., Ooi, C.H., Lee, & A., Amran. *Assessing the influence of social capital and innovations on environmental performance of manufacturing SMEs.* **Corporate Social Responsibility and Environmental Management,** 30(6), 2023, pp.3242-3254.

216. R.U., Khan, H., Arif, N.E., Sahar, A., Ali, & M.A., Abbasi. *The role of financial resources in SMEs' financial and environmental performance; The mediating role of green innovation.* **Green Finance,** 4(1), 2022, pp.36-53.

217. J.D., Patel, R., Shah, & R.H., Trivedi. *Effects of energy management practices on environmental performance of Indian small-and medium-sized enterprises.* **Journal of Cleaner Production,** 333, 2022, p.130170.

218. M.A., Dzikriansyah, I., Masudin, F., Zulfikarijah, M., Jihadi, & R.D., Jatmiko. *The role of green supply chain management practices on environmental performance: A case of Indonesian small and medium enterprises.* **Cleaner Logistics and Supply Chain**, 6, 2023, p.100100.

219. A., Kő, Z.A., Mitev, T., Kovács, P., Fehér, & Z., Szabó. *Digital agility, digital competitiveness, and innovative performance of SMEs.* **Journal of Competitiveness,** 14(4), 2022, pp.78-96.

220. B.E., Fulgence, X., Hu, O., Larbi-Siaw, S.J., Tuo, & F.E., Gnahe. *Impact of knowledge absorptive capacity on innovative performance in SMEs: Mediating effect of cluster environment.* **Kybernetes,** 52(12), 2023, pp.6001-6024.

221. R., Ngah, N.A., Azman, & M., Khalique. *The impact of innovation, organizational, technological capital on innovation performance of SMEs: The mediating effect of innovative intelligence.* **International Journal of Business and Society,** 23(1), 2022, pp.427-443.

222. O., Carrasco-Carvajal, D., García-Pérez-de-Lema, & M., Castillo-Vergara. *Impact of innovation strategy, absorptive capacity, and open innovation on SME performance: A Chilean case study.* **Journal of Open Innovation: Technology, Market, and Complexity,** 9(2), 2023, p.100065.

223. J., Smes, B., Alrfooh, S.F., Padlee, & N.H.N., Mat. *The moderating role of an innovative culture in the relationship between absorptive capacity and innovative performance among.* **Journal of Positive School Psychology,** 6(3), 2022, pp.2282-2297.

224. H., Tian, S., Iqbal, & S., Akhtar. *Exploring predictors of innovation performance of SMEs: A PLS-SEM approach.* **Employee Relations: The International Journal,** 45(4), 2023, pp.909-924.

225. S., Kim, & T., Ha. *Influential variables and causal relations impact on innovative performance and sustainable growth of SMEs in aspect of industry 4.0 and digital transformation.* **Sustainability,** 15(9), 2023, p.7310.

226. E.M., Vătămănescu, A., Mitan, A.G., Andrei, & A.M., Ghigiu. *Linking coopetition benefits and innovative performance within small and medium-sized enterprises networks: A strategic approach on knowledge sharing and direct collaboration.* **Kybernetes,** 51(7), 2022, pp.2193-2214.

Chapter Three

Methodology

This chapter describes the systematic procedure by which the study was carried out and the selection of appropriate methodology. It comprises research methods, research philosophy, research design, population of the study, sample frame and sampling techniques, sources of data, validity and reliability of research instruments, administration of research instrument and statistical techniques to be used in data analysis. The chapter also highlighted among others the procedure for testing the hypotheses as well as ethical consideration.

3.1 Research Design

The collection of methodologies and processes utilized in collecting and analyzing measurements of the variables indicated in the research topic is referred to as a research design[1,2,3]. A descriptive research design was adopted in the study. It gathers and analyzes data using quantitative methodologies. The quantitative part of the study will be completed first, followed by qualitative interviews to confirm, cross-validate, or corroborate the findings from the quantitative stage (concurrent mixed methods). Top level management of the selected businesses would be included in the quantitative part, and qualitative part of the research[4].

3.2 Population of the Study

The population for this study consists of directors of SME's registered under NASSI Lagos chapter. Based on the information obtained from the NASSI Lagos, the association has the following sectors: manufacturing, processing, mining, service industries and others with a total of 11667 registered SME's. Therefore the total numbers of directors are 11667.

The choice of survey research on small and medium scale enterprises is validated based on observations that they: represent key sectors of the economy, are usually organized, relatively small and medium in size, foundation for most multinationals, easily attract customers (among others) for business survival and enhancement of their performance and competitiveness[1,5].

3.3 Sample and Sampling Techniques

The sample size for this research work was determined using Morgan's Sample Size Determinant Table, which is indicated in Table 3.1. The total study population is 11667 as shown in Table 3.2. On Morgan's Table, the population employees at 95% confidence level fall within the 1st row/ 16th column. Therefore, the sample size for employees is 378 as recommended on the table (See Table 3.1).

Table 3.1: Tale for Determining Sample Size of a Known Population

	Variance of the Population P=50%					
	ConfidenceLevel=95%			Confidence Level=99%		
	Margin of error			Margin of error		
Population Size	5	3	1	5	3	1
50	44	48	50	46	49	50
75	63	70	74	67	72	75
100	79	91	99	87	95	99
150	108	132	148	122	139	149
200	132	168	196	154	180	198
250	151	203	244	181	220	246
300	168	234	291	206	258	295
400	196	291	384	249	328	391
500	217	340	475	285	393	485
600	234	384	565	314	452	579
700	248	423	652	340	507	672
800	260	457	738	362	557	763
1000	278	516	906	398	647	943
1500	306	624	1297	459	825	1375
2000	322	696	1655	497	957	1784
3000	341	787	2286	541	1138	2539
5000	357	879	3288	583	1342	3838
10000	370	964	4899	620	1550	6228
25000	378	1023	6939	643	1709	9944
50000	381	1045	8057	652	1770	12413
100000	383	1056	8762	656	1802	14172

250000	384	1063	9249	659	1821	15489
500000	384	1065	9423	660	1828	15984
1000000	384	1066	9513	660	1831	16244

Source[6]

Sample frame as the outline or working description of the population used in the sample selection. It is also the basic details and specification of all members of a population from which a sample is to be drawn. Therefore, to have equal level of representation of the five sector selected the (378) is therefore increased to (380), to have (76) as equal representation as shown in table 3.2.

Table 3.2: Sample Frame for the Distribution of Questionnaire

Distribution based on SME Sector	**Sample Size**
Agriculture	76
Mining and Quarying	76
Manufacturing	76
Construction	76
Services	76
Total	**380**

Source: Researcher Computation, 2024

Sampling techniques are methods engaged in selecting samples from the population of a particular study. The researcher intends to use both the probability and non-probability sampling techniques. This is because it will enable the researcher to be able to conduct multiple sampling procedures (purposive, stratified, convenience sampling) for this study. In addition, it enabled the researcher to carefully identify those to obtain information from precisely. Specifically, multiple sampling techniques involved three steps. The first stage is the purposive sampling technique which was used to purposively select the respondents who meet the individual who meets the inclusion criteria for the study and only respondents in the study population that were willing to answer the questions were included in the study.The second stage is a stratified sampling technique.This was used to categorize the target population into two or more strata based on their essential characteristics. The essence of the stratified is to ensure that the sample is more representative of the study population. Consequently, the population will comprise owners or directors who were selected from various SME sectors in Lagos State, Nigeria

3.4 Description of Research Instrument

For data collection, the researcher would be using a single instrument. Quantitative data collecting method would be employed. Questionnaires were the major used quantitative research instrument.

(a) Questionnaire: This would be designed to help in gathering the primary data for the study.

Company staff will be given copies of a questionnaire to collect quantitative data on the marketing capability, market orientation and SME performance. The questionnaire will be divided into two sections: Section A and Section B. Section A contained questions on the socio-economic characteristics of the respondents. Section B will contain items on the independent variable (marketing capability), the dependent variable (SME's performance) and the moderating variable (marketing orientation). Five Likert-scale questions ranging from strongly agree to strongly disagree will be adopted (strongly agree (SA) =5, agree (A) =4, undecided (U) =3, disagree (D)=2, strongly disagree (SD) =1). The items in the questionnaire were adapted from existing literature as presented in Table 3.3

Table 3.3: Sources of Items in the Questionnaire

	Latent Construct	Number of Items
I	Market Sensing[10,11]	4
iii	Customer Relationship Management[12, 14,15]	4
Iv	Service Delivery[16,17]	4
V	Technology Innovation[18,19]	4
vi	Sales Growth[20,21,22]	4
viii	Profitability[23, 24,25]	4
Ix	Market Share[26,27]	4
X	Supply Chain Resilience[28,29]	4
xi	Marketing Orientation (Customer Orientation)[30]	4

Source: Researcher's Field Survey (2021)

Table 3.4 Matrix of Research Instruments and Objectives

S/N	Research Instruments	Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Objective 6
1	Questionnaire	√	√	√	√	√	√

Source: Researcher's Field Survey, 2024

3.5. Validity of Research Instrument

The validity and reliability of the instrument that was used in this study to ensure that it measure what it is supposed to measure consistently and reliably. The quantitative instrument was tested for content and construct validity. The researcher meticulously examined the research instrument to ensure that all items in the questionnaire are consistent and in accordance with the study object in order to ensure content validity. Similarly, the researcher would offer the research instrument (questionnaire and interview guide) to the researcher's supervisors and specialists in the field of marketing capabilities, marketing orientation and SME performance to further validate the research instrument.

To demonstrate the construct validity, the study would be using Confirmatory Factor Analysis (CFA) to check the strength of the inter-correlations between the dependent and independent variables. To ensure this, a pilot study was conducted by distributing twenty (20) copies of questionnaire SMEs in Ado-Odo local government area of Ogun State, Nigeria. Decisions would be made on the items in the questionnaire via the feedback obtained from the pilot study.

3.6 Reliability of Research Instrument

In order to measure the reliability of the research instrument (questionnaire), the researcher would be using Cronbach Alpha to test for internal consistency of items in the questionnaire. This would be done using the Statistical Package for Social Sciences (SPSS) version 24. The values of the Cronbach Alpha must range between 0-1. The rule of thumb states as follows

$\alpha \geq 0.9$ = Excellent (High – Stakes testing)

$0.7 \leq \alpha < 0.9$ = Good (Low – Stakes testing)

$0.6 \leq \alpha < 0.7$ = (Acceptable)

$0.5 \leq \alpha < 0.6$ = (Poor)

$\alpha < 0.5$ = Unacceptable

Table 3.5: Reliability Statistics

Indicators	Cronbach's Alpha	No. of Indicators	Remarks
	≥ 0.7		
Market Sensing	0.7224	4	Good
Customer Relationship Management	0.7689	4	Good
Service Delivery	0.8458	4	Very Good
Technological Innovation	0.7458	4	Good
Sales Growth	0.8568	4	Very Good
Profitability	0.7920	4	Good
Market Share	0.8165	4	Very Good
Supply Chain Resilience	0.8621	4	Very Good
Marketing Orientation	0.7450	4	Good
Average Mean Value	0.7801	36	

Source: Pilot Study, 2024

From Table 3.5, it can be depicted that all the constructs have values higher than 0.70 and 0.80. this means that the items have required Cronbach Alpha reliability respectively. Overall, the instrument is adjudged reliable and valid since all the requirements for the degree of fitness were satisfactorily met.

3.7 Method of Data Collection

The researcher intends to use the quantitative (questionnaire) data collection method.

Questionnaire: The researcher will need the assistance of two (2) research assistants in preparing for the questionnaire distribution. These research assistants would be properly trained to ensure that they understand the concepts and ideas behind the questionnaire's items.

The research assistants would be taught how to treat respondents with respect, introduce themselves and their main aim, and try to establish a positive relationship with them. The questionnaire would be discussed in detail during the research assistant's training in order for the field assistants to become familiar with them through role-playing. The field assistants were involved in the pre-test of the instruments and this created opportunity for them to learn how to collect the required data. The pre-test also give opportunity for the field assistants to practice how they would go about the collection of the data, while the researcher watched to see how the exercise were done and to make necessary corrections..

3.8 Method of Data Analysis

This study would gather and analyses quantitative data.In the method of data analysis, this part represents the procedure for analyzing the data that was collected through a questionnaire. Thus, the quantitative data was obtained through the use of a questionnaire that was coded for effective data analysis through Statistical Packages for Social Science (SPSS). The formulated hypotheses were analyzed using Partial Least Square (PLS) regression analysis to know the causal and direct effect and influence of the independent variables on the dependent variable and moderating variable. Hence, factor analysis and ordinary least square regression analysis would be the analysis methods intended to be used in this study.

Endnotes

1. G., Shaked, T., Seger-Guttmann, & O., Mimran. "*The unique role of relationship marketing in small businesses' customer experience.*" **Journal of Retailing and Consumer Services**, 51(1), 2019, 152-164.

2. S.W.B., Likoum, D.S., Mohamed, I., Harazneh, & A.M., Abubakar. "*Market-sensing capability, innovativeness, brand management systems, market dynamism, competitive intensity, and performance: An integrative review.*" **Journal of the Knowledge Economy**, 11(2), 2020, 593-613.

3. A.A., Alshanty, & L.E., Okechukwu. "*Market-sensing capability, knowledge creation and innovation: The moderating role of entrepreneurial-orientation.*" **Journal of Innovation & Knowledge**, 4(3), 2019, 171-178.

4. M., Chinakidzwa, & M., Phiri. "*Market orientation and market sensing capabilities in a digital world: Relationships and impact on market performance.*" **The Retail and Marketing Review**, 16(3), 2020, 1-17.

5. H.J., Amin. *Influence of marketing strategies on the performance of SMEs: Evidence from Abuja SMEs.* **Journal of Economics and Business,** 4(1), 2021.

Chapter Four

Results and Discussion of Findings

4.0 Preamble

The results of the data analysis, and their interpretations, are presented in this chapter in relation to the objective of the research. The data analysis was conducted using statistical software, which allowed for the examination of various variables and their relationships. The findings of the analysis provide valuable insights into the research question and contribute to the overall understanding of the topic. Additionally, the interpretations of the results shed light on the significance of the findings and their implications for future research and practical applications.

A total of 380 copies of questionnaires were distributed to all small and medium enterprises owner in Lagos state, Nigeria of which only 368 copies were returned. This represent 96.8% return rate which signifies a high level of participation and interest from the respondent. The high return rate indicates that all owners of SMEs were willing to actively contribute to the research and share their opinions and experiences. This level of engagement enhances the validity and reliability of the study's findings, as it suggests that the collected data is representative of the organization's overall population.

4.1 Demographic Characteristics of Respondent

Table 4.1: Demographic Characteristics of Respondent

Characteristics	Classification	Frequency	Percentage
Gender	Male	293	79.6
	Female	75	20.4
Age	Below 21 years	92	25.0
	Between 21 – 30 years	83	22.6
	Between 31 – 40 years	97	26.4
	Between 41 – 50 years	80	21.7
	Between 51 – 60 years	16	4.3
Highest Educational Qualification	SSCE/NCE/OND	46	12.5
	B.sc/HND	151	41.0
	M.sc/MBA/PhD	122	33.2
	Others	49	13.3
How long have you been employed	Below 1 year	27	7.3
	1 - 3yrs	88	23.9
	4 - 6yrs	83	22.6
	7 – 9yrs	80	21.7
	10 – 12yrs	70	19.0
	Above 12 years	20	5.4
SMEs Sector	Agriculture	72	19.6
	Mining and Quarrying	80	21.7
	Manufacturing	94	25.5
	Construction	67	18.2
	Services	35	9.5
	Others	20	5.4

Source: Author's Computation (2024)

From table 4.1 it is evidenced that 79.6% of the respondent are male while 20.4% of the respondent are female. This shows that the questionnaires were distributed in a way that the opinion of both gender are considered. The second table includes a diverse range of age groups of the respondents. Therefore, respondents below the age of 21 years represent 25.0%, respondents between the age of 21 – 30 years are 22.6%, respondents between the age of 31 – 40 years are 26.4%, while respondents between the age of 41 – 50 years represent 21.7% and respondents that fall under the age of 51 - 60years constitutes the remaining 4.3%. The distribution of age groups allows for a comprehensive analysis of the survey results across different generations. This diverse representation ensures that the findings are reflective of a wide range of perspectives and experiences.

In regard to the qualification of the respondent, 12.5% of the respondent are SSCE/NCE/OND holders, 41.0% of the respondent have B.Sc/HND, 33.2% of the respondent have M.Sc/MBA/PhD Degree, while the remaining 13.3% of the respondent bag other qualification. It is evident that the majority of respondents hold at least a B.Sc or HND degree, indicating a relatively high level of education among participants. The distribution of qualifications across the sample population provides valuable insight into the educational background of the respondents. Also, concerning the respondent experience. It was reveal that 7.3% of the respondent have below 1 years of experience, 23.9% have about 1-3 years of experience, 22.6% of the respondent have 4-6 years of experience , 21.7% have about 7-9 years of experience, 19.0% of the respondent have 10-12 years of experience while the remaining 5.4% have above 12 years of experience. This distribution shows a relatively even spread of experience levels among the respondents, with a slight majority falling within the 1-9 years range. It is important to consider how this varied experience may impact the results and insights gathered from the survey.

Additionally, the fifth table shows different respondent sectors at work. i.e it was found that 19.6% of the respondent fall under the agricultural sector, 21.7% of the respondent fall under Mining and Quarrying sector, 25.5% of the respondent are under Manufacturing sector, 18.2% of the respondent are under Construction sector, 9.5% of the respondent fall under Services sector. While the remaining 5.4% of the respondent fall under other sector. This breakdown provides valuable insight into the diversity of industries represented in the survey data. It allows for a more comprehensive understanding of the perspectives and experiences shared by respondents from various sectors.

Analysis of Research Questions

Table 4.2 **Market Sensing**

Statements	**SD** Frequency (%)	**D** Frequency (%)	**UN** Frequency (%)	**A** Frequency (%)	**SA** Frequency (%)	**Mean ($\bar{X}$)**	**Std Deviation**
Our company acquire and use market information	9 (2.4%)	22 (6.0%)	36 (9.8%)	133 (36.1%)	168 (45.7%)	4.1658	0.99438
Our company anticipate rivals' actions"	11 (3.0%)	61 (16.6%)	52 (14.1%)	177 (48.1%)	67 (18.2%)	3.6196	1.05533
Our company establish database to serve customers	20 (5.4%)	65 (17.7%)	69 (18.8%)	168 (45.7%)	46 (12.5%)	3.4212	1.08459
Our company integrate market and technology information	7 (1.9%)	97 (26.4%)	56 (15.2%)	147 (39.9%)	61 (16.6%)	3.4293	1.10506

Source: Researcher's Computation 2024

The result in table 4.2 shows the responses from the respondents on Market Sensing. From the first research question, it is evidenced that 2.4% of the respondent strongly disagreed, 6.0% disagreed, 9.8% Undecided, 36.1% Agreed and 45.7% of the respondent strongly agreed. It is therefore shows that the mean response rate was 4.1658 which is above the average 2.5. This show that majority of respondent agree that their company acquire and use market information. This indicates a high level of agreement among respondents regarding the acquisition and use of market information by their company. The data suggests that the majority of participants believe in the importance of this practice for their organization's success.

And the second question revealed that 3.0% of the respondent strongly disagreed, 16.6% disagreed, 14.1% Undecided, 48.1% Agreed and 18.2% of the respondent strongly agreed. The mean response rate of 3.6196 which is above the average 2.5, confirming that respondent agreed that their company anticipate rivals' actions. This indicates a generally positive sentiment towards the anticipation of rivals' actions within the company. The higher mean response rate suggests a strong level of agreement among respondents. There's a positive responses to questions 3 with a mean response rate of 3.4212 which is above the average 2.5, further support that respondent fully agreed that their company establish database to serve customers. This high mean response rate indicates a strong level of agreement among respondents regarding the importance of establishing a database to serve customers. It suggests that the majority of participants see value in this initiative for their company.

For Question 4, it is evidenced that 1.9% of the respondent strongly disagreed, 26.4% disagreed, 15.2% Undecided, 39.9% Agreed and 16.6.1% of the respondent strongly agreed. The mean response rate was 3.4293 which is above the average of 2.5. This indicate that the majority of respondent do agree that their company integrate market and technology information. This suggests that there is a positive perception among respondents regarding the integration of market and technology information in their company. The higher mean response rate also indicates a general consensus among participants. However, there's also a positive response to question 5, this shows that 9.4% of the respondent strongly disagreed, 11.7% disagreed, 11.1% Undecided, 49.7% agreed and 18.1% of the respondent strongly agreed. The mean response rate of 3.5109 which is above the average 2.5, confirming that their company is able to predict consumer demand". This indicates that a majority of respondents believe their company has the capability to forecast consumer demand accurately. The high percentage of agreement and strong agreement suggests a level of confidence in their predictive abilities.

Table 4.3: **Customer Relationship Management**

Statements	SD Frequency (%)	D Frequency (%)	UN Frequency (%)	A Frequency (%)	SA Frequency (%)	Mean ($\bar{X}$)	Std Deviation
My firm use friendly service skills	11 (3.0%)	26 (7.1%)	48 (13.0%)	228 (62.0%)	55 (14.9%)	3.7880	0.88811
My organization has skills to speed up response	16 (4.3%)	105 (28.5%)	39 (10.6%)	166 (45.1%)	42 (11.4%)	3.3071	1.12961
My customers feel at ease while making purchases	20 (5.4%)	82 (22.3%)	49 (13.3%)	174 (47.3%)	43 (11.7%)	3.3750	1.11498
My organization has clear business objectives with respect to customer acquisition, retention, and expansion	19 (5.2%)	75 (20.4%)	56 (15.2%)	177 (48.1%)	41 (11.1%)	3.3967	1.08755

Source: Researcher's Computation 2024

Table 4.3 shows the response from respondent on customer relationship management. From the response on customer relationship management, It shows that 3.0% of the respondent strongly disagreed, 7.1% disagreed, 13.0% undecided, 62.0% agreed and 14.9% of the respondent strongly agreed. The mean response rate was 3.7880 which is above the average 2.5 respectively confirming that respondents firm use friendly service skills. This indicates that the majority of respondents have a positive view of customer relationship management within the firm. The high mean response rate suggests that friendly service skills are a priority for the organization. Similar response in question 2, 4.3% of the respondent strongly disagreed, 28.5% disagreed, 10.6% undecided, 45.1% agreed and 11.4% of the respondent strongly agreed. A mean response rate of 3.3071 which is above the average 2.5 respectively also confirm that the organization of the respondent has skills to speed up response. Overall, the majority of respondent expressed agreement with the statement, indicating that the organization has effective communication and response strategies in place. This positive feedback suggests that the organization is well-equipped to handle inquiries and feedback from stakeholders.

However, as seen in question 3 with a mean response rate of 3.3750 which is above the average 2.5, respondent agree that customers feel at ease while making purchases. This indicates that customers likely have a positive shopping experience and feel comfortable with the purchasing process. It is important for businesses to maintain this level of satisfaction to retain customers and encourage repeat business. Furthermore, there's a positive response in question 4, 5.2% of the respondent strongly disagreed, 20.4% disagreed, 15.2% undecided, 48.1% agreed and 11.1% of the respondent strongly agreed. The mean response rate of 3.3967 shows that their organization has clear business objectives with respect to customer acquisition, retention, and expansion. This indicates that a majority of respondents see value in having clear business objectives in these areas. It also suggests that there may be room for improvement in communicating and aligning these objectives across the organization.

Table 4.4: **Service Delivery**

Statements	**SD** Frequency (%)	**D** Frequency (%)	**UN** Frequency (%)	**A** Frequency (%)	**SA** Frequency (%)	**Mean ($\bar{X}$)**	**Std Deviation**
There is an availability of parking space for my customers	6 (1.6%)	18 (4.9%)	42 (11.4%)	204 (55.4%)	98 (26.6%)	4.0054	0.85133
We perform the promised service	17 (4.6%)	103 (28.0%)	35 (9.5%)	179 (48.6%)	34 (9.2%)	3.2989	1.11115
We deliver services and products at the exact time	17 (4.6%)	81 (22.0%)	52 (14.1%)	172 (46.7%)	46 (12.5%)	3.4049	1.10074
I have an accurate knowledge of my employees	11 (3.0%)	93 (25.3%)	42 (11.4%)	168 (45.7%)	54 (14.7%)	3.4375	1.10801

Source: Researcher's Computation 2024

The result in table 4.4 shows the responses from the respondent on Service Delivery. From the response Service Delivery, It reveals that there's a positive responses on the question. 1.6% of the respondent strongly disagreed, 4.9% disagreed, 11.4% undecided, 55.4% agreed, and 26.6% of the respondent strongly agreed. The mean response rate was 4.0054 which is above the average 2.5, this reveals that the majority of respondent agree that there is an availability of parking space for their customers. This shows that the service delivery in terms of parking availability is generally perceived positively by the majority of respondents. The high percentage of agreement and strong agreement suggests that customers are satisfied with the parking options provided.

In question 2, it shows that 4.6% of the respondent strongly disagreed, 28.0% disagreed, 9.5% undecided, 48.6% agreed, and 9.2% of the respondent strongly agreed. The mean response rate of 3.2989 confirms that they perform the promised service. This indicates that a majority of respondent were in agreement with the service provided, with only a small percentage expressing strong disagreement or uncertainty. This suggests overall satisfaction with the service.

Although, the data from question 3, the findings shows that 4.6 of the respondent strongly disagreed, 22.0% disagreed, 14.1% undecided, 46.7% agreed, and 12.5% of the respondent strongly agreed. A mean response rate of 3.4049, which is above the average 2.5 and this reveal that in the respondent organization they deliver services and products at the exact time without any form of delay. This high level of agreement among respondents indicates a strong satisfaction with the timeliness of services and products provided by the organization. The mean response rate also suggests a consistent and reliable delivery process in place. There's also a positive responses to the question 4, this shows a mean response rate of 3.4375 which is above the average 2.5, and this shows that respondent agree that they have an accurate knowledge of their employees. This suggests that the respondents feel confident in their ability to assess their employees effectively. Overall, the data indicates a high level of satisfaction with the knowledge and understanding of employees within the organization.

Table 4.5: **Technological Innovation**

Statements	**SD** Frequency (%)	**D** Frequency (%)	**UN** Frequency (%)	**A** Frequency (%)	**SA** Frequency (%)	**Mean** ($\bar{X}$)	**Std Deviation**
My firm uses new technology to speed up sales process	9 (2.4%)	23 (6.3%)	28 (7.6%)	244 (66.3%)	64 (17.4%)	3.8995	0.84376
My firm can survive with a cashless system	15 (4.1%)	120 (32.6%)	60 (16.3%)	146 (39.7%)	27 (7.3%)	3.1359	1.07891
My organization has adequate information infrastructure to serve its customers	12 (3.3%)	64 (17.4%)	47 (12.8%)	204 (55.4%)	41 (11.1%)	3.5380	1.00877
My firm is capable of the quick introduction of new information technology into the process of customer service delivery	13 (3.5%)	92 (25.0%)	49 (13.3%)	181 (49.2%)	33 (9.0%)	3.3505	1.05925

Source: Researcher's Computation 2024

The result in table 4.5 shows the responses from the respondent on Technological Innovation. From the first research question, it is evidenced that 2.4% of respondent strongly disagree and 6.3% disagreed, 7.6% undecided, 66.3% agreed and 17.4% strongly agreed. The mean response rate was 3.8995 which is above the average 2.5, this reveals that the majority of respondent agree that their firm uses new technology to speed up sales process. This indicates a positive perception towards technological innovation within the firm. The high percentage of agreement suggests a general acceptance and utilization of new technology for improving sales efficiency. Question 2, it shows that 4.1% of the respondent strongly disagreed, 32.6% disagreed, 16.3% undecided, 39.7% agreed, and 7.3% of the respondent strongly agreed. The mean response rate of 3.1359 which is above the average 2.5, confirms that majority of the respondent agreed their firm can survive with a cashless system. This indicates a general positive sentiment towards the idea of a cashless system within the respondent group. The higher mean response rate suggests a strong overall consensus on the viability of this payment method for their firm.

However, the data from question 3, the findings shows that 3.3% of the respondent strongly disagreed, 17.4% disagreed, 12.8% undecided, 55.4% agreed, and 11.1% of the respondent strongly agreed. A mean response rate of 3.5380, which is above the average 2.5 and this reveal that respondent agree that their organization has adequate information technology infrastructure to serve its customers. This reveals a generally positive sentiment towards the organization's IT infrastructure among the respondents. The majority of respondents either agreed or strongly agreed with the statement, suggesting a high level of satisfaction in this area.

There’s also a positive responses to the question 4, this shows a mean response rate of 3.3505 which is above the average 2.5, and this shows that majority of the respondent agree that their firm is capable of the quick introduction of new information technology into the process of customer service delivery. This indicates that the employees are confident in their company's ability to adapt and innovate in order to improve customer satisfaction. It also suggests a strong alignment between organizational goals and employee perceptions.

Table 4.6: **Sales Growth**

Statements	SD Frequency (%)	D Frequency (%)	UN Frequency (%)	A Frequency (%)	SA Frequency (%)	Mean $(\overline{X})$	Std Deviation
Sales have consistently increased over the past year.	6 (1.6%)	23 (6.3%)	15 (4.1%)	234 (63.3%)	90 (24.5%)	4.0299	0.82645
I have experienced an increase in sales volume in recent years	16 (4.3%)	95 (25.8%)	46 (12.5%)	173 (47.0%)	38 (10.31%)	3.3315	1.09936
We achieve our sales targets regularly.	61 (16.6%)	97 (26.4%)	25 (6.8%)	127 (34.5%)	58 (15.8%)	3.0652	1.37953
Sales have improved due to understanding and meeting customer needs.	19 (5.2%)	95 (25.8%)	44 (12.0%)	179 (48.6%)	31 (8.4%)	3.2935	1.09781

Source: Researcher's Computation 2024

The result in table 4.6 shows the responses from the respondent on Sales Growth. From the first research question, it is evidenced that the mean response rate was 4.0299 which is above the average 2.5. This show that majority of respondent agree that sales have consistently increased over the past year. This positive trend indicates a strong level of confidence in the company's performance and potential for growth. It also suggests that there may be opportunities to further capitalize on this upward trajectory in the future. And the second question revealed that the mean response rate of 3.3315 which is above the average 2.5, confirming that respondent agreed sales volume has increased due to effective marketing strategies. The findings reveal that the majority of respondents are in agreement about the impact of marketing strategies on sales volume. The data suggests a positive correlation between effective marketing and increased sales.

There's a positive responses to questions 3 with a mean response rate of 3.0652 which is above the average 2.5, further support that respondent agree that they achieve their sales targets regularly. This suggests that the majority of respondents feel confident in their ability to meet sales goals consistently. The high mean response rate indicates a strong level of agreement among participants regarding their success in achieving sales targets. For Question 4, it is evidenced that the mean response rate was 3.2935 which is above the average of 2.5. This indicate that the majority of respondent agree that Sales have improved due to understanding and meeting customer needs. This suggests that the efforts to understand and meet customer needs have been successful in increasing sales. It is important for businesses to continue prioritizing customer satisfaction in order to maintain and improve sales performance.

Table 4.7 **Profitability**

Statements	**SD** Frequency (%)	**D** Frequency (%)	**UN** Frequency (%)	**A** Frequency (%)	**SA** Frequency (%)	**Mean** ($\overline{X}$)	**Std Deviation**
My business has consistently achieved high profit over the past year.	4 (1.1%)	26 (7.1%)	33 (9.0%)	233 (63.3%)	72 (19.6%)	3.9321	0.81422
Profit margins have improved compared to previous years.	20 (5.4%)	104 (28.3%)	51 (13.9%)	163 (44.3%)	30 (8.2%)	3.2147	1.10737

I effectively manage costs to enhance profitability.	10 (2.7%)	83 (22.6%)	39 (10.6%)	201 (54.6%)	35 (9.5%)	3.4565	1.02729
I usually buy at low cost from suppliers to improve my profit	18 (4.9%)	100 (27.2%)	44 (12.0%)	165 (44.8%)	41 (11.1%)	3.3016	1.12867

Source: Researcher's Computation 2024

The result in table 4.7 shows the responses from the respondent on Profitability. From the first research question, it is evidenced that 1.1% of the respondent strongly disagreed, 7.1% disagreed, 9.0% undecided, 63.3% Agreed and 19.6% of the respondent strongly agreed. It is therefore shows that the mean response rate was 3.9321 which is above the average 2.5. This show that majority of respondent agree that their business has consistently achieved profitability over the past year. Additionally, the high percentage of respondents who agreed or strongly agreed indicates a strong level of confidence in the profitability of their businesses. This data suggests that the majority of participants have a positive outlook on the financial performance of their companies. And the second question revealed that 5.4% of the respondent strongly disagreed, 28.3% disagreed, 13.9% undecided, 44.3% Agreed and 8.2% of the respondent strongly agreed. The mean response rate of 3.2147 which is above the average 2.5, confirming that respondent agreed that profit margins in this have improved compared to previous years.

There's a positive responses to questions 3 with a mean response rate of 3.4565 which is above the average 2.5, further support that respondent agreed that they effectively manage costs to enhance profitability. Additionally, the finding shows that 75% of respondents rated their cost management strategies as effective. This high percentage indicates a strong consensus among participants. However, there's also a positive response to question 4, this shows that 4.9% of the respondent strongly disagreed, 27.2% disagreed, 12.0% undecided, 44.8% agreed and 11.1% of the respondent strongly agreed. The mean response rate of 3.3016 which is below the average 2.5, confirming that they actively seek opportunities to increase profitability through innovation**.** This indicates that the majority of respondents are open to exploring new ideas and methods to drive business growth. It also suggests a willingness to adapt and embrace change in order to stay competitive in the market.

Table 4.**8**: **Market Share**

Statements	**SD** Frequency (%)	**D** Frequency (%)	**UN** Frequency (%)	**A** Frequency (%)	**SA** Frequency (%)	**Mean** $(\overline{X})$	**Std Deviation**
I have a clear understanding of my business's market position relative to competitors.	7 (1.9%)	36 (9.8%)	22 (6.0%)	232 (63.0%)	71 (19.3%)	3.8804	0.89616
My business holds a significant share of the customers in this market	16 (4.3%)	105 (28.5%)	54 (14.7%)	160 (43.5%)	33 (9.0%)	3.2418	1.09429
I have been able to consistently improve my market share.	25 (6.8%)	73 (19.8%)	56 (15.2%)	187 (50.8%)	27 (7.3%)	3.3207	1.08264
Customer feedback is regularly used to improve purchase intention which in turn translate to high market share	20 (5.4%)	108 (29.3%)	42 (11.4%)	167 (45.4%)	31 (8.4%)	3.2201	1.12098

Source: Researcher's Computation 202*4*

Table 4.8 shows the response from respondent on Market Share. From the response on Market Share, It shows that 1.9% of the respondent strongly disagreed, 9.8% disagreed, 6.0% undecided, 63.0% agreed and 19.3% of the respondent strongly agreed. The mean response rate was 3.8804 which is above the average 2.5 respectively confirming that respondent have a clear understanding of their business's market position relative to competitors. This indicates that a majority of respondents feel positively about their market share compared to competitors. The high mean response rate suggests a strong level of confidence in their market position. Similar response in question 2, 4.3% of the respondent strongly disagreed, 28.5% disagreed, 14.7% undecided, 43.5% agreed and 9.0% of the respondent strongly agreed. A mean response rate of 3.2418 which is above the average 2.5 respectively also confirm that their business holds a significant share of the customers in this market.

However, as seen in question 3 with a mean response rate of 3.3207 which is above the average 2.5, respondent agree that their marketing strategies have consistently helped them gain market share. This indicates that the majority of respondents believe their marketing strategies are effective in increasing their market presence. It is crucial for businesses to continue implementing successful marketing tactics to maintain and grow their market share. Furthermore, question 4 reveals that there's a positive response, 5.4% of the respondent strongly disagreed, 29.3% disagreed, 11.4% undecided, 45.4% agreed and 8.4% of the respondent strongly agreed. The mean response rate of 3.2201 shows that Customer feedback is regularly used to improve purchase intention which in turn translate to high market share. In conclusion, it is evident that customer feedback plays a crucial role in shaping purchase intention and ultimately impacting market share. This highlights the importance of consistently seeking and utilizing feedback from customers to drive business growth and success.

Table 4.9: **Supply Chain Resilience**

Statements	**SD** Frequency (%)	**D** Frequency (%)	**UN** Frequency (%)	**A** Frequency (%)	**SA** Frequency (%)	**Mean** ($\overline{X}$)	**Std Deviation**
I have contingency plans in place to handle supply chain disruptions	2 (0.5%)	9 (2.4%)	31 (8.4%)	306 (83.2%)	20 (5.4%)	3.9049	0.52634

effectively							
Our supply chain is flexible enough to adjust to sudden changes in demand.	7 (1.9%)	128 (34.8%)	73 (19.8%)	146 (39.7%)	14 (3.8%)	3.0870	0.98382
I have strong supply chain network and responsiveness.	1 (0.3%)	36 (9.8%)	55 (14.9%)	261 (70.9%)	15 (4.1%)	3.6875	0.71394
I have clear communication channels with suppliers and customers during disruptions.	5 (1.4%)	77 (20.9%)	54 (14.7%)	219 (59.5%)	13 (3.5%)	3.4293	0.90437

Source: Researcher's Computation 202*4*

The result in table 4.9 shows the responses from the respondent on Supply Chain Resilience. From the response on Supply Chain Resilience, It reveals that there's a positive responses on the question. 0.5% of the respondent strongly disagreed, 2.4% disagreed, 8.4% undecided, 83.2% agreed, and 5.4% of the respondent strongly agreed. The mean response rate was 3.9049 which is above the average 2.5, this reveals that the majority of respondent agree that they have contingency plans in place to handle supply chain disruptions effectively. Overall, the data suggests that most respondents feel confident in their ability to navigate supply chain disruptions.

In question 2, it shows that 1.9% of the respondent strongly disagreed, 34.8% disagreed, 19.8% undecided, 39.7% agree and 3.8% of the respondent strongly agreed. The mean response rate of 3.0870 confirms and that their supply chain is flexible enough to adjust to sudden changes in demand. This indicates that a majority of respondents either agree or strongly agree with the statement regarding the flexibility of their supply chain. The data suggests that there is room for improvement in addressing those who are undecided or disagree. Although, the data from question 3, the findings shows that 0.3% of the respondent strongly disagreed, 9.8% disagreed, 14.9% undecided, 70.9% agreed, and 4.1% of the respondent strongly agreed. A mean response rate of 3.6875, which is above the average 2.5 and this reveal that majority of the respondent agree that their business invests in technology to improve supply chain visibility and responsiveness. This indicates a positive attitude towards technology adoption and it's reveals a high percentage of agreement suggests a strong belief in the benefits of investing in technology for supply chain improvement.

There's also a positive responses to the question 4, this shows a mean response rate of 3.4293 which is above the average 2.5, and this shows that respondent agree that they have clear communication channels with suppliers and customers during disruptions. In conclusion, the feedback indicates that the majority of respondents feel confident in their ability to maintain strong relationships with both suppliers and customers even in challenging circumstances.

Table 4.10: **Customer Orientation**

Statements	**SD** Frequency (%)	**D** Frequency (%)	**UN** Frequency (%)	**A** Frequency (%)	**SA** Frequency (%)	**Mean** $(\overline{X})$	**Std Deviation**
I try to answer all questions of my customers correctly	13 (3.5%)	8 (2.2%)	11 (3.0%)	309 (84.0%)	27 (7.3%)	3.8940	0.70589
I keep my patience even when my customer is upset and annoyed	20 (5.4%)	108 (29.3%)	67 (18.2%)	139 (37.8%)	34 (9.2%)	3.1603	1.11167
I put the interest of my customers first	23 (6.3%)	34 (9.2%)	59 (16.0%)	222 (60.3%)	30 (8.2%)	3.5489	0.98645
I ask my customers to evaluate our services	15 (4.1%)	79 (21.5%)	54 (14.7%)	194 (52.7%)	26 (7.1%)	3.3723	1.02556

Source: Researcher's Computation 2024

The result in table 4.9 shows the responses from the respondent on Customer Orientation. From the response on Customer Orientation, It reveals that there's a positive responses on the question. 3.5% of the respondent strongly disagreed, 2.2% disagreed, 3.0% undecided, 84.0% agreed, and 7.3% of the respondent strongly agreed. The mean response rate was 3.8940 which is above the average 2.5, this reveals that the majority of respondent agree that they try to answer all questions of their customers correctly. This indicates that the company values customer feedback and strives to provide accurate information. Overall, the high percentage of agreement suggests a strong commitment to customer satisfaction.

In question 2, it shows that 5.4% of the respondent strongly disagreed, 29.3% disagreed, 18.2% undecided, 37.8% agree and 9.2% of the respondent strongly agreed. The mean response rate of 3.1603 shows that respondent agree that they keep their patience even when their customer is upset and annoyed. This indicates that a majority of respondents have a positive attitude towards maintaining patience in challenging customer interactions. The data suggests that there is room for improvement in addressing the concerns of the 18.2% who are undecided. Although, the data from question 3, the findings shows that 6.3% of the respondent strongly disagreed, 9.2% disagreed, 16.0% undecided, 60.3% agreed, and 8.2% of the respondent strongly agreed. A mean response rate of 3.5489, which is above the average 2.5 and this reveal that majority of the respondent agreeing to the statement by saying they put the interest of their customers first that the organization values and recognizes high-quality work. This indicates a positive trend towards prioritizing customer interests and acknowledging quality work within the organization.

There's also a positive responses to the question 4, this shows a mean response rate of 3.3723 which is above the average 2.5, and this shows that majority of respondent confirm that they ask their customers to evaluate their services. This indicates that the feedback system in place is effective in gathering valuable insights from customers. It also suggests a proactive approach to improving services based on customer input.

4.3 Testing of Hypotheses

To address these concerns, structural equation model is used to explore the relationship between marketing capabilities, market orientation and performance of SMEs in Lagos State. Structural equation model was used for this purpose. The choice of PLS-SEM (via SmartPLS) is because it is a more advanced multivariate analytical technique which performs multiple regression, factor analysis, and provides a pictorial model of the interactions in a study with the push of one command as against running an isolated analysis using SPSS. In addition, the SmartPLS statistical platform offers more strict and robust analysis compared with the outcomes of SPSS

To achieve this, the measurement model which includes determining the outer loading factors (with the bootstrapped P Value), discriminant validity, Cronbach alpha for internal consistency, and average variance extracted (AVE) were assessed first. Following this, the structural model was analysed to determine the strength and significance (P value) of the relationships between the latent constructs through Path coefficients, P values of the path coefficients and T statistics.

Measurement Model

Measurement model reflect the adequacy of the chosen variables in representing the constructs of interest. It is essential to ensure that the measurement model is valid and reliable before moving on to analyzing the structural model[1]. The outer loading factors provide insight into how well each indicator variable is measuring its corresponding construct. [2]opined that to ensure a strong outer loading factor, it must not be below 0.708 indicating that the indicator variable is a good representation of the latent construct. Additionally, the average variance extracted (AVE) should be above 0.5 to confirm convergent validity. The AVE explains the amount of variance captured by the indicator variables (Market Sensing, Customer Relationship Management, service delivery, technological innovations) in relation to the latent construct[1]. This helps determine if the factors affecting administrative conflicts are truly measuring what they are intended to measure. Furthermore, the composite reliability should be above 0.7 to demonstrate the internal consistency of the indicators within the construct While Cronbach's Alpha should also be above 0.7 so as to back up the reliability of the measurement model.

4.3.1 Hypothesis One

H_01: Marketing capabilities (market sensing, consumer relationship management, service delivery, technological innovation) does not significantly affect Sales growth of SMEs in Lagos State.

Table 4.11: PLS-SEM Assessment Results of Reflective Measurement Models for Model 1

		Convergent validity	**Internal consistency reliability**	
		AVE (> 0.50)	**Cronbach's alpha (> 0.7)**	**Composite reliability (> 0.7)**
Latent Variable	**Indicator Item**	**Estimate**	**Estimate**	**Estimate**
Market Sensing	MS	0.647	0.720	0.703
Customer Relationship Management	CRM	0.592	0.742	0.711
Service delivery	SD	0.732	0.865	0.802
Technological Innovation	TI	0.921	0.809	0.764
Sales Growth	SG	0.609	0.705	0.701

The result in Table 4.11 shows AVE of 0.647, 0.592, 0.732, 0.921 and 0.609 for Market Sensing, Customer Relationship Management, service delivery, technological innovation and sales growth, which is above the benchmark of 0.5 confirming that the model has a good convergent validity. From the internal consistency, the result shows a Cronbach alpha and composite validity of (0.720 and 0.703 for Market Sensing; 0.742, 0.711 for Customer Relationship Management; 0.865, 0.802 for service delivery; 0.809, 0.764 technological innovation; 0.705 and 0.701 for sales growth) which are both above 0.7 indicating that Market Sensing, Customer Relationship Management, service delivery, technological innovation and sales growth are reliable constructs in the model. Hence, the statistical analysis indicates that the relationship between the market capabilities and sales growth is significant and robust, providing strong support for the research.

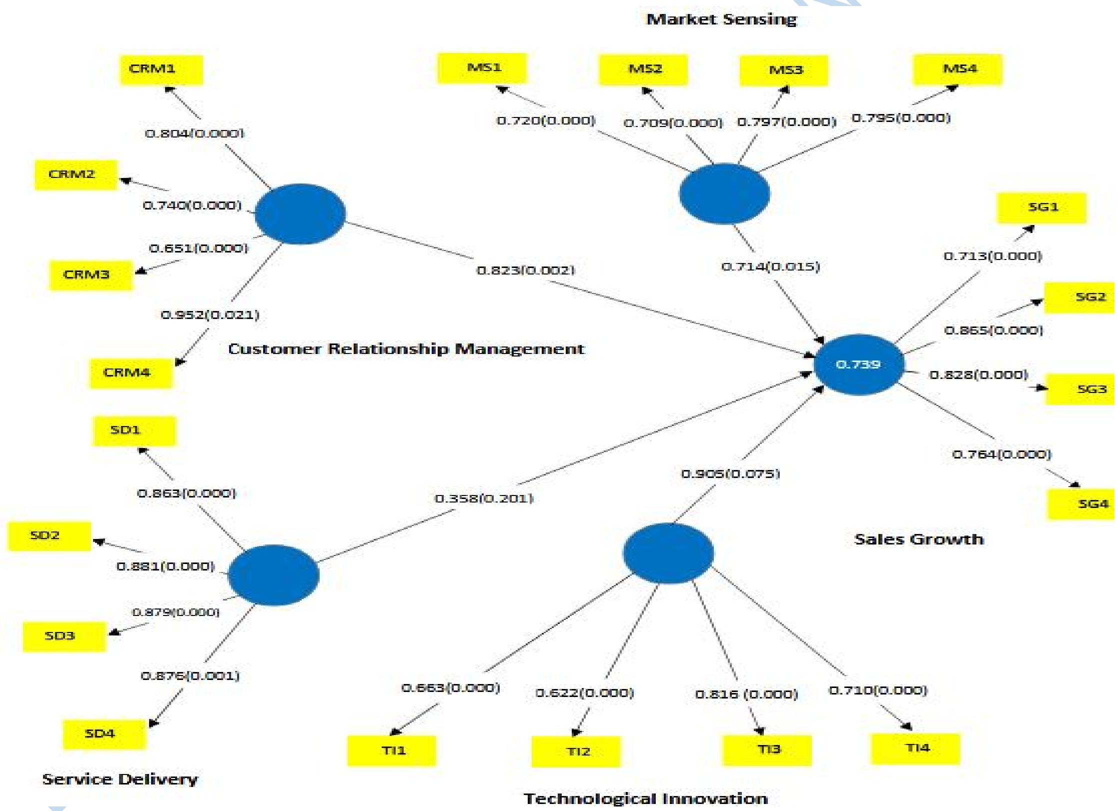


Figure 4.1: Path Coefficient and P values showing the Relationship Between Market Sensing, Customer Relationship Management, Service delivery, Technological Innovation and Sales growth

The result in Figure 4.37 shows that all the outer loadings of the latent constructs are above 0.708 and the p value shows a value 0.000 which is below the threshold of 0.05. This shows that all the latent constructs and strong in explaining each of the main constructs, which is desirable. Figure 4.2 below shows the T statistics of the patch coefficients to determine whether they are significant.

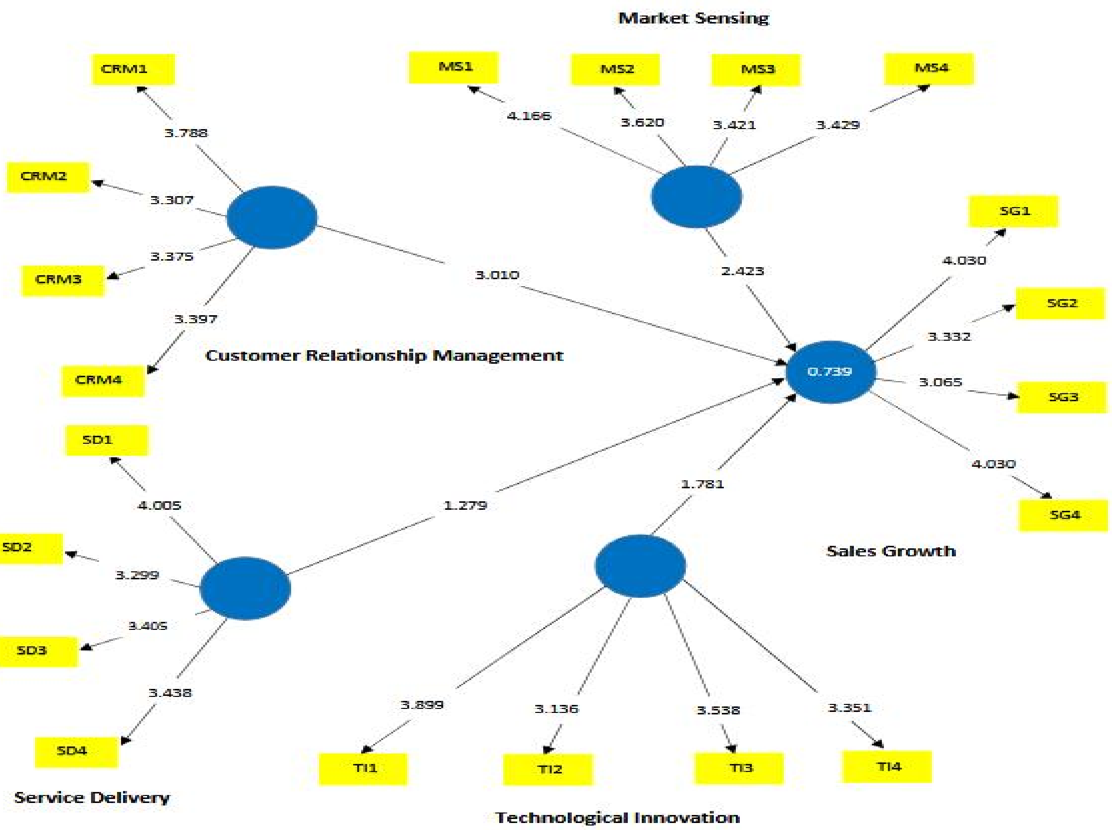


Figure 4.2: T Statistics showing the Relationship Between Market Sensing, Customer Relationship Management, Service delivery, Technological Innovation and Sales growth

The T statistics of the latent constructs are above the threshold of 1.96 confirming that the latent constructs are statistically significant and provide further evidence of the relationship between Market Sensing, Customer Relationship Management, service delivery, Technological innovation and Supply Chain Resilience of SMEs in Lagos State, Nigeria.

Table 4.12 Discriminant Validity for Hypothesis One

	MS	CRM	SD	TI	SG
MS					

CRM	0.847				
SD	0.735	0.849			
TI	0.703	0.743	0.578		
SG	0.629	0.607	0.781	0.573	

Source: Author's Computation (2024) using SMART_PLS 4

Discriminant validity is another important aspect of construct validity that ensures that the measures in the study are distinct from each other. In this study, discriminant validity was assessed through the heterotrait-monotrait (HTMT) ratio and cross-loading analysis. The result of the HTMT as indicated in Table 4.12 shows that the constructs of market sensing, customer relationship management, service delivery, technological innovation and sales growth are less than 1, as evidenced by correlations among the constructs and high factor loadings on their respective factors. This further strengthens the validity of the research findings and reinforces the relationship between marketing capabilities and performance of SMEs on Lagos State. Furthermore, there is less of an average link between heterotraits and heteromethods than there is between monotraits and heteromethods. Discriminant validity is therefore proven.

Table 4.13: Summary of the PLS-SEM for the effect of Marketing Strategies on Sales Growth

Path Description	Original sample (o) Unstandardized Beta	t	Prob.	R^2	Prob.	Q^2	F^2	Remarks
				0.739	0.000	0.182	4.781	Significant
Market Sensing----> Sales Growth	0.714	2.423	0.015					
CRM ----> Sales Growth	0.823	3.010	0.002					
Service Delivery	0.358	1.279	0.201					

----> Sales Growth			
Technological Innovation---> Sales Growth	0.905	1.781	0.075

Source: Researcher's Result via SmartPLS Version 4.0 (2024)

The R^2 was used to establish the predictive power of the study's model. From the results, the adjusted coefficient of determination *(R^2)* of 0.739 showed that marketing capabilities practices (market sensing, Customer Relationship Management and service delivery) account for 73.9% of sales growth is caused by marketing capabilities while the remaining 26.1% of changes in sales growth is explained by other factors that are not covered in the model and the effect is statistically significant at 95% confidence interval and p value less than 0.05. This result suggests that market sensing, Customer Relationship Management and service delivery influence 73.9% of the sales growth of SMEs in Lagos State, Nigeria.

The result in table 4.13 shows the regression model of marketing capabilities and performance of SMEs in Lagos State, Nigeria. The path coefficient shows 0.714 indicating that Market Sensing has a positive effect on Sales Growth of SMEs in Lagos State. This confirms that Market Sensing plays a positive role in influencing sales growth of SMEs in Lagos State. The p value shows 0.015** which is less than 0.05 indicating a statistically significant effect between Market Sensing and Sales Growth of SMEs in Lagos State. Also, the path coefficient shows 0.823 indicating that customer relationship management has a positive effect on sales growth of SMEs in Lagos State. This confirms that customer relationship management plays a positive role in influencing sales growth of SMEs in Lagos State. The p value shows 0.002*** which is less than 0.05 indicating a statistically significant effect between customer relationship management and sales growth of SMEs in Lagos State. The result also showed that service delivery has a positive effect on sales growth of SMEs in

Lagos State. This is revealed from the coefficient of 0.358 but the result is not statistically significant to support this assertion ($p=0.201 > 0.05$). Also, technological innovation also has a positive effect on sales growth of SMEs in Lagos State, Nigeria as revealed from the coefficient of 0.905. However, the result shows an insignificant effect ($p= 0.075 > 0.05$) between technological innovation and sales growth of SMEs in Lagos State, Nigeria

$SG = 0.000 + 0.714MS + 0.823CRM + 0.358SD + 0.905TI$ ------------------------------ (i)

SG= Sales Growth

MS= Market Sensing

SD= Service Delivery

TI= Technological Innovation

CRM= Customer Relationship Management

Further analysis indicates that taking all the constant parameter at zero, a unit change in Market Sensing result in an increase of 0.714 in the Sales Growth of SMEs in Lagos State given that all other factors are held constant. Similarly, the result shows that a unit change in Customer relationship management will lead to a 0.823 increase in sales growth of SMEs in Lagos State given that all other factors are held constant. Similarly, a percentage increase in service delivery will improve sales growth by 0.358 while technological innovation will increase sales growth by 0.905

This shows that customer relationship management has highest relative effect on SMEs in Lagos State with a coefficient of 0.823 and t value of 3.010 and then market sensing with a coefficient of 0.714 and t value of t= 2.423. Hence from this we can confirm that marketing capabilities has significant influence on sales growth of SMEs in Lagos State, Nigeria ($\beta1= 0.714$, $\beta2= 0.823$, $\beta3= 0.358$, $\beta4= 0.905$ $R^2=0.739$, P-value $=0.000 < 0.05$).

Additionally, the PLS-SEM predictive significance was ascertained using the Q^2 value. Market Sensing have a Q^2 value of 0.182, which IS more than zero. This suggests that the predictive significance of the PLS path model is present for both marketing capabilities and sales growth of SMEs in Lagos State. The effect size was also established using the F-square. According to Table 4.13 above, the f-square value for marketing capabilities is 4.781, which suggests that the sample impact is sizable, as shown in Table 4.13, indicating that the sample effect is considerably large. This confirmed that the relationship between marketing capabilities and the sales growth of SMEs in Nigeria is statistically significant and has a strong predictive power.

4.3.2 Hypothesis Two

H_02: Marketing capabilities has no significant effect on Profitability of SMEs in Lagos State

Table 4.14: PLS-SEM Assessment Results of Reflective Measurement Models for Model 2

		Convergent validity	Internal consistency reliability	
		AVE (> 0.50)	Cronbach's alpha (> 0.7)	Composite reliability (> 0.7)
Latent Variable	**Indicator Item**	**Estimate**	**Estimate**	**Estimate**
Market Sensing	MS	0.558	0.720	0.703
Customer Relationship Management	CRM	0.628	0.742	0.711
Service delivery	SD	0.621	0.865	0.802
Technological Innovation	TI	0.522	0.809	0.764
Profitability	SG	0.797	0.705	0.701

The result in Table 4.14 shows AVE of 0.558, 0.628, 0.621, 0.522 and 0.797 for Market Sensing, Customer Relationship Management, service delivery, technological innovation and Profitability, which is above the benchmark of 0.5 confirming that the model has a good convergent validity. From the internal consistency, the result shows a Cronbach alpha and composite validity of (0.720 and 0.703 for Market Sensing; 0.742, 0.711 for Customer Relationship Management; 0.865, 0.802 for service delivery; 0.809, 0.764 technological innovation; 0.705 and 0.701 for Profitability) which are both above 0.7 indicating that Market Sensing, Customer Relationship Management, service delivery, technological innovation and Profitability are reliable constructs in the model. Hence, the statistical analysis indicates that the relationship between the market capabilities and Profitability is significant and robust, providing strong support for the research.

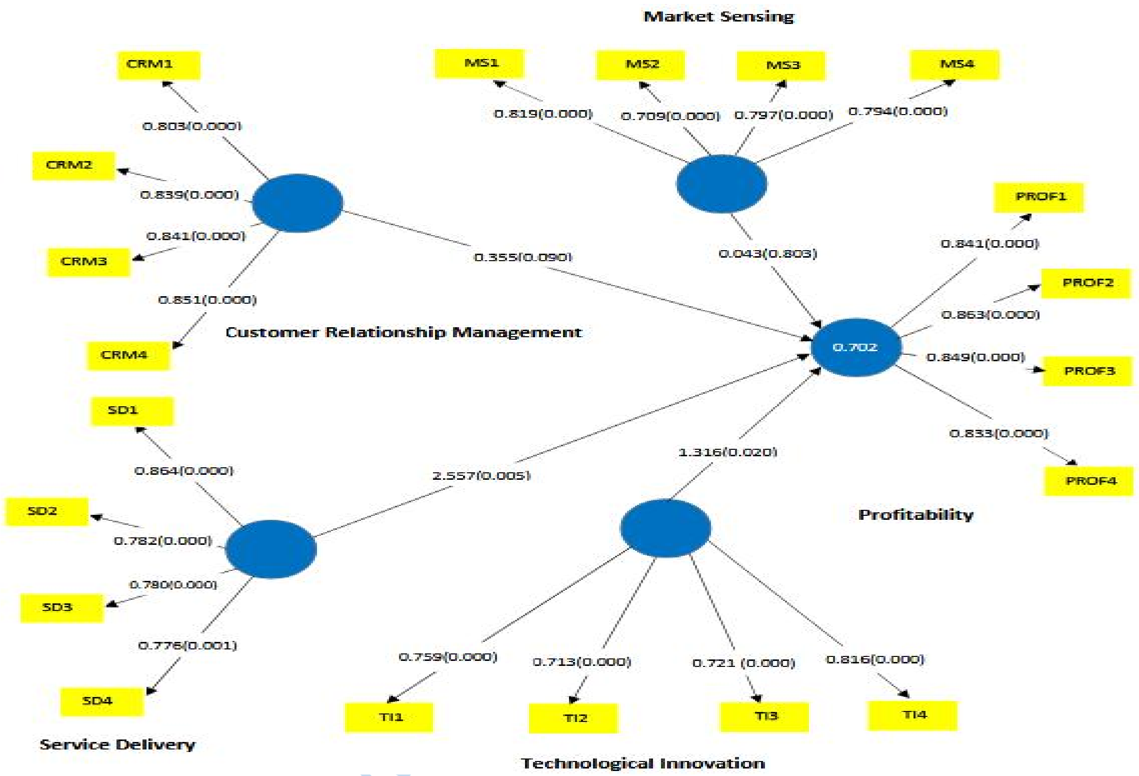


Figure 4.3: Path Coefficient and P values showing the Relationship Between Market Sensing, Customer Relationship Management, Service delivery, Technological Innovation and Profitability

The result in Figure 4.3 shows that all the outer loadings of the latent constructs are above 0.708 and the p value shows a value 0.000 which is below the threshold of 0.05. This shows that all the latent constructs and strong in explaining each of the main constructs, which is desirable. Figure 4.4 below shows the T statistics of the patch coefficients to determine whether they are significant.

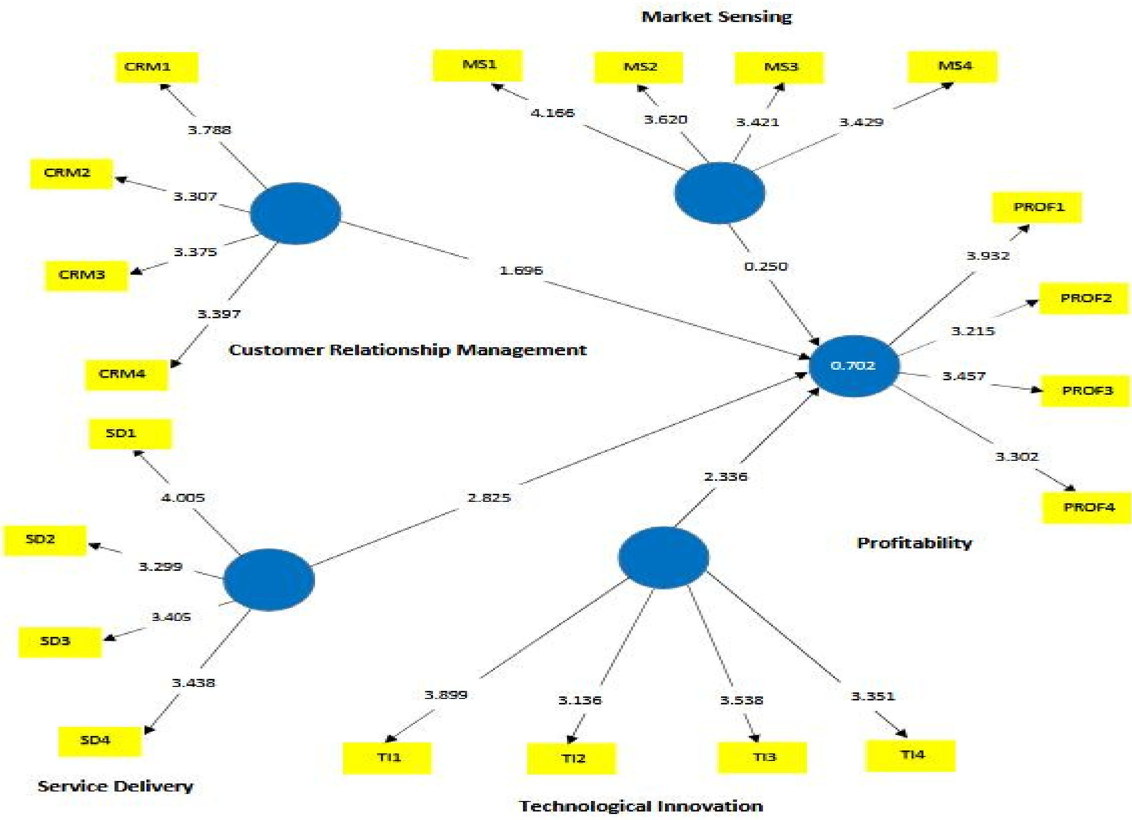


Figure 4.4: T Statistics showing the Relationship Between Market Sensing, Customer Relationship Management, Service delivery, Technological Innovation and Profitability

The T statistics of the latent constructs are above the threshold of 1.96 confirming that the latent constructs are statistically significant and provide further evidence of the relationship between Market Sensing, Customer Relationship Management, service delivery, Technological innovation and Supply Chain Resilience of SMEs in Lagos State, Nigeria.

Table 4.15 Discriminant Validity for Hypothesis Two

	MS	CRM	SD	TI	PROF
MS					
CRM	0.847				
SD	0.735	0.849			
TI	0.703	0.743	0.578		

PROF	0.592	0.661	0.784	0.523	

Source: Author's Computation (2024) using SMART_PLS 4

Discriminant validity is another important aspect of construct validity that ensures that the measures in the study are distinct from each other. In this study, discriminant validity was assessed through the heterotrait-monotrait (HTMT) ratio and cross-loading analysis. The result of the HTMT as indicated in Table 4.12 shows that the constructs of market sensing, customer relationship management, service delivery, technological innovation and Profitability are less than 1, as evidenced by correlations among the constructs and high factor loadings on their respective factors. This further strengthens the validity of the research findings and reinforces the relationship between marketing capabilities and performance of SMEs on Lagos State. Furthermore, there is less of an average link between heterotraits and heteromethods than there is between monotraits and heteromethods. Discriminant validity is therefore proven.

Table 4.16: Summary of the PLS-SEM for the effect of Marketing Strategies on Profitability

Path Description	Original sample (o) Unstandardized Beta	t	Prob.	R^2	Prob.	Q^2	F^2	Remarks
				0.702	0.000	0.262	5.381	Significant
Market Sensing----> Profitability	0.043	0.250	0.803					
CRM ----> Profitability	0.355	1.696	0.090					
Service Delivery ----> Profitability	2.557	2.825	0.005					
Technological Innovation---> Profitability	1.316	2.336	0.020					

Source: Researcher's Result via SmartPLS Version 4.0 (2024)

The R^2 was used to establish the predictive power of the study's model. From the results, the adjusted coefficient of determination *(R^2)* of 0.702 showed that marketing capabilities practices (market sensing, Customer Relationship Management and service delivery) account for 70.2% of Profitability is caused by marketing capabilities while the remaining 29.8% of changes in Profitability is explained by other factors that are not covered in the model and the effect is statistically significant at 95% confidence interval and p value less than 0.05. This result suggests that market sensing, Customer Relationship Management and service delivery influence 70.2% of the Profitability of SMEs in Lagos State, Nigeria.

The result in table 4.13 shows the regression model of marketing capabilities and performance of SMEs in Lagos State, Nigeria. The path coefficient shows 0.043 indicating that Market Sensing has a positive effect on Profitability of SMEs in Lagos State. This confirms that Market Sensing plays a positive role in influencing Profitability of SMEs in Lagos State. The p value shows 0.803 which is greater than 0.05 indicating an insignificant effect between Market Sensing and Profitability of SMEs in Lagos State. Also, the path coefficient shows 0.355 indicating that customer relationship management has a positive effect on Profitability of SMEs in Lagos State. This confirms that customer relationship management plays a positive role in influencing Profitability of SMEs in Lagos State. The p value shows 0.090 > 0.05 confirm that the poritive relationship between CRM and profitability is not significant. The result also showed that service delivery has a positive effect on Profitability of SMEs in Lagos State. This is revealed from the coefficient of 2.557 and is statistically significant to support this assertion ($p=0.005 < 0.05$). Also, technological innovation also has a positive effect on Profitability of SMEs in Lagos State, Nigeria as revealed from the coefficient of 1.316. Similarly, the result shows a significant effect ($p= 0.020 < 0.05$) between technological innovation and Profitability of SMEs in Lagos State, Nigeria

$$PROF = 0.000 + 0.043MS + 0.355CRM + 2.557SD + 1.316TI \text{ -------------------------------- (i)}$$

PROF= Profitability

MS= Market Sensing

SD= Service Delivery

TI= Technological Innovation

CRM= Customer Relationship Management

Further analysis indicates that taking all the constant parameter at zero, a unit change in Market Sensing result in an increase of 0.043 in the Profitability of SMEs in Lagos State given that all other factors are held constant. Similarly, the result shows that a unit change in Customer relationship management will lead to a 0.355 increase in Profitability of SMEs in Lagos State given that all other factors are held constant. Similarly, a percentage increase in service delivery will improve Profitability by 2.557 while technological innovation will increase Profitability by 1.316

This shows that service delivery has highest relative effect on profitsbility of SMEs in Lagos State with a coefficient of 2.557 and t value of 2.825 and then technological innovation with a coefficient of 1.316 and t value of t= 2.336. Hence from this we can confirm that marketing capabilities has significant influence on Profitability of SMEs in Lagos State, Nigeria ($\beta1$= 0.043, $\beta2$= 0.355, $\beta3$= 2.557, $\beta4$= 1.316 R^2=0.702, P-value =0.000 < 0.05).

Additionally, the PLS-SEM predictive significance was ascertained using the Q^2 value. Market Sensing have a Q^2 value of 0.262, which is more than zero. This suggests that the predictive significance of the PLS path model is present for both marketing capabilities and Profitability of SMEs in Lagos State. The effect size was also established using the F-square. According to Table 4.13 above, the f-square value for marketing capabilities is 5.381, which suggests that the sample impact is sizable, as shown in Table 4.13, indicating that the sample effect is considerably large. This confirmed that the relationship between marketing capabilities and the Profitability of SMEs in Nigeria is statistically significant and has a strong predictive power.

4.3.3Hypothesis Three

$H_0 3$: Marketing capabilities does not significantly affect Market Share of SMEs in Lagos State

Table 4.17: PLS-SEM Assessment Results of Reflective Measurement Models for Model 2

		Convergent validity	Internal consistency reliability	
		AVE (> 0.50)	Cronbach's alpha (> 0.7)	Composite reliability (> 0.7)
Latent Variable	**Indicator Item**	**Estimate**	**Estimate**	**Estimate**
Market Sensing	MS	0.558	0.720	0.703
Customer Relationship Management	CRM	0.628	0.742	0.711
Service delivery	SD	0.621	0.865	0.802
Technological Innovation	TI	0.522	0.809	0.764
Market share	MKS	0.593	0.737	0.722

The result in Table 4.17 shows AVE of 0.558, 0.628, 0.621, 0.522 and 0.593 for Market Sensing, Customer Relationship Management, service delivery, technological innovation and Market share, which is above the benchmark of 0.5 confirming that the model has a good convergent validity. From the internal consistency, the result shows a Cronbach alpha and composite validity of (0.720 and 0.703 for Market Sensing; 0.742, 0.711 for Customer Relationship Management; 0.865, 0.802 for service delivery; 0.809, 0.764 technological innovation; 0.737 and 0.722 for Market share) which are both above 0.7 indicating that Market Sensing, Customer Relationship Management, service delivery, technological innovation and Market share are reliable constructs in the model. Hence, the statistical analysis indicates that the relationship between the market capabilities and Market share is significant and robust, providing strong support for the research.

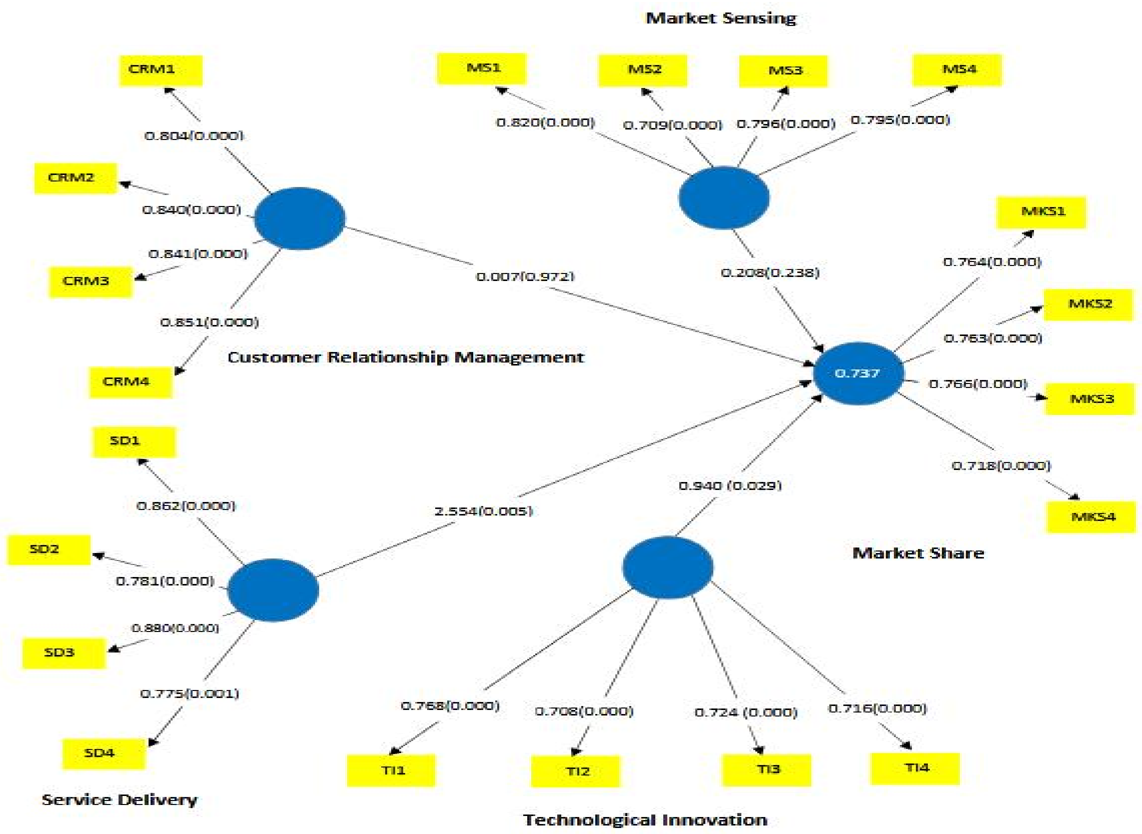


Figure 4.5: Path Coefficient and P values showing the Relationship Between Market Sensing, Customer Relationship Management, Service delivery, Technological Innovation and Market share

The result in Figure 4.5 shows that all the outer loadings of the latent constructs are above 0.708 and the p value shows a value 0.000 which is below the threshold of 0.05. This shows that all the latent constructs and strong in explaining each of the main constructs, which is desirable. Figure 4.6 below shows the T statistics of the patch coefficients to determine whether they are significant.

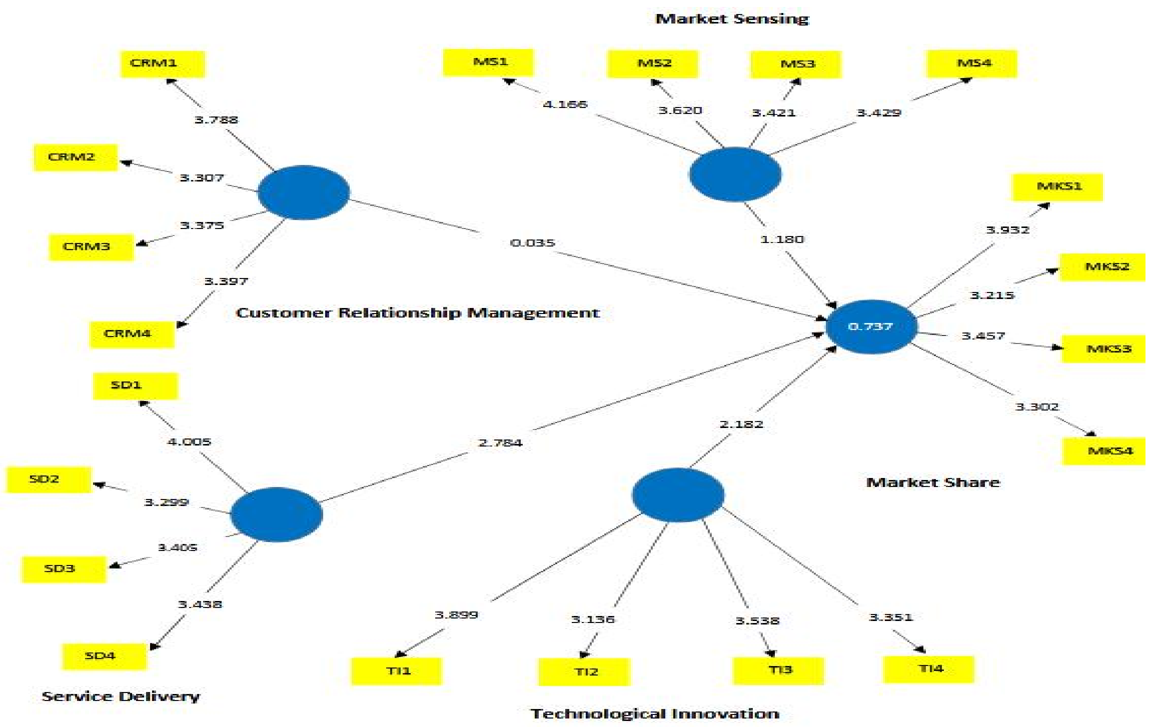


Figure 4.6: T Statistics showing the Relationship Between Market Sensing, Customer Relationship Management, Service delivery, Technological Innovation and Market share

The T statistics of the latent constructs are above the threshold of 1.96 confirming that the latent constructs are statistically significant and provide further evidence of the relationship between Market Sensing, Customer Relationship Management, service delivery, Technological innovation and Supply Chain Resilience of SMEs in Lagos State, Nigeria.

Table 4.18 Discriminant Validity for Hypothesis Two

	MS	CRM	SD	TI	MKS
MS					
CRM	0.847				
SD	0.735	0.849			
TI	0.703	0.743	0.578		
MKS	0.745	0.763	0.583	0.623	

Source: Author's Computation (2024) using SMART_PLS 4

Discriminant validity is another important aspect of construct validity that ensures that the measures in the study are distinct from each other. In this study, discriminant validity was assessed through the heterotrait-monotrait (HTMT) ratio and cross-loading analysis. The result of the HTMT as indicated in Table 4.12 shows that the constructs of market sensing, customer relationship management, service delivery, technological innovation and Market share are less than 1, as evidenced by correlations among the constructs and high factor loadings on their respective factors. This further strengthens the validity of the research findings and reinforces the relationship between marketing capabilities and performance of SMEs on Lagos State. Furthermore, there is less of an average link between heterotraits and heteromethods than there is between monotraits and heteromethods. Discriminant validity is therefore proven.

Table 4.19: Summary of the PLS-SEM for the effect of Marketing Strategies on Market share

Path Description	Original sample (o) Unstandardized Beta	t	Prob.	R^2	Prob.	Q^2	F^2	Remarks
				0.737	0.000	0.573	5.023	Significant
Market Sensing----> Market share	0.208	1.180	0.238					Positive/ Insignificant
CRM ----> Market share	0.007	0.035	0.972					Positive/ Insignificant
Service Delivery ----> Market share	2.554	2.784	0.005					Positive/ Significant
Technological Innovation---> Market share	0.940	2.182	0.029					Positive/ Significant

Source: Researcher's Result via SmartPLS Version 4.0 (2024)

The R^2 was used to establish the predictive power of the study's model. From the results, the adjusted coefficient of determination *(R^2)* of 0.737 showed that marketing capabilities practices (market sensing, Customer Relationship Management and service delivery) account for 73.7% of Market share is caused by marketing capabilities while the remaining 26.3% of changes in Market share is explained by other factors that are not covered in the model and the effect is statistically significant at 95% confidence interval and p value less than 0.05. This result suggests that market sensing, Customer Relationship Management and service delivery influence 73.7% of the Market share of SMEs in Lagos State, Nigeria.

The result in table 4.19 shows the regression model of marketing capabilities and performance of SMEs in Lagos State, Nigeria. The path coefficient shows 0.208 indicating that Market Sensing has a positive effect on Market share of SMEs in Lagos State. This confirms that Market Sensing plays a positive role in influencing Market share of SMEs in Lagos State. The p value shows 0.238 which is greater than 0.05 indicating an insignificant effect between Market Sensing and Market share of SMEs in Lagos State. Also, the path coefficient shows 0.007 indicating that customer relationship management has a positive effect on Market share of SMEs in Lagos State. This confirms that customer relationship management plays a positive role in influencing Market share of SMEs in Lagos State. The p value shows 0.972 > 0.05 confirm that the poritive relationship between CRM and market share is not significant. The result also showed that service delivery has a positive effect on Market share of SMEs in Lagos State. This is revealed from the coefficient of 2.554 and is statistically significant to support this assertion ($p=0.005 < 0.05$). Also, technological innovation also has a positive effect on Market share of SMEs in Lagos State, Nigeria as revealed from the coefficient of 0.940. Similarly, the result shows a significant effect ($p= 0.029 < 0.05$) between technological innovation and Market share of SMEs in Lagos State, Nigeria

MKS = 0.000 + 0.208MS + 0.007CRM + 2.554SD + 0.940TI -------------------------------- (i)

MKS= Market share

MS= Market Sensing

SD= Service Delivery

TI= Technological Innovation

CRM= Customer Relationship Management

Further analysis indicates that taking all the constant parameter at zero, a unit change in Market Sensing result in an increase of 0.208 in the Market share of SMEs in Lagos State given that all other factors are held constant. Similarly, the result shows that a unit change in Customer relationship management will lead to a 0.007 increase in Market share of SMEs in

Lagos State given that all other factors are held constant. Similarly, a percentage increase in service delivery will improve Market share by 2.554 while technological innovation will increase Market share by 0.940

This shows that service delivery has highest relative effect on market share of SMEs in Lagos State with a coefficient of 2.554 and t value of 2.784 and then technological innovation with a coefficient of 0.940 and t value of t= 2.182. Hence from this we can confirm that marketing capabilities has significant influence on Market share of SMEs in Lagos State, Nigeria ($\beta1$= 0.208, $\beta2$= 0.007, $\beta3$= 2.554, $\beta4$= 0.940 R^2=0.737, P-value =0.000 < 0.05).

Additionally, the PLS-SEM predictive significance was ascertained using the Q^2 value. Market Sensing have a Q^2 value of 0.573, which is more than zero. This suggests that the predictive significance of the PLS path model is present for both marketing capabilities and Market share of SMEs in Lagos State. The effect size was also established using the F-square. According to Table 4.19 above, the f-square value for marketing capabilities is 5.023, which suggests that the sample impact is sizable, as shown in Table 4.19, indicating that the sample effect is considerably large. This confirmed that the relationship between marketing capabilities and the Market share of SMEs in Nigeria is statistically significant and has a strong predictive power.

4.3.4 Hypothesis Four

H_04: Marketing capabilities does not significantly affect Supply Chain Resilience of SMEs in Lagos State.

Table 4.20: PLS-SEM Assessment Results of Reflective Measurement Models for Model 2

		Convergent validity	Internal consistency reliability	
		AVE (> 0.50)	Cronbach's alpha (> 0.7)	Composite reliability (> 0.7)
Latent Variable	**Indicator Item**	**Estimate**	**Estimate**	**Estimate**
Market Sensing	MS	0.558	0.720	0.703
Customer Relationship Management	CRM	0.628	0.742	0.711
Service delivery	SD	0.621	0.865	0.802
Technological Innovation	TI	0.522	0.809	0.764
Supply Chain Resilience	SCR	0.634	0.889	0.841

The result in Table 4.20 shows AVE of 0.558, 0.628, 0.621, 0.522 and 0.634 for Market Sensing, Customer Relationship Management, service delivery, technological innovation and Supply Chain Resilience, which is above the benchmark of 0.5 confirming that the model has a good convergent validity. From the internal consistency, the result shows a Cronbach alpha and composite validity of (0.720 and 0.703 for Market Sensing; 0.742, 0.711 for Customer Relationship Management; 0.865, 0.802 for service delivery; 0.809, 0.764 technological innovation; 0.889 and 0.841 for Supply Chain Resilience) which are both above 0.7 indicating that Market Sensing, Customer Relationship Management, service delivery, technological innovation and Supply Chain Resilience are reliable constructs in the model. Hence, the statistical analysis indicates that the relationship between the market capabilities and Supply Chain Resilience is significant and robust, providing strong support for the research.

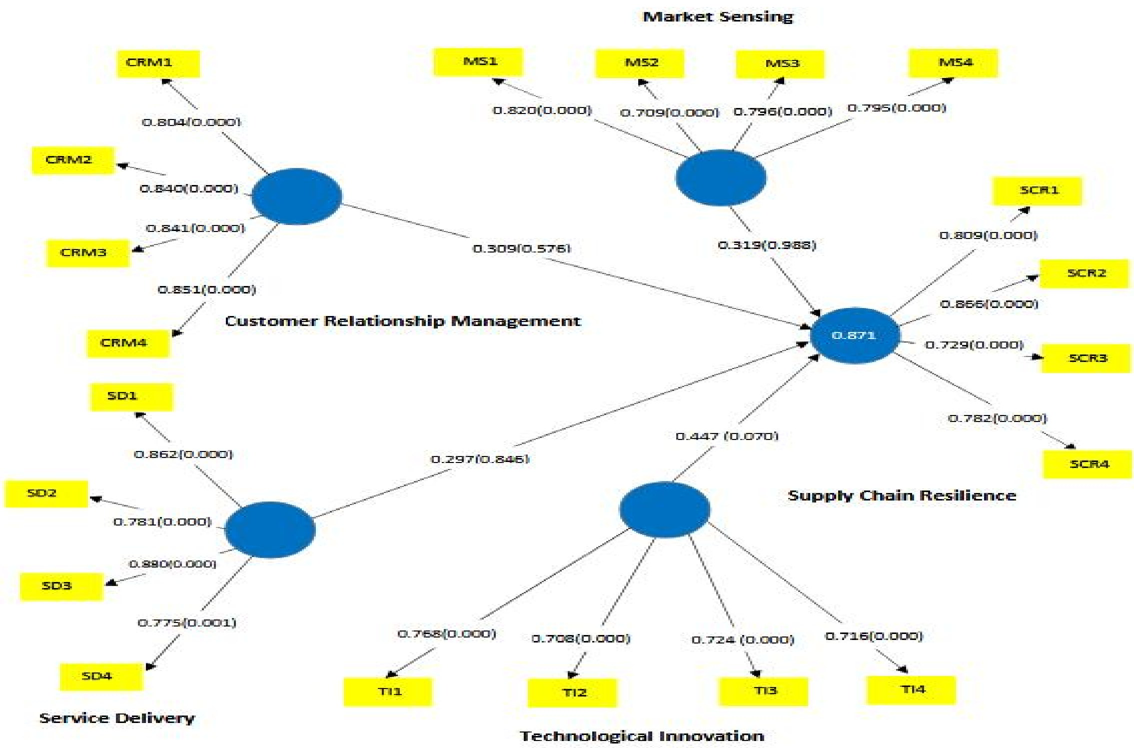


Figure 4.7: Path Coefficient and P values showing the Relationship Between Market Sensing, Customer Relationship Management, Service delivery, Technological Innovation and Supply Chain Resilience

The result in Figure 4.7 shows that all the outer loadings of the latent constructs are above 0.708 and the p value shows a value 0.000 which is below the threshold of 0.05. This shows that all the latent constructs and strong in explaining each of the main constructs, which is desirable. Figure 4.8 below shows the T statistics of the patch coefficients to determine whether they are significant.

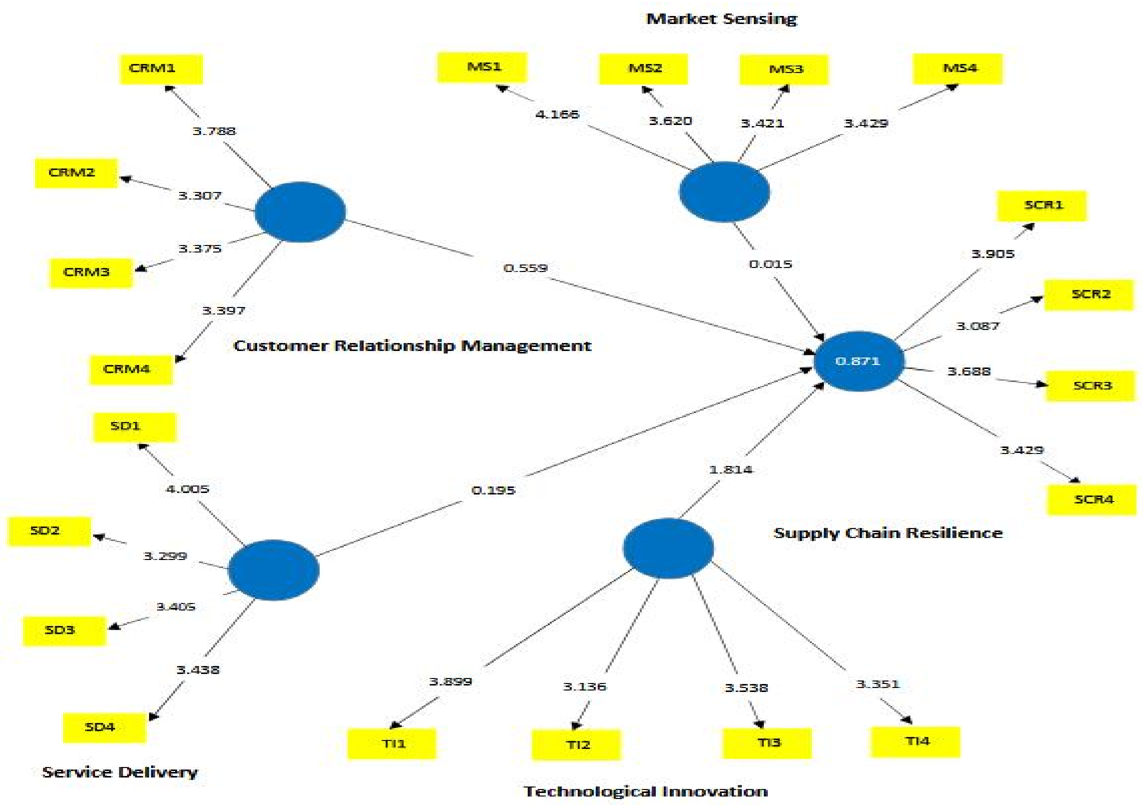


Figure 4.8: T Statistics showing the Relationship Between Market Sensing, Customer Relationship Management, Service delivery, Technological Innovation and Supply Chain Resilience

The T statistics of the latent constructs are above the threshold of 1.96 confirming that the latent constructs are statistically significant and provide further evidence of the relationship between Market Sensing, Customer Relationship Management, service delivery, Technological innovation and Supply Chain Resilience of SMEs in Lagos State, Nigeria.

Table 4.21 Discriminant Validity for Hypothesis Four

	MS	CRM	SD	TI	SCR
MS					
CRM	0.847				
SD	0.735	0.849			
TI	0.703	0.743	0.578		
SCR	0.665	0.534	0.612	0.738	

Source: Author's Computation (2024) using SMART_PLS 4

Discriminant validity is another important aspect of construct validity that ensures that the measures in the study are distinct from each other. In this study, discriminant validity was assessed through the heterotrait-monotrait (HTMT) ratio and cross-loading analysis. The result of the HTMT as indicated in Table 4.12 shows that the constructs of market sensing, customer relationship management, service delivery, technological innovation and Supply Chain Resilience are less than 1, as evidenced by correlations among the constructs and high factor loadings on their respective factors. This further strengthens the validity of the research findings and reinforces the relationship between marketing capabilities and performance of SMEs on Lagos State. Furthermore, there is less of an average link between heterotraits and heteromethods than there is between monotraits and heteromethods. Discriminant validity is therefore proven.

Table 4.22: Summary of the PLS-SEM for the effect of Marketing Strategies on Supply Chain Resilience

Path Description	Original sample (o) Unstandardized Beta	t	Prob.	R^2	Prob.	Q^2	F^2	Remarks
				0.871	0.002	0.734	3.271	Significant
Market Sensing----> Supply Chain Resilience	0.319	1.180	0.988					Positive/ Insignificant
CRM ----> Supply Chain Resilience	0.309	0.035	0.576					Positive/ Insignificant
Service Delivery ----> Supply Chain Resilience	0.297	2.784	0.846					Positive/ Insignificant
Technological Innovation---> Supply Chain Resilience	0.447	2.182	0.070					Positive/ Insignificant

Source: Researcher's Result via SmartPLS Version 4.0 (2024)

The R^2 was used to establish the predictive power of the study's model. From the results, the adjusted coefficient of determination *(R^2)* of 0.871 showed that marketing capabilities practices (market sensing, Customer Relationship Management and service delivery) account for 87.1% of Supply Chain Resilience is caused by marketing capabilities while the remaining 12.9% of changes in Supply Chain Resilience is explained by other factors that are not covered in the model and the effect is statistically significant at 95% confidence interval and p value less than 0.05. This result suggests that market sensing, Customer Relationship Management and service delivery influence 87.1% of the Supply Chain Resilience of SMEs in Lagos State, Nigeria.

The result in table 4.13 shows the regression model of marketing capabilities and performance of SMEs in Lagos State, Nigeria. The path coefficient shows 0.319 indicating that Market Sensing has a positive effect on Supply Chain Resilience of SMEs in Lagos State. This confirms that Market Sensing plays a positive role in influencing Supply Chain Resilience of SMEs in Lagos State. The p value shows 0.988 which is greater than 0.05 indicating an insignificant effect between Market Sensing and Supply Chain Resilience of SMEs in Lagos State. Also, the path coefficient shows 0.309 indicating that customer relationship management has a positive effect on Supply Chain Resilience of SMEs in Lagos State. This confirms that customer relationship management plays a positive role in influencing Supply Chain Resilience of SMEs in Lagos State. The p value shows 0.576 > 0.05 confirm that the poritive relationship between CRM and Supply Chain Resilience is not significant. The result also showed that service delivery has a positive effect on Supply Chain Resilience of SMEs in Lagos State. This is revealed from the coefficient of 0.297 but not statistically significant to support this assertion (p=0.846 > 0.05). Also, technological innovation also has a positive effect on Supply Chain Resilience of SMEs in Lagos State, Nigeria as revealed from the coefficient of 0.447. Similarly, the result shows an insignificant effect (p= 0.070 > 0.05) between technological innovation and Supply Chain Resilience of SMEs in Lagos State, Nigeria

SCR = 0.000 + 0.319MS + 0.309CRM + 0.297SD + 0.447TI ------------------------------- (i)

SCR= Supply Chain Resilience

MS= Market Sensing

SD= Service Delivery

TI= Technological Innovation

CRM= Customer Relationship Management

Further analysis indicates that taking all the constant parameter at zero, a unit change in Market Sensing result in an increase of 0.319 in the Supply Chain Resilience of SMEs in Lagos State given that all other factors are held constant. Similarly, the result shows that a unit change in Customer relationship management will lead to a 0.309 increase in Supply Chain Resilience of SMEs in Lagos State given that all other factors are held constant. Similarly, a percentage increase in service delivery will improve Supply Chain Resilience by 0.297 while technological innovation will increase Supply Chain Resilience by 0.447

This shows that technological innovation has highest relative effect on Supply Chain Resilience of SMEs in Lagos State with a coefficient of 0.447 and t value of 2.784 and then market sensing with a coefficient of 0.319 and t value of t= 2.182. Hence from this we can confirm that marketing capabilities has significant influence on Supply Chain Resilience of SMEs in Lagos State, Nigeria ($\beta 1= 0.319$, $\beta 2= 0.309$, $\beta 3= 0.297$, $\beta 4= 0.447$ $R^2=0.871$, P-value $=0.002 < 0.05$).

Additionally, the PLS-SEM predictive significance was ascertained using the Q^2 value. Market Sensing have a Q^2 value of 0.734, which is more than zero. This suggests that the predictive significance of the PLS path model is present for both marketing capabilities and Supply Chain Resilience of SMEs in Lagos State. The effect size was also established using the F-square. According to Table 4.22 above, the f-square value for marketing capabilities is 3.271, which suggests that the sample impact is sizable, as shown in Table 4.22, indicating that the sample effect is considerably large. This confirmed that the relationship between marketing capabilities and the Supply Chain Resilience of SMEs in Nigeria is statistically significant and has a strong predictive power.

4.3.5 Hypothesis Five

H_05: Marketing orientation resource does not significantly moderate the relationship between marketing capabilities and performance of SMEs in Lagos State.

Figure 4.9: Path Coefficient and P value of Market Orientation in Moderating the Relationship between Marketing Capabilities and Performance of SMEs in Lagos State.

The result in Figure 4.9 shows that all the outer loadings of the latent constructs are above 0.708 and the p value shows a value 0.000 which is below the threshold of 0.05. This shows that all the latent constructs and strong in explaining each of the main constructs, which is desirable. Figure 4.10 below shows the T statistics of the patch coefficients to determine whether they are significant.

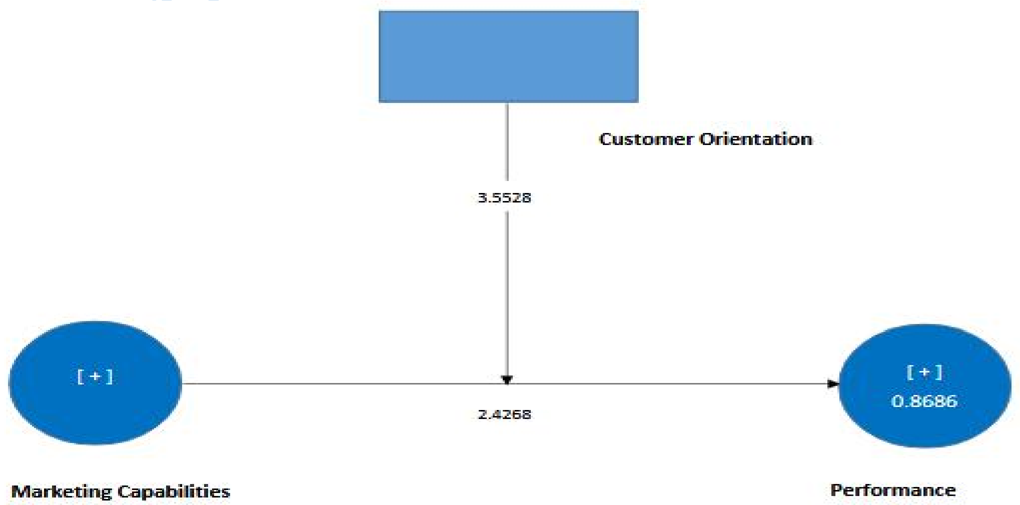


Figure 4.10: T Statistics of Market Orientation in Moderating the Relationship between Marketing Capabilities and Performance of SMEs in Lagos State.

The T statistics of the latent constructs are above the threshold of 1.96 confirming that the latent constructs are statistically significant and provide further evidence of the relationship between Market Sensing, Customer Relationship Management, service delivery, Technological innovation and Supply Chain Resilience of SMEs in Lagos State, Nigeria.

Table 4.23: Summary of the PLS-SEM for the effect of Marketing Strategies on Supply Chain Resilience

Path Description	Original sample (o) Unstandardized Beta	T	Prob.	R^2	Prob.	Q^2	F^2	Remarks
				0.869	0.004	0.426	2.711	Significant
MC----> PERF	0.706	2.427	0.016					Positive/ Insignificant
CO----> PERF	0.869	2.956	0.003					Positive/ Insignificant
MC*CO ----> PERF	0.288	3.553	0.000					Positive/ Insignificant

The R^2 was used to establish the predictive power of the study's model. From the results, the adjusted coefficient of determination *(R^2)* of 0.869 showed that the moderation role of customer orientation in fluencing the relationship between marketing capabilities practices (market sensing, Customer Relationship Management and service delivery) account for 86.9% of SMEs performance. while the remaining 13.1% of changes in SMEs performance is explained by other factors that are not covered in the model and the effect is statistically significant at 95% confidence interval and p value less than 0.05. This result suggests that marketin capabilities influence 86.9% of the performance of SMEs in Lagos State, Nigeria.

In establishing the moderating effect of customer orientation in establishing a relationship between marketing capabilities and performance of SMEs in Lagos State, three aspects will be looked into; (1) the direct offect of marketing capabilities on performance of SMEs, (2) the direct relationship between customer orientation and performance of SMEs and (3) the indirect relationship between marketing capabilities and performance of SMEs when customer orientation is used as a moderator.

The result in table 4.23 shows a path coefficient of 0.706 indicating that marketing capabilities has a positive effect on Performance of SMEs in Lagos State. The p value shows $0.016 < 0.05$ indicating a significant direct relationship between Marketin Capabilities and Performance of SMEs in Lagos State. To establish the effect of customer orientation on performance of SMEs in Lagos State, the path coefficient shows 0.867 indicating that customer orientation has a positive effect on performance of SMEs in Lagos State. The p value shows $0.003 < 0.05$ confirm that the positive relationship between customer orientation and performance is statistically significant. When looking at the indirect relationship, it is shown that customer orientation positively and significantly moderate the relationship etween marketing capabilities and performance of SMEs in Lagos State. This is revealed from the coefficient of 0.289 and $p < 0.000$ confirming this assertion. From this we can conclude that customer orientations significantly moderate the relationship etween marketing capabilities and performance of SMEs in Lagos State, Nigeria.

PERF = 0.000 + 0. 0.706MC + 0.869CO + 0.288MC*CO ------------------------------- (i)

PERF= Performance

MC= Marketing Capabilities

CO= Customer Orientation

Further analysis indicates that taking all the constant parameter at zero, a unit change in marketing capability result in an increase of 0.706 in the performance of SMEs in Lagos State given that all other factors are held constant. Similarly, the result shows that a unit change in Customer orientation will lead to a 0.869 increase in performance of SMEs in Lagos State given that all other factors are held constant. Similarly, customer orientation plays a significant and positive role in mederating the relationship between marketing capabilities and performance of SMEs in Lagos State, Nigeria as revealed in the coefficient of 0.288. Hence from this we can confirm that customer orientation positively and significantly moderate the relationship between marketing capabilities and performance of SMEs in Lagos State, Nigeria ($\beta1= 0.706$, $\beta2= 0.869$, $Z_1= 0.288$, $R^2=0.869$, P-value $=0.004 < 0.05$).

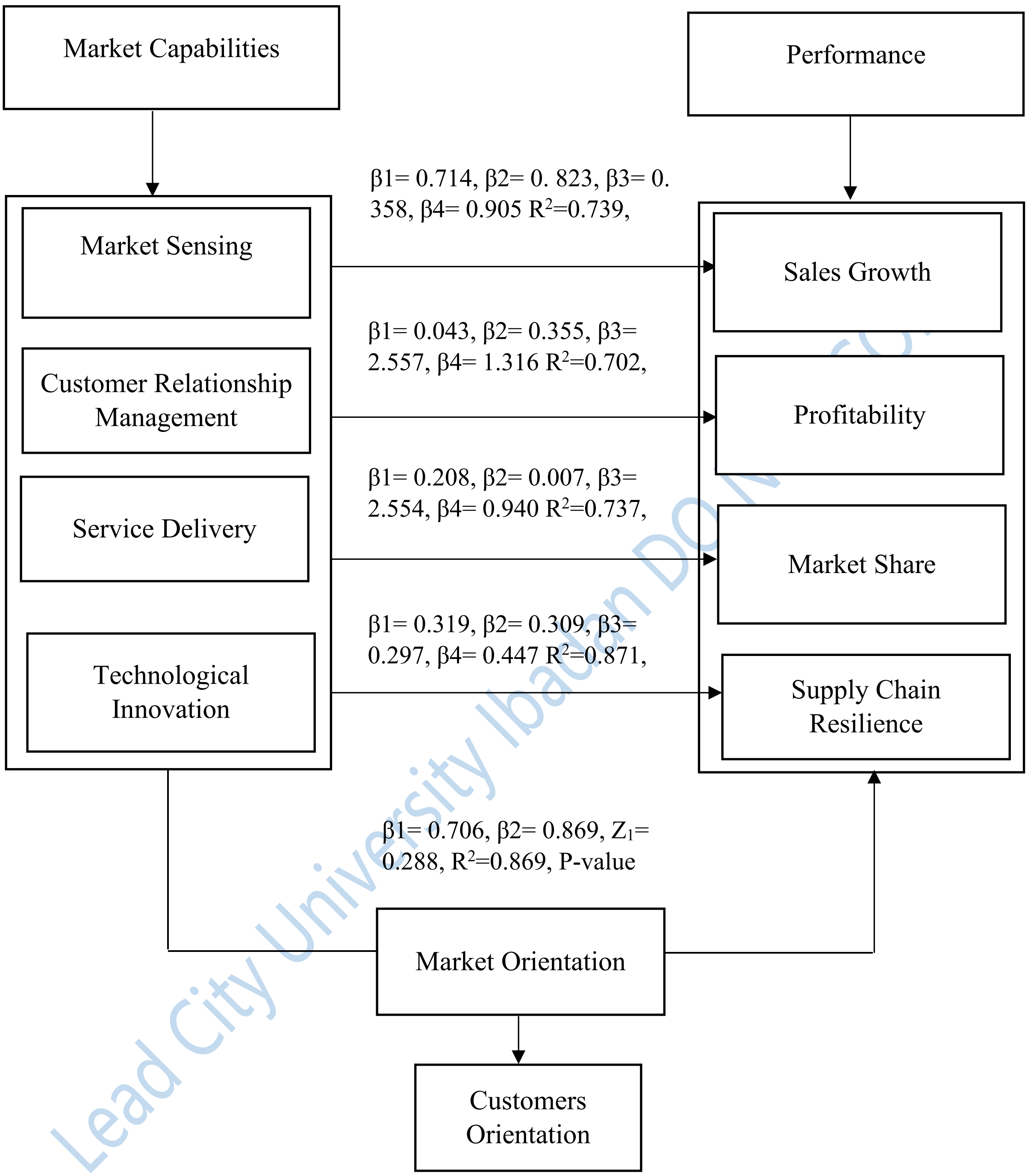
Additionally, the PLS-SEM predictive significance was ascertained using the Q^2 value. Market Sensing have a Q^2 value of 0.426, which is more than zero. This suggests that the predictive significance of the PLS path model is present for both marketing capabilities and Supply Chain Resilience of SMEs in Lagos State. The effect size was also established using the F-square. According to Table 4.23 above, the f-square value for marketing capabilities is 2.711, which suggests that the sample impact is sizable, as shown in Table 4.23, indicating that the sample effect is considerably large. This confirmed that the relationship between marketing capabilities, customer orientation and performance of SMEs in Nigeria is statistically significant and has a strong predictive power.

4.4 Summary of Findings

Tablw 4.24: Summary of Findings

Hypotheses Tested	Sales Growth	Profitability	Market Share	Supply Chain Resilience	Overall Remarks
$H_0$1: Marketing capabilities does not significantly affect Sales growth of SMEs in Lagos State.	Rejected	Rejected	Accepted	Accepted	Rejected
$H_0$2: Marketing capabilities does not significantly affect Profitability of SMEs in Lagos State.	Accepted	Accepted	Rejected	Rejected	Rejected
$H_0$3: Marketing capabilities does not significantly affect market share of SMEs in Lagos State.	Accepted	Accepted	Rejected	Rejected	Rejected
$H_0$4: Marketing capabilities does not significantly affect supply chain resilience of SMEs in Lagos State.	Accepted	Accepted	Accepted	Accepted	Rejected
$H_0$5: Marketing orientation does not significantly moderate the relationship between marketing capabilities and performance of SMEs in Lagos State					Rejected

4.5 Resultant Model



4.6 Discussion of Findings

From the above result, it is confirmed that marketing capabilities has a significant effect on performance of SMEs in Lagos State. This indicates that SMEs in Lagos State that invest in developing and enhancing their marketing capabilities are more likely to experience better performance outcomes compared to those that do not prioritize marketing efforts.

From hypothesis one, the result revealed that market sensing and customer relatinship management has a positive and significant effect on sales growth of SMEs in Lagos State, Nigeria. However, service delivery and technological innovation shows a positive effect on sales growth but the effect is not statistically significant to prove this assertion. This shows that Market sensing and CRM directly influence an SME's ability to understand and respond to customer needs and preferences, leading to improved customer satisfaction and loyalty, which drive sales growth. Effective CRM allows businesses to manage customer interactions and build lasting relationships, enhancing repeat business and referrals[1]. Conversely, the statistically insignificant impact of service delivery and technological innovation on sales growth may result from various issues. Service delivery improvements may not be immediately recognized by customers or may be inconsistently applied, diluting their overall effect. Additionally, technological innovations may require time for implementation and customer adaptation before showing measurable impacts on sales. SMEs might also face challenges such as limited resources, inadequate infrastructure, or a lack of skilled personnel to fully leverage new technologies, thus mitigating their potential benefits on sales growth[2]. This result is inline with exant literature which found that market sensing and customer relationship management has a significant effect on performance of SMEs[3,4,5,6]. The study of some author lso contradict this result. They found no significant relationship between marketing capabilities and performance of SMEs[7,8].

The result in the second hypothesis, which seeks to determine whether marketing capabilities has a significant effect on profitability of SMEs in Lagos State shows that market sensing and customer relationship management has a positive but an insignificant effect on profitabilit but service delivery and technological innovation shows a positive and significant effect on profitability of SMEs in Lagos State. While market sensing and CRM enhance customer relationships and satisfaction, these benefits might not translate immediately into profitability. The costs associated with implementing CRM systems and market research could offset short-term gains, making their impact on profitability less pronounced initially[9]. On the other hand, service delivery and technological innovation directly contribute to operational efficiency and cost reduction, which are critical for profitability. Similarly, improved service delivery enhances customer retention and satisfaction, leading to repeat business and lower churn rates. Technological innovation streamlines processes, reduces operational costs, and creates competitive advantages, directly impacting profitability[10]. SMEs that effectively leverage technology can optimize resources, reduce waste, and improve productivity, thereby realising significant gains in profitability. These immediate and tangible benefits make service delivery and technological innovation more significant contributors to profitability compared to market sensing and CRM. This result is inline with exant literature which found that marketing capabilities has a significant effect on profitability of SMEs[3,4,5,11,12]. This highlights the importance of staying up-to-date with technological trends and incorporating them into business operations for sustained profitability.

The result in the third hypothesis, which seeks to determine whether marketing capabilities has a significant effect on market share of SMEs in Lagos State shows that market sensing and customer relationship management have a positive but an insignificant effect on market share but service delivery and technological innovation shows a positive and significant effect on market share of SMEs in Lagos State. While market sensing and CRM are important for understanding customer needs and building relationships, they might not immediately translate into increased market share due to the time required to build trust and customer loyalty. In contrast, service delivery and technological innovation provide immediate and tangible benefits that can directly enhance market share. Superior service delivery improves customer satisfaction and retention as it leads to positive word-of-mouth and a broader customer base. Technological innovation allows SMEs to differentiate themselves from competitors and improve operational efficiency, directly contributing to a higher market share. Service delivery showing the highest effect underscores the importance of consistently meeting customer expectations and providing excellent service in gaining a competitive edge.

The result in hypothesis four showing that market sensing, customer relationship management (CRM), service delivery, and technological innovation individually have no significant effect on supply chain resilience of SMEs in Lagos State, while their combined effect is statistically significant, suggests that these marketing capabilities are interdependent. Individually, each capability may not sufficiently address the multifaceted challenges of supply chain resilience. For instance, market sensing and CRM alone may not directly impact operational disruptions or logistical issues. However, when combined, these capabilities create a synergistic effect that enhances overall resilience. Effective market sensing and CRM can anticipate customer needs and disruptions, while service delivery ensures consistent performance and technological innovation optimizes processes. Together, they provide a comprehensive approach to managing and mitigating supply chain risks, indicating that a holistic strategy integrating multiple capabilities is crucial for achieving supply chain resilience.

The result in hypothesis five indicating that customer orientation significantly moderates the relationship between marketing capabilities and SME performance in Lagos State suggests that a strong customer focus enhances the effectiveness of marketing strategies. Customer orientation ensures that marketing capabilities like market sensing, CRM, service delivery, and technological innovation are aligned with customer needs and preferences. This alignment increases customer satisfaction, loyalty, and overall performance. Without customer orientation, these capabilities may not be as impactful, highlighting the importance of a customer-centric approach in driving SME success.

The results linking market sensing, customer relationship management (CRM), service delivery, and technological innovation to SME performance in Lagos State align with the Dynamic Capability Theory. This theory posits that a firm's ability to integrate, build, and reconfigure internal and external competencies is essential for adapting to changing environments[13]. Market sensing and CRM, although showing varied significance in direct outcomes, contribute to building dynamic capabilities by enabling firms to anticipate and respond to customer needs and market changes[14]. Service delivery and technological innovation, which show significant positive impacts on market share and profitability, directly enhance a firm's operational agility and efficiency, crucial for maintaining competitive advantage[15]. The combined effect of all marketing capabilities on supply chain resilience further underscores their role in dynamic capability development, highlighting how integrated strategies enhance adaptability and robustness[16]. Customer orientation's moderating effect reinforces the theory, as a strong customer focus ensures these capabilities are effectively leveraged, enhancing overall performanc[17]. Thus, these results illustrate how SMEs in Lagos State can build and deploy dynamic capabilities to achieve sustainable competitive advantage.

END NOTES

1. Zeynab Soltani and N. J. Navimipour. "*Customer relationship management mechanisms: A systematic review of the state of the art literature and recommendations for future research.*" **Comput. Hum. Behav.**, 61 (2016): 667-688. https://doi.org/10.1016/J.CHB.2016.03.008.
2. Yahia Baashar, H. Alhussian, Ahmed Patel, G. Alkawsi, A. Alzahrani, O. Alfarraj and G. Hayder. "*Customer relationship management systems (CRMS) in the healthcare environment: A systematic literature review.*" **Computer Standards & Interfaces**, 71 (2020): 103442 - 103442. https://doi.org/10.1016/j.csi.2020.103442.
3. A., Ibrahim, & J., Hemsley-Brown. "*Market orientation and hotel performance: Investigating the role of high-order marketing capabilities."* **International Journal of Contemporary Hospitality Management**, 1(1), 2019, 27
4. D., Subhasish, & M., Mishra. *"The impact of customer relationship management (CRM) practices on customer satisfaction."***In Business Governance and Society, Palgrave Macmillan, Cham**, 2019, pp. 43-54.

5. A., Pamela, I.M., Bodas Freitas, & R., Fontana. "*Strategic orientation, innovation performance and the moderating influence of marketing management.*" **Journal of Business Research**, 97(1), 2019, 129-140.

6. I., Pramod, A., Davari, M., Zolfagharian, & A., Paswan. "*Market orientation, positioning strategy and brand performance."* **Industrial Marketing Management**, 81(1), 2019, 16-29.

7. E., Afum, Y., Agyabeng-Mensah, C., Baah, G., Asamoah, & K.L., Yaw. *Green market orientation, green value-based innovation, green reputation and enterprise social performance of Ghanaian SMEs: The role of lean management.* **Journal of Business & Industrial Marketing,** 38(10), 2023, pp.2151-2169.

8. M., Rubio-Andrés, M.D.M., Ramos-González, & M.A., Sastre-Castillo. *Do high performance work systems improve workplace well-being in SMES?* Implications for financial performance. **Applied Research in Quality of Life,** 17(3), 2022, pp.1287-1309.

9. Yeni Susilowati and Yasri Yasri. "*The Effect of Service Quality and Customer Satisfaction Toward Word of Mouth Intention*." **Proceedings of the 2nd Padang International Conference on Education, Economics, Business and Accounting (PICEEBA-2 2018)** (2019). https://doi.org/10.2991/PICEEBA2-18.2019.52.
10. M. Nasir, M. Adil and A. Dhamija. "*The synergetic effect of after sales service, customer satisfaction, loyalty and repurchase intention on word of mouth.*" **International Journal of Quality and Service Sciences** (2021). https://doi.org/10.1108/ijqss-01-2021-0015.
11. Zaenal Aripin, V. Paramarta, Didin Kosasih, Farida Saepudin, Yuliaty and Yuliaty Fitriana. "*The Impact of Bank Service Quality on Satisfaction that Impacts Word of Mouth Promotion.*" **Jurnal Syntax Admiration** (2023). https://doi.org/10.46799/jsa.v4i8.690.
12. Niklaus Leemann and D. Kanbach. "*Toward a taxonomy of dynamic capabilities – a systematic literature review*." **Management Research Review** (2021). https://doi.org/10.1108/mrr-01-2021-0066.
13. Seidali Kurtmollaiev. "*Dynamic Capabilities and Where to Find Them*." **Journal of Management Inquiry**, 29 (2020): 16 - 3. https://doi.org/10.1177/1056492617730126.
14. B. Baharuddin, S. Kamaruddin and Harifuddin Halim. "*Customer Relationship Management, Service Delivery and Responsiveness: A supply chain Perspective for Customer's Retention*." **International Journal of Supply Chain Management**, 8 (2019): 211-216.
15. Taiwen Feng, Dan-Shang Wang, A. Lawton and Ben Nanfeng Luo. "*Customer orientation and firm performance: The joint moderating effects of ethical leadership and competitive intensity*." **Journal of Business Research** (2019). https://doi.org/10.1016/J.JBUSRES.2019.03.021.
16. Olimpia C. Racela and Amonrat Thoumrungroje. "*When do customer orientation and innovation capabilities matter? An investigation of contextual impacts*." **Asia Pacific Journal of Marketing and Logistics** (2019). https://doi.org/10.1108/apjml-03-2019-0143.
17. G. Ziggers and J. Henseler. "*The reinforcing effect of a firm's customer orientation and supply-base orientation on performance*." **Industrial Marketing Management**, 52 (2016): 18-26. https://doi.org/10.1016/J.INDMARMAN.2015.07.011.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

This chapter discusses the summary of findings, conclusion, recommendations, areas for further studies and contributions to knowledge. The summary of findings summarises the key findings as revealed in the chapter four. Also the key findings are summarized to show the contributions to knowledge to various stakeholders and also devise means which further studies can be conducted.

5.1 Summary of Findings

The purpose of this research is to examine the effect of marketing capabilities (market sensing, consumer relationship management, service delivery, technological innovation) on the performance of small and medium enterprises in Lagos State, Nigeria. The study was structured into five chapters, each of which focused on a different stage of the research process.

Chapter one dealt with the introduction and background of the study, identified the problems of the study, defined the objectives of the study, and formulated appropriate research questions and hypotheses to guide the investigation of the study. It also highlighted the scope, the significance of the study to different categories and group and as well operationalized the variables of the study amongst others.

Chapter two of the study reviewed relevant related literature. The chapter is made up of 3 main sections: the conceptual review, the theoretical review and the empirical review. The concepts of market sensing, consumer relationship management, service delivery, technological innovation were reviewed. The theories that were reviewed are; stressor-emotion model, frustration-aggressive model, and organisational support theory were reviewed based on the study objectives. The empirical reviewed was also discussed on the study objectives based on the findings of previous authors as it relates to this study.

Chapter three focused on the methodology, this study adopts the survey research design which involves the use of adapted questionnaire designed to obtain information from respondents. 380 sample size was used using total enumeration sampling technique. Copies of the questionnaire were administered and collected through the use of Microsoft Forms. The research instrument used in this study is the questionnaire. The questionnaire consisted of three sections, section A and B. section A comprised of bio-data and section B was to find out how marketing capabilities and marketing orientation influence SME performance which aided in answering the research questions and testing the stated hypotheses. The 5-point likert scale was adopted (SA- Strongly Agree), (A-Agree), (UN- Undecided), (D- Disagree), (SD- Strongly Disagree).

Chapter four presents' data analysis, results and discussion of findings, the data presentation and analysis were done in two stages. The first stage of analysis was the descriptive statistics using percentages, mean and standard deviations on the responses of respondents as it relates to research questions and objectives. Inferential statistics was done using the multiple regression via the statistical package for science solution (SPSS) 23.0 to test the research hypothesis as projected in the study. SmartPLS V4.0 was equally use to determine the Path, T and Q2 statistics for the hypothesis. Multiple regression analysis was used to test the effect of the independent variable on each of the dependent variables which was utilized for hypothesis one to five.

Chapter five summarized the study by lightening the findings of the study, conclusion and suggested recommendation based on the findings for the SMEs respondent in Lagos State.

The chapter also gave contribution to knowledge both theoretically and empirically and suggested areas for further studies.

The summary of the key findings and interpretations are as stated below:

i. Marketing Capabilities (market sensing, customer relationship management, service delivery and technological innovation) has a significant influence on sales growth of SMEs in Lagos State, Nigeria ($\beta1= 0.714$, $\beta2= 0. 823$, $\beta3= 0. 358$, $\beta4= 0.905$ $R^2=0.739$, P-value $=0.000 < 0.05$).

ii. Marketing Capabilities (market sensing, customer relationship management, service delivery and technological innovation) has a significant influence on sales growth of SMEs in Lagos State, Nigeria ($\beta1= 0.043$, $\beta2= 0.355$, $\beta3= 2.557$, $\beta4= 1.316$ $R^2=0.702$, P-value $=0.000 < 0.05$).

iii. Marketing Capabilities (market sensing, customer relationship management, service delivery and technological innovation) has a significant influence on sales growth of SMEs in Lagos State, Nigeria ($\beta1= 0.208$, $\beta2= 0.007$, $\beta3= 2.554$, $\beta4= 0.940$ $R^2=0.737$, P-value $=0.000 < 0.05$).

iv. Marketing Capabilities (market sensing, customer relationship management, service delivery and technological innovation) has a significant influence on sales growth of SMEs in Lagos State, Nigeria ($\beta1= 0.319$, $\beta2= 0.309$, $\beta3= 0.297$, $\beta4= 0.447$ $R^2=0.871$, P-value $=0.002 < 0.05$).

v. Customer orientation positively and significantly moderate the relationship between marketing capabilities and performance of SMEs in Lagos State, Nigeria ($\beta1= 0.706$, $\beta2= 0.869$, $Z_1= 0.288$, $R^2=0.869$, P-value $=0.004 < 0.05$).

5.2 Conclusion

Based on the findings, this study concludes that the integration of market sensing, customer relationship management (CRM), service delivery, and technological innovation is crucial for enhancing the performance of SMEs in Lagos State. The positive and significant impact of market sensing and CRM on sales growth suggests that understanding customer needs and maintaining strong relationships are vital for business success[1]. However, their insignificant effect on profitability and market share indicates that these capabilities alone are insufficient; they must be complemented by robust service delivery and technological innovation to achieve significant results[2]. Even when customer needs are well understood and relationships are strong, without efficient service delivery and technological innovation, SMEs may struggle to compete effectively in the market. This highlights the importance of a holistic approach to business management that incorporates various capabilities to drive sustainable growth and success.

The significant impact of service delivery and technological innovation on both profitability and market share highlights their critical role in operational efficiency and customer satisfaction, aligning with the Dynamic Capability Theory[3]. The insignificant individual effects of these capabilities on supply chain resilience, contrasted with their combined significant effect, underscore the necessity of an integrated approach to capability development for enhanced adaptability and robustness[3]. We can see that organizations that prioritize the development and integration of these capabilities are better equipped to respond to disruptions and changes in the market environment. By focusing on building a strong foundation of service delivery and technological innovation, companies can not only improve their bottom line but also build a competitive advantage that sets them apart from their peers. This holistic approach to capability development not only benefits the organization in the short term but also lays the groundwork for long-term success and sustainability in an increasingly dynamic and uncertain business landscape.

Moreover, the study reveals that customer orientation significantly moderates the relationship between marketing capabilities and SME performance, reinforcing the importance of a customer-centric approach in leveraging these capabilities effectively[4]. This finding aligns with the assertion that dynamic capabilities must be aligned with customer needs to drive performance (). In conclusion, marketing capabilities that adopt a holistic strategy that integrates market sensing, CRM, service delivery, and technological innovation, underpinned by a strong customer orientation help SMEs build dynamic capabilities that enhance performance and sustain competitive advantage.

5.3 Recommendations

Based on the findings of the study on the relationship between marketing capabilities and performance of small and medium enterprises, here are four detailed recommendations:

1. The world is adopting technology and any business that want to prosper must put this into consideration. In line with this, SMEs in Lagos State should allocate resources source for information that can provide insights into market trends, customer preferences, and competitor activities. This investment will enable them to make data-driven decisions and stay ahead of market changes. And also establishing robust systems for collecting and analyzing customer feedback can help SMEs understand their customers' needs and preferences better. This can be achieved through surveys, social media monitoring, and direct interactions. Regularly analyzing this feedback can guide product development, marketing strategies, and customer service improvements.
2. SMEs in Lagos State should focus on personalizing their interactions with customers. This can be done by maintaining a close relationship with the customers through the use of marketing messages, offers, and communications to individual customer preferences and behaviors. Personalized experiences can foster stronger customer loyalty and increase the likelihood of repeat sales. Also, integrating CRM systems with sales and marketing automation tools can streamline processes and improve efficiency. This integration can help SMEs track customer interactions across multiple touchpoints, automate follow-ups,

and provide sales teams with better insights into customer needs, ultimately driving more effective sales strategies.

3. SMEs should work on building strong, collaborative relationships with their suppliers. This includes regular communication, establishing mutual trust, and working together on contingency planning. Strong supplier relationships can help ensure better service delivery even during disruptions.
4. SMEs should ensure that technology solutions are fully integrated across the entire supply chain. This includes integrating systems for procurement, inventory management, logistics, and customer relationship management. Comprehensive integration can enhance data flow, improve decision-making, and increase overall supply chain efficiency. However, technology innovation alone is not sufficient; employees must be efficient in using these technologies.

5.4 Contributions to Knowledge

The study has contributed to knowledge from various perspectives which are discussed below:

Theoretical Perspective: The findings contributes to the Dynamic Capability Theory by illustrating how different marketing capabilities serve as strategic resources that affect firm performance. The findings, particularly the significant impact of market sensing and the insignificant effects of CRM, service delivery, and technology innovation on specific performance metrics, challenge and refine existing theories. This study suggests that the effectiveness of marketing capabilities may be context-dependent, necessitating a reconsideration of the RBV and other related theories in the context of SMEs in developing economies like Nigeria.

Conceptual Perspective: The study enriches the conceptual understanding of marketing capabilities within the context of SMEs in Lagos State, Nigeria. It highlights the specific marketing capabilities that significantly impact performance metrics such as market share and Market share. This study refines the conceptual framework by demonstrating the differential impact of various marketing capabilities (e.g., market sensing, CRM, service delivery, technology innovation) on specific performance outcomes. This nuanced understanding can lead to a more targeted approach in conceptualizing marketing strategies for SMEs.

Empirical Perspective: The study provides valuable data and insights into the marketing practices of SMEs in Lagos State. By identifying which marketing capabilities have significant or insignificant effects on performance outcomes, your research fills a gap in the literature and offers evidence-based guidance for future studies. This empirical evidence is particularly valuable for comparative studies and for understanding the unique challenges and opportunities faced by SMEs in Lagos State, thus contributing to the broader body of empirical research on marketing capabilities and firm performance.

Practical Perspective: The findings offers actionable insights into which marketing capabilities should be prioritized to enhance performance. The findings suggest that SMEs in Lagos State should focus on enhancing market sensing capabilities to improve market share, while re-evaluating the emphasis placed on CRM, service delivery, and technology innovation with respect to supply chain resilience and Market share. These practical recommendations can help SMEs allocate resources more effectively and develop strategies that are more likely to yield positive outcomes.

Academia: Academically, the study provides a foundation for further research on marketing capabilities and SME performance in Nigeria and other similar contexts. It highlights the need for more nuanced and context-specific investigations into how different marketing capabilities influence various performance metrics. Your findings can serve as a basis for developing new hypotheses and conducting longitudinal studies to explore the dynamic relationships between marketing capabilities and firm performance over time. Additionally, the study can be used as a teaching case in business and marketing courses to illustrate the complexities and practicalities of marketing in emerging markets.

5.5 Limitation of the Study

This study is not without its limitations. Some of the limitations of this study is that it focuses on only SMEs in Lagos State without considering all other states in the South Western States of Nigeria. Infact not all SMEs are catered for in this study, the study only focused on registered SMEs in Lagos State while the unregistered ones were not used. Similarly, the study was conducted using quantitative data using close-ended questionnaires. Qualitative data through the use of interviews were not used, hence deep experience was of the SMEs were not used. F

5.6 Suggestions for Further Studies

Future studies should address the geographical limitation by including SMEs from other South Western states of Nigeria, providing a broader understanding of regional variations. Expanding the study to cover both registered and unregistered SMEs would offer a more comprehensive view of the sector. Incorporating qualitative data through interviews could provide deeper insights into the experiences and challenges faced by SMEs, complementing the quantitative findings. Additionally, future research should explore different industries such as manufacturing, banking, and technology companies to compare the effectiveness of marketing capabilities across sectors. Including the perspectives of customers and suppliers could also enrich the analysis by highlighting external factors influencing SME performance.

These enhancements would provide a more holistic understanding of the dynamics at play and help develop more targeted strategies for improving SME performance in Nigeria.

Appendix I

Questionnaire

Department of Management & Accounting
Lead City University, Ibadan, Oyo State, Nigeria

Dear Respondent,
I am a Doctoral candidate from the above named institution conducting a research on **"Marketing Capability and Performance of SMEs in Lagos, State, Nigeria"**. Kindly respond to each section of the questionnaire as it is purely for academic purpose. Please feel free to give your since opinion and feelings as your response with be treated with utmost confidentiality. I humbly appreciate your decision to participate in this study.

Section A:
Socio-Demographic Characteristics of Respondents
Instruction: Kindly tick (✓) and fill where applicable.
Q1: Gender: Male ( ) Female ( )
Q2: Age-group: a. Below 21 years [ ] b. 21-30 years [ ] c. 31-40 years [ ] d. 41-50 years [ ] e. 51-60 years [ ] f. 61 years and above [ ]
Q3: Highest educational qualification: a. b. B.Sc/HND [ ] c. M.Sc/MBA [ ] d. Ph.D [ ]
e. Others ____________________
Q5: Years of Experience: a. Below 1 year [ ] b. 1-3 years [ ] c. 4-6 years [ ] . 7-9 years [ ] e. 10-12 years [ ] f. Above 12 years [ ]
Q6: SME Sector: a. Agriculture. [ ] b. Mining and Quarrying [ ] c. Manufacturing [ ] . d. Construction [ ] e. Services [ ] f. Others ___________________

Section B
Instruction: Please indicate by ticking (✓) your stand on the following statements. SD: Strongly Disagree, D: Disagree, U: Undecided A: Agree and SA: Strongly Agree.

	Items	SD	D	U	A	SA
A	**Marketing Capability**					
	Market Sensing	**SD**	**D**	**U**	**A**	**SA**
1	Our company acquire and use market information					
2	Our company anticipate rivals' actions"					

3	Our company establish database to serve customers					
4	Our company integrate market and technology information					
	Customer Relationship Management	**SD**	**D**	**U**	**A**	**SA**
1	My firm use friendly service skills					
2.	My organization has skills to speed up response					
3	My customers feel at ease while making purchases					
4	My organization has clear business objectives with respect to customer acquisition, retention, and expansion					
	Service Delivery	**SD**	**D**	**U**	**A**	**SA**
1	There is an availability of parking space for my customers					
2	We perform the promised service					
3	We deliver services and products at the exact time					
4	I have an accurate knowledge of my employees					
	Technological Innovation	**SD**	**D**	**U**	**A**	**SA**
1	My firm uses new technology to speed up sales process					
2	My firm can survive with a cashless system					
3	My organization has adequate information infrastructure to serve its customers					
4	My firm is capable of the quick introduction of new information technology into the process of customer service delivery					
5	My firm is capable of the quick introduction of new information technology into the process of customer service delivery					
	Section C: SMEs Performance					
	Sales Growth	**SD**	**D**	**U**	**A**	**SA**
1	Sales have consistently increased over the past year.					
2	I have experienced an increase in sales volume in recent years					
3	We achieve our sales targets regularly.					
4	Sales have improved due to understanding and meeting customer needs.					
	Profitability	**SD**	**D**	**U**	**A**	**SA**
1	My business has consistently achieved high profit over the past year.					

2	Profit margins have improved compared to previous years.					
3	I effectively manage costs to enhance profitability.					
4	I usually buy at low cost from suppliers to improve my profit					
	Market Share	**SD**	**D**	**U**	**A**	**SA**
1	I have a clear understanding of my business's market position relative to competitors.					
2	My business holds a significant share of the customers in this market					
3	I have been able to consistently improve my market share.					
4	Customer feedback is regularly used to improve purchase intention which in turn translate to high market share					
	Supply Chain Resilience	**SD**	**D**	**U**	**A**	**SA**
1	I have contingency plans in place to handle supply chain disruptions effectively					
2	Our supply chain is flexible enough to adjust to sudden changes in demand.					
3	I have strong supply chain network and responsiveness.					
4	I have clear communication channels with suppliers and customers during disruptions.					
	Marketing Orientation	**SD**	**D**	**U**	**A**	**SA**
	Customer Orientation	**SD**	**D**	**U**	**A**	**SA**
1	I try to answer all questions of my customers correctly					
2	I keep my patience even when my customer is upset and annoyed					
3	I put the interest of my customers first					
4	I ask my customers to evaluate our services					

Biodata

A. Personal Data

1. Full Names: Adebola Godwin LASISI

2. Email: adebolagodwin@yahoo.com

3. Phone no :07064016050

4. Address: Block 49 Flat 3 Kings Court Estate, Shasha,Akowonjo,Lagos.

5. Date and Place of Birth: 3/11/72 Iwopin,Ogun state.

6. Nationality:Nigeria

7. Name and Address of Next of Kin: Oluwagbolahan Lasisi

B. Educational Background with Dates

1. Educational Institutions Attended with Dates and Qualifications

University of Lagos: MBA Master of Business Administration1999-2001

University of Lagos: B.Sc. (Mathematics and Statistics) University of Lagos 1991-1996

Idi Araba High School: Senior Secondary School Certificate Isaga 1985-1991

Close Primary School, Mushin Lagos: First School Leaving Certificate 1979-1984

2. Academic Qualifications Obtained (with dates):

1. MBA Master of Business Administration 2002
2. BSc Mathematics & Statistics 1997
3. Secondary School Leaving Certificate 1991
4. Primary School Leaving Certificate 1984

3. SCRessional Qualifications with Dates:Nil

C. Working Experience with Dates

- Green Earth Technologies Global, Africa 23, Allen Avenue, Ikeja, Lagos, Nigeria

  General Manager August 2019 – Till Date

- La-Ikon Unique International Ltd, 74, Ladipo Street, Mushin Lagos.

General Manager August 2011 – July, 2019

- Income Electrix Limited, Kilometer 16, Aba/ Port-Harcourt Road, River State.

  Senior Manager-Procurement - November 2009 – July 2011.

- Shoreline Power Company Limited Formerly ABB Electrical Systems Limited 46 Industrial Avenue, Ilupeju Lagos.

  Logistics/Procurement Manager - 2005 -2009

- De-united Foods Industries Ota, Ogun State Maker of Indomie Noodles STORE/ Warehouse Manager - January1997-2005

D. Award and Fellowship (if any) none

E. Member of Academic SCRessional Bodies: ICAN

F. Publication (s)

G. Major Conferences Attended with Dates

2021 and 2022 edition of Academic & industrial edge organized by the Department of Management and accounting, Lead City University, Ibadan.

H. References

- Mr. Gbenga Awe
  Head of department of Physiotherapy,
  Lagos University Teaching Hospital, Lagos.

______________________ ______________________

Signature **Date**

The University Compliance Certification

This is to certify that, this thesis was written by **Adebola Godwin LASISI** with Matriculation number **LCU/PG/002105** in the Department of Management & Accounting, Faculty of Management and Social Sciences, Lead City University, Ibadan, Oyo State, in full compliance with the approved University format and style.

Signature	**Date**