

**CHRISTIAN SERVICE UNIVERSITY COLLEGE**  
**SCHOOL OF BUSINESS**  
**DEPARTMENT OF MARKETING, LOGISTICS AND CORPORATE**  
**STRATEGIES**

**MARKET ORIENTATION, COMPETITIVE ADVANTAGE AND**  
**SUSTAINABILITY OF FAMILY BUSINESS IN GHANA**

**BY**

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Strategy, Christian Service University College (CSUC), in partial fulfilment of the  
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Option)**

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## DECLARATION

We do hereby declare that except for references to other people's work, which we have duly acknowledged, this study is the result of our own research and initiative. It has neither in whole nor in part been represented elsewhere for another degree.

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### **Supervisor's Declaration**

I hereby certify and declare that the preparation and presentation of this work was keenly supervised by me in accordance with the principles and guidelines of the university.

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## **DEDICATION**

We dedicate this study to our beloved family.

## **ACKNOWLEDGEMENT**

We are much grateful to the almighty God for his wisdom and divine favour upon our life and his abundance grace we have received from the beginning to the successful completion of this project. We are highly indebted to our supervisor, Mr. Jerry Jay Krah for his priceless and most valuable contributions, corrections and suggestions throughout this thesis.

## **ABSTRACT**

The general objective of the study was to market orientation, competitive advantage and Sustainability of family business in Ghana. Specific objectives included; to examine the effect of market orientation on sustainability of family business in Ghana; to evaluate the effect of market orientation on competitive advantage of family business in Ghana; to assess the effects of competitive advantage on sustainability of family business in Ghana. The study adopted a quantitative design approach. The population of the study was customers of the family businesses in Ghana. The estimated population of family business in Kumasi was 400. A sample of 300 family business were sampled for the study. A purposive sampling technique was employed for the selection of appropriate sample for the study. Questionnaires were used as the data collection instrument. The Statistical Package for Social Sciences (SPSS) was used in the analysis of data. The study brings to light that market orientation and competitive advantage plays an important role in the sustainability of family businesses in Ghana. Competitive advantage is vital in the survival and growth of every business hence industry players should take note of that. The family business should include these in the business activities; Family businesses should include market orientation in their marketing plans. Family businesses should consider how competitive advantage is vital to sustainability of of their operations. Family businesses should also know that every business needs competitive advantage one way or the other in order to survive and grow.

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# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background of the study**

Market orientation as an antecedent of greater and better performance has been researched across many industries and regional locations for example in medium scale enterprises in countries like Spain (Bigne and Blesa 2003). Market oriented firms have been found to respond better to their external environment and therefore offer superior value to the customers. These firms put strategies that give an edge in the competitive environment. The positive relationship that exists between marketing orientation and its effect on sustainability of businesses across many industries having been established would be investigated in the Ghanaian setting and mainly focus on family business in Ghana; as mediation role of family financial responsibilities (Danso, 2015).

The central argument of the developed and developing countries' studies demonstrates the indispensable role that market orientation plays in an organization's marketing activities in achieving superior performance in its chosen markets (Mahmoud, 2011). Moreover, literature on the impact of market orientation on firm performance has revealed mixed discoveries in the developed and developing countries studies (Narver & Slater, 1990; Jaworski & Kohli, 1993; Perry & Shao, 2002 & Dwairi et al., 2007). Studies conducted in the United States have demonstrated the positive effect of market orientation on performance whereas a mixed blessing of market orientation is reported among UK and other developing countries studies (Beamish et al., 1993; Pitt et al, 1996). There are also questions regarding the universal application of the market orientation construct by marketing scholars (Pelham

& Wilson, 1996). This stems from the fact that, there are differences in environments, industries and their structures as well as the size of firms (Pelham & Wilson, 1996).

Supply and access to capital are critical to stimulating entrepreneurship, family business and economic growth. The International Finance Corporation estimates that up to 84% of small and medium-sized enterprises (SME's) in Africa are either un-served or underserved, representing a value gap in credit financing of USD 140-170 billion. ('Barriers to Finance Africa's SME's', ABN Digital, 2011). Currently, the main sources of capital for small and growing enterprises are retained earnings, and investments from family and friends. Majority of African entrepreneurs use family loans to finance their business, whilst others use private equity. However, once these sources are fully exhausted, entrepreneurs face the challenge of tapping other sources of capital such as bank loans. Bank lending policies, however, favour more well-established firms compared to new companies, given their limited or non-existent historical financial and bank records (Sarbah, 2013).

"Shirtsleeves to shirtsleeves in three generations" (Stalk and Foley, 2012). This saying, which originated in the United States of America (USA), refers to the tendency of family-owned enterprises not to be financially sustainable during the reign of third generation or thereafter. This notion is not unique to the USA and in many countries, this sentiment is echoed. In Brazil, they say: "Pairico, filhonobre, netopobre". Roughly translated, it means rich father, noble son, poor grandson. The Mexicans probably say it the boldest: "father merchant, son gentleman, grandson beggar!" (Lambrecht 2005:267). It is estimated that the average lifespan of a family business is 24 years and that this is more or less the same number of years the founder remained in control of the business.

The lack of sustainability of family businesses over multiple generations is also evident in South Africa. A study by Venter, Van der Merwe and Farrington (2012); indicated that the complicated dynamics between family members not only have an impact on their family business but also on its development, growth, and performance over time. According to (Ward, 1997), there are a number of obstacles for family firms to grow and survive in the long term. These demands include normal business challenges such as being part of a business lifecycle, intensifying competition, and new technologies. Another aspect is risk aversion due to high levels of ownership concentration and intentions to maintain family control which influences decisions to take on opportunities (Memili et al., 2010). However, as families expand and their lifestyle needs increase, it becomes difficult for the family business to grow fast enough to satisfy these needs.

## **1.2 Problem statement**

Market orientation of a business has been strongly linked to superior performance in a highly competitive industry (Akomea and Yeboah 2011, Narver et al 2004, Slater and Narver 1994). However, a family-owned business represents a unique context that is different from non-family-owned businesses. Slater and Narver (1994) noted that “The complicated dynamics that exist among family members not only influence the performance of their family business but also its growth, change and transitioning over time”. In a study done by (Duh, Belak & Milfelner, 2010) on Slovenian enterprises, they found that there is a stronger clan culture in family enterprises than in non-family enterprises.

Hence the study seeks to lay bare the intricacies of marketing orientation and how it would improve performance of family businesses to gain competitive advantage and also be able to sustain its economic activities in Ghana.

### **1.3 Objectives of the study**

1. To examine the effect of market orientation on competitive advantage of family business in Ghana.
2. To evaluate the effect of market orientation on sustainability of family business in Ghana.
3. To determine the effect of sustainability on competitive advantage of family business in Ghana.

### **1.4 Research questions**

1. What are the effects of market orientation on competitive advantage of family business in Ghana?
2. What are the effects of market orientation on sustainability of family business in Ghana?
3. What determines the effect of sustainability on competitive advantage of family business in Ghana?

### **1.5 Scope of the study**

Geographically, the study was conducted in Kumasi Metro, in the Ashanti region of Ghana. The motivation for the specific choice of the location was due to proximity to perfect examples of family businesses therefore provides a good source of data for the study. Access to data for this study was easier than it would be for using the whole Ghanaian population considering the constraints of time and other resources.

### **1.6 Significance of the study**

The significance of this study to the researcher includes the depth of knowledge the researcher will acquire in the area of market orientation and its effect on sustainability of family business in Ghana. Also, the study offers the researcher the platform to apply knowledge in the area of scientific research in the marketing field and other areas of academic pursuit (Boateng, 2011).

The study will further provide a framework for designing appropriate market orientation strategies that will improve the sales, sustainability and profitability of family business in Ghana (Abakuri, 2015). It will also afford the management of various family businesses the opportunity to identify their current market orientation challenges with the view of solving them.

### **1.7 Limitations of the study**

The study was limited to family businesses in the Kumasi Metro, in the Ashanti region of Ghana as a result of not getting accurate population that might be encountered if the study was extended to all the regions in the country.

Also, inaccurate information from customers to answering the questionnaire is another constraint. Regardless of these challenges the researchers were able to contemplate the possibility of solutions like involving stakeholders and customers to be more educated to help contribute to this study which in fact helped make the outcome of this study credible and reliable.

### **1.8 Organisation of the study**

Chapter one is an introduction to the research report. It contains background information to the subject at hand and how information in the research report was organized. It highlights the problem statement, objectives of the study, scope of the study, research questions and significance of the study. Chapter two contains a review of the literature published in the area of the study and provides an insight into relevant views and trends that emerged in the area under consideration. Chapter three talks about the methods used in the collection of data for the research work and analysing data.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviews theoretical and empirical literature on market orientation and gives definition to key concepts which include definition of Market orientation, measurement of market orientation, sustainability of business, competitive advantage, measurement of competitive advantage, measurement of sustainability, financial responsibility, measurement of financial responsibility, effect of market orientation on sustainability of business, effect of market orientation on financial responsibility, effect of financial responsibility on sustainability of business.

#### **2.2 Market orientation**

Market sensing and customer linking capabilities are considered as some of the most valuable features of market-oriented organizations (Day, 1994a). Market orientation can be defined as the organization-wide generation of market intelligence pertaining to current and future customer needs, dissemination of intelligence across departments and organization-wide responsiveness to it (Kohli and Jaworski, 1990). Market oriented activities become organization-wide priority, embedded in all actions throughout the value chain, which is in contrast to Porter's value chain approach which locates sales and marketing at the end of the chain. Market orientation can also be defined as the aspect of corporate culture that motivates employees to place the highest priority on the creation of superior customer value (Slater, 2001).

### **2.3 Measurement of market orientation**

Narver and Slater (1990) conceptualized a market orientation and developed a valid, reliable measure of market orientation which is labelled as MKTOR. MKTOR is a scale that measures the level of market orientation. Market orientation was conceptualized as having three behavioural components (customer orientation, competitor orientation and inter-functional coordination) and two decision criteria (long-term focus and profitability). Liu (1993) measure market orientation with the key of marketing activities, which are develop of new products, segmentation, companies activities coordination, marketing plan, marketing research. There are stated some items as plan of selling, plan of production, plan of offer and prices control for the control. This method is only oriented on inter-functional co-ordination and particularly for customers. Items about competitors are not included in this method.

Customer orientation is the set of behaviours and beliefs that place a priority on customer interests and continuously create superior customer value (Rindfleisch and Moorman, 2003). Slater (1995) stated that customer orientation is a culture that accentuates the creation of customer value, while Deshpande et al. (1993) stressed the priority of customer interests, ahead of those of other stakeholders.

According to Narver and Slater (1990, pp21-22) competitor orientation, as an element of market orientation, means that “a seller understands the short-term strengths and weaknesses and long-term capabilities and strategies of both the key current and potential competitors”. Inter-functional coordination advocates that marketing is not only the responsibility of a marketing department (Kohli & Jaworski, 1990), but requires the coordinated efforts of different departments to create superior value for customers (Narver & Slater, 1990).



Akimova (2000) developed specific method for measurement of market orientation. Market orientation is assessed from the view of competitor advantages, response to unfriendly environment and business performance. We can find items The Current Methods of Measurement of Market Orientation about competitors, inter-functional co-ordination and some external components. There are not some other components from the branch environment; business performance is included as a component of market orientation.

#### **2.4 Sustainability of business**

Sustainable business is one that is concerned about the social, environmental, and economic impacts associated with its current and future operations and the ability of the business to meet present needs while ensuring its and others' long-term survival. Ideally, the sustainable business seeks to have a positive social impact, environmental impact, and economic impact. Taken together, a business's contribution to social justice, environmental quality, and economic prosperity is collectively referred to as the triple bottom line (Elkington, 1997). The triple bottom line (social, environmental, economic) is sometimes referred to as people, planet, profit.

#### **2.5 Measurement of sustainability**

The conceptual idea of performance measurement in sustainability consists in collecting measurable and trackable data from companies which reflect main aspects or pressure points. The biggest challenge is to generate and disseminate information for decision-making on sustainability which is robust, relevant, accurate and financially feasible for users (Olsthoorn et al. 2001; Jin and High 2004). According to Epstein and Roy (2001), many organizations have developed performance evaluation systems to aid in measuring the sustainable

performance of organizations, business units, facilities, teams, managers and all other employees. The effective measurement of environmental performance has been a challenge to organizations, and a crucial aspect for accomplishing this task is the appropriate definition of measurements as well as the utilization of environmental performance indicators (Hourneaux et al.2014). According to Leite et al. (2011), the measurement of performance is important not only for understanding the changes which seem to be caused by sustainability but also for clarifying the process for other companies.

Despite the diversity of methods and tools, in order to measure sustainable development, and different types of structures, to evaluate the sustainable performance in the organizational level, the indicators are one of the most utilized approaches (Ramos and Caeiro 2010). The GRI is the most acknowledged volunteer communication structure of environmental and social performance in the world. Kocmanova and Simberova (2012) state that, for corporate management and the decision-making process of stakeholders, it is necessary to evaluate and compare the global performance of individual companies in the environmental, social relations and corporate governance fields and it is essential to conceive a reliable method of quantifying this performance, considering the variety of factors in the subject. In a rapidly changing environment, organizational survival depends heavily on it operating in the most effective and efficient manner possible. Thus, the effectiveness of a performance measurement system (PMS) is important, due to it being able to provide an indication of the current market position of the organization, and to aid in the development of future operations and strategies (Langfield-Smith et al.2009). Furthermore, to Veleva and Ellenbecker (2001), these PMS may facilitate the creation of a more eco-efficient and socially responsible production system, which aims to foster sustainable production.

## **2.6 Competitive Advantage**

An article touching upon the essence of competitive advantages should start from Flint's words, who states that the terminology used in the field of strategic management that might possibly garner the prize for the most overworked and least understood catch-phrase is "competitive advantage". The extension of that phrase into "sustainable competitive advantage" is currently an elaboration of ambiguity (Flint, 2000). Similarly, Porter notices that the phrases competitive advantage and sustainable advantage have become commonplace (Porter, 1998). A business strategy has become a synonym of searching for competitive advantages, whereas the very concept of competitive advantages is surprisingly confused (Klein, 2002). A basic task of strategic management is to build and maintain competitive advantages of an enterprise, which should make it possible to achieve above-average results of its business activities (Cegliński, 2016a). If this is the case, development of competitive advantage is equal to achievement of success by a given organization. Despite the ongoing discussions, the concept of competitive advantage is generally accepted in management sciences. It has an unchallengeable significance for the theory and practice of strategic management.

## **2.7 Measurement of Competitive Advantage**

In strategic controlling, a distinction is often drawn between portfolio strategy and business segment activity strategy (Baum et al. 2007). The most basic decisions are made in the context of portfolio strategy when defining which strategic business units (SBUs) a company would like to expand, retain or even abandon. SBUs which compete for the utilisation of generally scarce company resources thus become an object of strategies. From the company's

overall point of view, efforts must be made to target advantageous combinations of product-market areas. To ensure that this is done, portfolio decisions must be evaluated and judged depending on internal and external influence factors. The first factors are capable of control and modification by the company, whereas external factors cannot be influenced by the company and must therefore be accepted. This consideration reflects the basic acceptance of company and environmentally related influence variables on the success of a company (Müller-Stewens and Lechner 2011). In portfolio analysis, the first of these dimensions, in the broadest sense, relates to market attractiveness, while the second, in the broadest sense, reflects the strength of the company's position in the markets of interest (Homburg 2000). Within the framework of the success factors concept, the existence of strategic competitive advantages and the particular circumstances of the target market within the so-called market-based view of strategy, in addition to a multiplicity of other influences, are particularly decisive to the success of a company. These two factors together determine, among other things, the yield, risk and, ultimately, the value of a SBU (for example, Helm 2009, pp. 116ff.).

Classical portfolio concepts contrast company-external with company-internal dimensions to support derivation of individual strategic decisions. This practical procedure has nevertheless been the object of criticism on the grounds that not all influence factors relevant for such a decision can be taken into account (Müller-Stewens and Lechner 2011). However when the advantages of two-dimensional present ability are exploited, the critical point the invalid gathering of decision-relevant criteria through recourse to consolidated dimensions such as, for example, market attractiveness and competitive advantage cannot, of course, be eliminated, but it can be diminished. At the same time, it should be noted that selection of

the relevant criteria required for development of the dimensions is subject to the subjectiveness of the individual (Hungenberg and Wulf 2009). Consequently, several criteria for the development of the dimensions of market attractiveness and competitive advantage may, of course, be selected in each case, but the extent to which such a selection will also yield a valid measurement and representation remains unclear.

## **2.8 Effect of market orientation on competitive advantage**

Kohli and Jaworski's (1990) and Narver and Slater's (1990) seminal works have been widely used to denote the importance of a firm's market-oriented behaviors in sustaining competitive advantage. MO is understood as a 'philosophy', serving as a foundation in explaining the strategic management process within the firm (Ketchen et al., 2007). This theoretical approach is especially relevant for the purpose of this paper, which brings together constructs from both the strategic marketing and strategic management fields. In their paper, Hult, Ketchen, and Slater (2005) tried to integrate cultural framework with the market-based information perspective. They hypothesized the existence of relationships between MO and organizational responsiveness, as well as between responsiveness and performance. In this context, MO is beheld as a strategic marketing asset (in line with the RBV view) and it is concluded that MO represents a significant antecedent of the firm's competitive position.

The MO-competitive advantage relationship is a significant part of strategic marketing research. More recently, researchers have extended the knowledge of MO's indispensable role in attaining sustainable competitive advantage in various areas (Kumar, Jones, Venkatesan, & Leone, 2011; Lonial & Carter, 2015; Miocevic & Crnjak-Karanovic, 2011; Murray et al., 2011; Ngo & O'Cass, 2012; O'Cass et al., 2015).

## **2.9 Effect of market orientation on sustainability of business**

Authors have different approach towards measuring business performance. Firstly, in researches there were used different financial and non-financial indicators as criteria for evaluating business performance. Also, authors differ in the investigation of these indicators. There are applied essentially two basic approaches of business performance measurement: by subjective (self-reported) and objective measures where the distinction between them is blurred by the human element. Although most objective measures are based on financial data, the reporting of financial information may be subjectively constructed. The difficulty in obtaining objective data contributes to the wide use of subjective measures (Cano et al., 2004, p. 184). Hooley et al. (2003, p. 96) argue that such a method of investigation values of performance indicators is preferred if it is necessary to obtain the values of indicators from a wide range of businesses. Managers are usually very busy and there is a risk that such questions will not be answered and managers may be reluctant to give precise numerical values of surveyed indicators. The absolute numerical values of indicators also make it impossible for a comparison between businesses of different sizes, operating in different industries, using different accounting standards and defining their markets in different ways. Avlonitis and Gounaris (1997) conclude that studies which used both objective and subjective measures of performance have found strong correlation between them.

The term marketing orientation can be defined various ways: as a set of beliefs that shapes particular attitudes and culture of business (Hooley et al., 1990, In: Avlonitis and Gounaris, 1997, p. 385) or as an implementation of marketing concept (McCarthy and Perreault, 1990). In scientific literature, the term of marketing orientation is frequently confronted with the term of market orientation. Some authors equate these two terms, others prefer one of them.

Hunt and Morgan (1995) differentiate terms market orientation and marketing orientation, on the other hand Avlonitis and Gounaris (1999) consider them as synonyms. However, they prefer the term marketing orientation because of its wide utilization, while linguistically it refers to the marketing concept (Schwamm et al., 2009, p. 260). Marketing orientation could be understood from both behavioral and cultural perspective (Kirca, Jayachandran and Bearden, 2005). Narver and Slater (1990) support cultural approach in relation to basic characteristics of an organization. They identified the marketing orientation through the inclusion of three basic components, namely the customer orientation, the orientation on competition and the inter-functional coordination representing the importance of coordinating activities in all departments of an organization and also the coordinated utilization of resources for the purpose of creating greater value for customers (In: Panayides, 2004, p. 46-47). On the other hand, Kohli and Jaworski (1990) define marketing orientation from the behavioral perspective defining activities for the marketing oriented business, which are gaining information about market regarding current and future needs of customers, disseminating this information across all departments of an organization and organization's ability to respond this information. Kohli and Jaworski (1993) predominantly see the consequences of marketing orientation in customer satisfaction, employee's loyalty and the financial performance of business. Waris (2005) revealed proportional relationship between employee's commitment and marketing orientation and explain that their loyalty acts as an incentive for employees to be aware of customer needs and actions of competitors. Although some studies suggest a negative or non-significant relationship between market orientation and business performance Han et al., 1998), most findings indicate a positive relationship

between market orientation and business performance (e.g. Deshpandé and Farley, 1998; Matsuno et al., 2000; Slater and Narver, 2000).

### **2.10 Effect of sustainability on competitive advantage**

The ‘word’ sustainable contributes the necessary time component to the concept of competitive advantage. Adding the word sustainable in front of a competitive advantage is a way to describe a firm’s lasting success in the market (Kananpully & Diddy, 1999). Sustainable considers the protection of resources over a period of time into the future for the organizations to maintain its competitiveness (Chahabaghi & Lynch, 1999). To sum up, businesses must incorporate TBL into their overall strategy, if they are to become sustainable. The link between the terms sustainable and competitive edge seems to be rather complex. Due to the word’s highly dynamic global market place, sustainable competitive advantage is somewhat of an oxymoron. Hence, all three aspects of economic, environmental and social need to be considered by companies in order to satisfy the interests of not just shareholders but also all stakeholders. Sustainable competitive edge is more than just one product or service but the existing products and services which can make a company successful (Oliver, 2000).

Today, the nature of competition has changed due to the quest for sustainability; therefore companies that gain the knowledge of this changing environment and set the sustainability as their goal will enjoy the advantages of first movers (Nidumolu et al. 2009). In this global competitive marketplace, acquiring critical knowledge and information is the key element in company’s survival and gain of competitive advantage in both domestic and international arena (Guo 2007). In addition to this, Rodriguez et al. (2002) emphasize on the importance



of the fact that natural resources are scarce; consequently, firms need to think of developing new capabilities, resources and activities. Companies also have to be responsible towards the society and develop social resources that will result in creation of sustainable competitive advantage (ibid). According to Guo (2007), superior performance and long-lasting superior performance are believed to create competitive advantage and sustainable competitive advantage, respectively.

Moreover, to gain a sustainable competitive advantage, firms need to adopt a long term proactive environmentally friendly approach (Aragón-Correa & Sharma 2003).

### **2.11 Empirical Review**

In recent years sustainability has been widely discussed by society, companies and governments (United Nations, 2014; Bundesregierung, 2014). However, current studies show that despite an awareness of sustainability, many managers do not include sustainability in their business models in a clearly and adequate way (Herzig and Schaltegger, 2009; Abdelkafi and Täuscher, 2015). The manufacturing sector in particular has a huge impact on aspects such as resources (33% energy-consumption), working conditions and emissions (38% CO<sub>2</sub>) (Holgado Granados, 2014).

One can conclude that, in spite of unclear cases, there has been agreement by researchers on the positive impact of market orientation on market orientation on sustainability of business. There have been several studies done in sustainability of business models; according to Deloitte (2012), environmental and sustainability performance is an essential business issue that is increasingly impacting business decisions.

In order to achieve sustainable behaviour an entire business analysis is necessary (Abdelkafi and Täuscher, 2015). The key challenge is to create economic success through a certain

environmental or social activity (Schaltegger et al., 2012, p. 98). In this context, business model frameworks can contribute. The increasing popularity of these models is correlated to several factors such as enabling new ways of value creation or using new technologies (Wüstenhagen and Böhnke, 2006).

A study was conducted in Malaysia in the area of market orientation among 53 small firms in the small towns of Chunglun at Sintok-Kedah (Muhammad M, 2010) The research adopted MKTOR model of market orientation which include customer orientation, competitor orientation and inter-functional orientation to predictor of firm performance (Narver & Slater, 1990). The findings from the study shows that, market orientation measures of customer orientation, competitor orientation as well as inter-functional orientation are very strong predictor of performance of business.

The pivot finding of another study in Malaysia is that only by foraging and probing a wide range of different intra-organizational functions, one can understand the market focus. It could be argued that the restricted attention to the dimensions stresses revealed by firms may weaken many portraits of market orientation (Gheysaria et al., 2012). Their research unwrapped different market orientation stresses and suggests that a market orientation is develops by organizations with regard to its different dimensions.

## 2.12 Conceptual framework



Source: Authors construct 2019

## **CHAPTER THREE**

### **METHODOLOGY AND OVERVIEW OF FAMILY BUSINESS**

#### **3.1 Research design**

Explanatory design was adopted for this research; Explanatory research is conducted in order to identify the extent and nature of cause-and-effect relationships. Causal research can be conducted in order to assess impacts of specific changes on existing norms, various processes among others (Zikmund et al, 2012). This study is an applied research in terms of its objectives, it is quantitative in terms of data collection and analysis, and it is explanatory research design to establish causal relationships among customer relationship management, organisational structure, communication channels, technology availability and customer retention.

#### **3.2 Population**

A research population is generally a large collection of individuals or objects that is the main focus of a scientific query. It is for the benefit of the population that researches are done. However, due to the large sizes of population, researchers often cannot test every individual in the population because it is too expensive and time-consuming. This study was made up of customers of recognized family businesses in the Ashanti region.

#### **3.3 Sample size and technique**

Saunders et al.(2007) define a sample as a representative or sub-group of a larger population that is examine to acquire statistical information about the population. Borden and Abbott (2007) also posited that sample consists of a small number or a subset of a larger group.

According to Ross (2005), sampling is generally conducted in order to permit the detailed study of part rather than the whole, of a population. It involves the selection of a number of study units from a defined study population (Degu and Yigzaw, 2006). The data obtained from the resulting sample is basically used to develop useful generalizations about the population. The sample size for the study was 10 family businesses, which 285 customers of the family businesses was selected for the study. This number was chosen because it reflects the characteristics of interest to the researcher in which inferences can be drawn to make generalization on market orientation, competitive advantage and sustainability of family business in Ghana. This number was also adopted due to financial and time constraint. A purposive sampling technique was employed for the selection of appropriate sample for the study. According to Babbie (2008), a purposive sampling method is used by a researcher to select samples that are likely to be informative and knowledgeable about a phenomenon under study.

### **3.4 Data collection**

#### **3.4.1 Research Instrument**

Questionnaires and interviews were the research instrument mainly used. These survey researches were sent out to customers, the questions were made up of close-ended questions, which allowed the respondents to express their views. Designing questions was as vital as this would determine the validity and reliability of the data obtained as well as response achieved. This approach is more informal and flexible.

### **3.4.2 Contact Method**

The contact method used for this research was questionnaires because of its advantages which includes; high response rates, great flexibility, that is, to adapt or explain questions. Demonstrate items fuller and also timely explanations.

### **3.4.3 Data Sources**

#### **3.4.4 Secondary data**

Desk research was conducted at the initial stage of the study. This was to inform and provide a background into the area of study namely market orientation, sustainability of family business and family financial responsibilities. Journals, academic books and reports were used as secondary source of data. Desk research enabled the writers to make good use of readily available data that would have been otherwise difficult to obtain due to time and financial constraints.

#### **3.4.5 Primary data**

After secondary data had been studied, the identified gap was investigated further through primary research involving both quantitative and qualitative methods, with emphasis on a questionnaire-based survey.

### 3.5 Measurement of Construct

#### MEASUREMENT OF CONSTRUCT

	<b>VARIABLES</b>	<b>SOURCES</b>
<b>MARKET ORIENTATION (MO)</b>	Customer orientation Competitor orientation Inter-functional coordination	Narver and Slater (1990)
<b>SUSTAINABILITY</b>	Environmental Social relations Corporate governance Operations and strategies	Kocmanova and Simberova (2012) Langfield-Smith et al.2009
<b>COMPETITIVE ADVANTAGE</b>	Market attractiveness Company's strength Strategic marketing research	Homburg 2000 (Kumar, Jones, Venkatesan, & Leone, 2011; Lonial & Carter, 2015; Miocevic & Crnjak-Karanovic, 2011; Murray et al., 2011; Ngo & O'Cass, 2012; O'Cass et al., 2015). Homburg 2000

### **3.6 Overview of Family Business in Ghana**

Family businesses are a key grid of the economic system in Ghana. In Ghana, family enterprises account for a greater percentage of the total businesses in the various sectors. Family businesses are considered as one of the necessary factors for employment creation, reducing poverty, stimulating economic growth, and sustaining and expanding businesses. The promotion of SMEs has become a great importance to Ghana's economic development strategy since its Structural Adjustment Program (SAP) in 1983 (Barwa, 1995 cited in Ganu and Agyekum, 2013). Arguably, the performance of SME family firms is closely linked to the economic performance of the country. They boost 70 per cent of Ghana's Gross Domestic Product and contribute about 92 per cent of firms, providing nearly 85 per cent of manufacturing employment in the country (Abor and Quartey, 2010).

Despite the importance of SME family businesses, the rate of their survival into the next generation is low as compared to that of non-family firms. According to Lorsuwanrat (2010), the existing knowledge based economy together with the current rapid changes of business world lead firms to face up with rigorous competitive environment in the area of quality production, innovation, time duration, and good pricing. These elements straightaway force family businesses to reorganise their plan of action for the survival of the business. Therefore, it is important for family businesses to focus on the relevance of human resource management (HRM) and organisation capability in order to support the business' competitive edge and to promote higher staff value in the business. According to Agyapong (2010), succession planning is important in Ghana, especially for family businesses, which constitute the bulk of the country's enterprise. However, one of the leading causes of SME family businesses lack of existence in the second 6 generation is because there is no



succession planning either in mind or in place. Succession failure could cause damage to Ghana's economy concerning businesses continuation, source of living for families of owners in both short and long terms, tax contribution to the economy, and job creation for a large number of unemployed youth.

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS AND DISCUSSION**

#### **4.1 Introduction**

The purpose of this chapter is to present, analyse and discuss the data collected from respondents on market orientation, competitive advantage and sustainability of family business in Ghana. This chapter specifically made analyses of results with regards to the demographic characteristics of respondents; examine the effect of market orientation on competitive advantage of family business in Ghana; evaluate the effect of market orientation on sustainability of family business and determining the effect of sustainability on competitive advantage of family business in Ghana. The study was conducted on 285 respondents out of which 100% response rate was achieved.

#### **4.2 Demographic information**

In this study the demographic characteristics of respondents include; gender, age, highest educational level, number of years as a customer and occupation. The percentage values were used to describe the results.

**Table 4.1 Demographic information**

<b>Variables</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>Gender</b>		
Male	168	58.9
Female	117	41.1
<b>Age</b>		
Under 20	57	20
21-30	101	35.4
31-40	62	21.8
41-50	24	8.4
51 and above	41	14.4
<b>Highest Educational Level</b>		
P.H.D	56	19.6
Master's Degree	36	12.6
First Degree	27	9.5
HND	43	15.1
SSCE/MSLC	70	24.6
Basic Education	38	13.3
No Formal Education	15	5.3
<b>Number of years as a customer</b>		
Under 5 years	16	5.6
6-10 years	77	27.0
11-15 years	137	48.1
15 years and above	55	19.3
<b>Occupation</b>		
Retailing	34	11.9

Manufacturing	57	20.0
Education	43	15.1
Media	20	7.0
Services Sector	14	4.9
Import and Export	44	15.4
Super Market	37	13.0
Automobile	17	6.0
Printing	19	6.7

**Source: Researchers Field Work, 2019.**

#### **4.2.1 Gender**

Out of the total respondents involved in the research work, 168 representing 58.9% were males whilst 117 representing 41.1% were females. The study shows that the family businesses in the Kumasi Metropolis is dominated by males.

#### **4.2.2 Age**

The age of respondents was grouped into five, respondents who are between Under 20, 21-30, 31-40, 41-50 and 51 and above. From the table above respondents between the ages of 21-30 were dominant with 35.4% (101) followed by 62 respondents between the ages of 31-40 representing 21.8%; respondents under 20 were 57 (20%), respondents that fell within the ages of 51 years and above had 14.4%. However, respondents between the ages of 41-50 were only 24 representing 8.4%.

### **4.2.3 Educational level**

The qualification of respondents were also categorised into three namely; P.H.D, master's degree, first degree, H.N.D, SSCE/MSLC, basic education and no formal education. From the demographic results the dominant highest educational level was the SSCE/MSLC category with a frequency of 70 respondents representing 24.6%; P.H.D holders were 56 (19.6%); HND holders 15.1%; basic education with 13.3%; master's degree with 12.6% whilst first degree holders were 27 representing 9.5% and 15 respondents had no formal education this is represented by 5.3%.

### **4.2.4 Number of years as a customer**

The study also categorized respondents into number of years they have been doing business with the firm they patronize and the responses were categorised into four groups; the results shows that respondents with 11-15 years had 48.1%, 6-10 years had 27%, 15years and above had 19.3% whilst less than 5years had the least percentage of 5.6%.

### **4.2.5 Occupation**

The study also considered the occupation of respondents and nine occupations namely retailing, manufacturing, education, media, services sector, import and export, super market, automobile and printing were considered. From the table above respondents whose occupations fall within the manufacturing category were dominant with 20%, followed by import and export with 15.4%, education had 15.1%, and supermarket had 13%, followed by retailing which had 11.9%, media had 7%. Printing had 6.7% whilst automobile had 6% and

services sector had the least percentage with 4.9%. This implies that manufacturing category makes the larger proportion of customers of family businesses in the Kumasi metropolis.

### 4.3 Reliability of the study using Cronbach alpha

**Table 4.2 Reliability of data using Cronbach alpha**

<b>Variables</b>	<b>Cronbach alpha value</b>	<b>Number of items</b>
<b>Customer Orientation</b>	0.811	6
<b>Competitor Orientation</b>	0.777	6
<b>Inter-functional coordination</b>	0.730	6
<b>Environmental</b>	0.724	6
<b>Social Relations</b>	0.724	6
<b>Corporate Governance</b>	0.647	6
<b>Operations and Strategies</b>	0.651	6

**Source: Researchers Field Work 2019**

The study reliability is based on the various scales and the variables used were assessed using Cronbach alpha coefficient. The motive for assessing the reliability is to be sure of how consistent the items used to define the variables are. In checking the reliability the scales, the Cronbach alpha was used. However, researchers postulate that, for scale reliability, Cronbach alpha value should be 0.7 and more (Cresswell & Clark, 2007). In checking the reliability for the scales used in the study, the results showed Cronbach values of 0.811, 0.777, 0.730, 0.724, 0.724, 0.647 and 0.651 for Customer Orientation, Competitor Orientation, Inter-functional coordination, environmental, Social Relations, Corporate Governance and

Operations and Strategies respectively. Cronbach alpha coefficient for the variables present that the scales used were reliable and items contains in them appropriately measures the underlying variables. The table above presents the reliability results of the scales.

#### 4.4 Correlation matrix

The Pearson correlation was also run to test the relationship that existed between the variables used in the study and to also help the study to assess if there is multi-collinearity among the variables used for the study. The Correlation matrix below shows the relationship that existed between the variables used in the study and is used to assess if there is a multicollinearity between the variables used. As shown in the Correlation matrix table of the study, at both the significant level or 10% and 5%, there was no multicollinearity among the variables used for the study.

**Table 4.3 Correlation matrix**

	CusO	CompO	IFCo	Envir	SocRel	CopGov	OpStra
CusO	1						
CompO	.601**	1					
IFCo	.559**	.607**	1				
Envir	.442**	.404**	.424**	1			
SocRel	.368**	.460**	.412**	.460**	1		
CopGov	.342**	.306**	.326**	.486**	.339**	1	
OpStra	.392**	.466**	.414**	.467**	.454**	.410**	1

**4.5 To examine the effect of market orientation on competitive advantage of family business in Ghana.**

**Table 4.4 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.794 <sup>a</sup>	.631	.626	.44465

a. Predictors: (Constant), IFCo, CusO, CompO

Keys: IFCo = Inter-functional coordination, CusO = Customer orientation, CompO = Competitor orientation, comp = competitive advantage

**Table 4.5 ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	79.660	3	26.553	134.302	.000 <sup>a</sup>
	Residual	46.661	236	.198		
	Total	126.321	239			

a. Predictors: (Constant), IFCo, CusO, CompO

b. Dependent Variable: comp



**Table 4.6 Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.875	.128		6.841	.000		
	CusO	.233	.042	.290	5.570	.000	.579	1.727
	CompO	.456	.046	.534	9.843	.000	.532	1.881
	IFCo	.066	.048	.072	1.383	.168	.572	1.748

a. Dependent Variable: comp

A regression effect of market orientation on competitive advantage was run and the results from the above regression table shows that there is a strong relationship (R-value of 0.794) between market orientation and competitive advantage. The R square value of 0.631 shows that only 63.1% of competitive advantage can be attributed to market orientation. This point to the fact that there is a strong relationship connecting market orientation and competitive advantage. From the (Analysis of Variance) ANOVA results, the output depicts that the impact of market orientation on competitive advantage is statistically significant at confident level of 95% and fit for the model. Values of (F = 134.302; sig. = .000) was obtained.

#### **4.5.1 Customer orientation**

In the regression results, the coefficient value (B) of .233 is depicting a positive relationship between customer orientation and competitive advantage. This means that when all other variables are held constant, competitive advantage will increase when customer orientation increases. Customer orientation is statistically significant and it has an influence on competitive advantage with a t value of 5.570 and significant of 0.000.

#### 4.5.2 Competitor orientation

With regards to competitor orientation, a regression results with the coefficient value (B) of 0.456 is depicting a positive relationship with competitive advantage. This means that when all other market orientation variables are held constant, competitive advantage will rise when competitor orientation increases. Competitor orientation is statistically significant (t-value of 9.843 and significant of 0.000).

#### 4.5.3 Inter-functional coordination

Inter-functional coordination was assessed and the regression results points to a coefficient value (B) of 0.066 portraying a positive relationship between inter-functional coordination and competitive advantage. Inter-functional coordination is statistically insignificant to competitive advantage with a t value of 1.383 and significant of 0.168.

After a careful analysis of the individual effect of the independent to identify the value that makes the greatest impact on the competitive advantage, the results of the study showed competitor orientation is making the highest contribution to the competitive advantages of family businesses. This is evident with the highest beta value of 0.534.

#### 4.6 To Evaluate the Effect of Market Orientation on Sustainability of Family Business in Ghana.

**Table 4.7 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.615 <sup>a</sup>	.379	.371	.45289

a. Predictors: (Constant), IFCo, CusO, CompO

**Table 4.7 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.615 <sup>a</sup>	.379	.371	.45289

**Table 4.8 ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.491	3	9.830	47.926	.000 <sup>a</sup>
	Residual	48.407	236	.205		
	Total	77.897	239			

a. Predictors: (Constant), IFCo, CusO, CompO

b. Dependent Variable: sust

Keys: IFCo = Inter-functional coordination, CusO = Customer orientation, CompO = Competitor orientation, sust = sustainability

**Table 4.9 Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.651	.130		12.663	.000		
	CusO	.135	.043	.214	3.180	.002	.579	1.727
	CompO	.181	.047	.269	3.827	.000	.532	1.881
	IFCo	.169	.048	.237	3.495	.001	.572	1.748

a. Dependent Variable: sust

After a statistical analysis to determine the effect of employee retention on market orientation on sustainability of family business in Ghana, the results show that there is a strong relationship (R-value of 0.615) between market orientation and sustainability of family

business. The R square value of .379 shows that only 37.9% of family business' sustainability depends on market orientation.

From the ANOVA results, the output shows that the impact of market orientation on sustainability is statistically significant and fit for the model even at. The outputs ( $F = 47.926$ ;  $\text{sig.} = .000$ ) indicate that the model is fit for the study.

#### **4.6.1 Customer orientation**

After assessing customer orientation and competitive advantage, the regression results points to a coefficient value (B) of 0.135, depicting a positive relationship with competitive advantage. Customer orientation is statistically insignificant to competitive advantage implying it is has influence on the competitive advantage of family businesses. ( $t \text{ value} = 3.180$  and  $\text{significant} = .002$ ).

#### **4.6.2 Competitor orientation**

In the regression results, the coefficient value (b) of 0.181 shows a positive relationship competitor orientation and competitive advantage. This means that when all other variables are held constant, competitor orientation will help improve and competitive advantage when it is on the rise. Competitor orientation is statistically significant and it has no influence on competitor orientation with a  $t \text{ value}$  of 3.827 and  $\text{significant}$  of 0.000.

#### **4.6.3 Inter-functional coordination**

Inter-functional coordination was assessed and the regression results points to a coefficient value (b) of 0.169 representing a positive relationship with competitive advantages. Inter-

functional coordination is statistically significant to competitive advantages implying it is has influence on competitive advantages. With a t-value of 3.495 and significant of 0.001, inter-functional coordination contributes to competitive advantages.

Probing further the individual effect of the market orientation independent variables to identify the value that makes the greatest impact on competitive advantages, the beta variables of the independent variables were used. From the results of the study, Competitor orientation was the variable making the highest contribution to the competitive advantages of family business. This is so because it was the variable with the highest beta value (0.269).

#### **4.7 The Relationship between Sustainability and Competitive Advantage of Family Business.**

**Table 4.10 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.746 <sup>a</sup>	.556	.549	.48836

a. Predictors: (Constant), OpStra, CopGov, SocRel, Envir

**Table 4.11 ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	70.276	4	17.569	73.667	.000 <sup>a</sup>
	Residual	56.045	235	.238		
	Total	126.321	239			

a. Predictors: (Constant), OpStra, CopGov, SocRel, Envir

b. Dependent Variable: comp

Keys: OpStra = Operations and strategies, CopGov = Corporate governance, SocRel = Social relations, Envir = Environmental, comp = competitive advantage

**Table 4.12 Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.275	.182		1.516	.131		
	Envir	.117	.052	.123	2.252	.025	.628	1.592
	SocRel	.293	.045	.333	6.459	.000	.710	1.408
	CopGov	.151	.055	.142	2.762	.006	.716	1.397
	OpStra	.362	.053	.361	6.853	.000	.680	1.471

a. Dependent Variable: comp

The regression analysis results show that there is a stronger relationship (R-value of 0.746) between sustainability on competitive advantage. The r square value of 0.556 shows that 55.6% of competitive advantage depends on sustainability.

From the ANOVA results, the output shows that the impact of sustainability on competitive advantage is statistically significant and is fit for the model. ( $f = 73.667$ ;  $\text{sig.} = .000$ ).

#### **4.7.1 Environmental**

Regression results of environmental showed a coefficient value (b) of 0.117. This implies there is a positive relationship between environmental and competitive strategy. The environmental variable is statistically significant and has an influence on competitive advantage. This is evident in the t value of 2.252 and significant of 0.025.

#### **4.7.2 Social Relations**

However, the regression results of social relations showed a coefficient value (b) of 0.293. This implies there is a positive relationship between social relations and brand loyalty. Social relations involvement in competitive advantage is statistically significant and has an influence on the competitive advantage of a family business (t value of 6.459 and significant of .000).

#### **4.7.3 Corporate governance**

Again a regression test was conducted on the impact of corporate governance on competitive advantage. The results showed a coefficient value (b) of 0.151 which means there is a

positive relationship between corporate governance and competitive advantage. The significant test results showed, corporate governance involvement in competitive advantage is statistically significant. (t value of 2.762 and significant of 0.006).

#### **4.7.4 Corporate governance**

Finally, the regression test conducted on the impact of operations and strategies on competitive advantage. The results showed a coefficient value (b) of 0.362 which means there is a positive relationship between corporate governance and competitive advantage. The significant test results showed, operations and strategies involvement in competitive advantage is statistically significant. (t value of 6.853 and significant of 0.000).

After analysis of the individual independent variables impact on brand loyalty, the beta values outputs of .123, .333, .142 and .361 for environmental, social relations, corporate governance and operations and strategies respectively were used accordingly from the results of the study, it was however identified that operations and strategies was making the highest contribution to competitive advantage of family business.



## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSION**

#### **5.1 Introduction**

This study assess market orientation, competitive advantage and sustainability of family business in Ghana. After the main introduction to the study was covered in the chapter one, chapter two presented a detailed review of literature on the topic while the third chapter looked at the methodologies adopted for conducting the study. Chapter four presented the data analysis and discussions of results on the data collected from the field survey. In this last chapter, the major findings of the study were summarized; conclusions are drawn based on the findings and recommendations are made.

#### **5.2 Summary of Findings**

##### **5.2.1 The Effect of Market Orientation on Competitive Advantage of Family Business**

The study found that a strong relationship between market orientation and competitive advantage. The analysis showed a positive relationship and was statistically significant. However, all variables measuring market orientation used had an impact on competitive advantage of family business, competitor orientation has the greatest contribution to competitive advantage of family business Ashanti Region.

##### **5.2.2 The Effect of Market Orientation on Sustainability of Family Business in Ghana**

The study concluded that market orientation and sustainability of family business have a strong relationship and only 37.9% of sustainability of family business can be attributed to

market orientation. The study also found a positive relationship market orientation and sustainability of family business.

### **5.2.3 The relationship between sustainability and competitive advantage of family business.**

The study found that there is a stronger relationship between sustainability on competitive advantage. The output shows that the impact of sustainability on competitive advantage is statistically significant.

### **5.3 Conclusions and Recommendations**

The study recommends that family businesses pay close attention to market orientation and fully incorporate them in their operational plans. Since the study concluded that competitor orientation has the greatest contribution to competitive advantage of family business, the study recommends that family business should become more oriented to competitive strategies.

The study identified a stronger relationship between sustainability on competitive advantage, hence it is recommended that for family business to be sustainable, measures that will improve competitive advantage of the firm should be increased.

Family businesses should include market orientation in their marketing plans. Family businesses should consider how competitive advantage is vital to sustainability of their

operations. Family businesses should also know that every business needs competitive advantage one way or the other in order to survive and grow.

#### **5.4 Policy implication**

Family Businesses policy makers should develop policies that will help improve the marketing orientation of their firms.

A national policy for family businesses including capacity building on competitive strategies should be formulated, implemented and monitored.

#### **5.5 Recommendation for future studies**

Future research studies should be conducted on individual family businesses to ascertain the effect of competitive advantage on sustainability.

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**APPENDICE**

**QUESTIONNAIRE FOR CUSTOMERS OF VARIOUS FAMILY BUSINESSES IN**

**KUMASI GHANA**

Please respond to the following questions by ticking the best fitting number. There are no right or wrong answers for these questions. All the information collected through the questionnaire will be used only for contribution to knowledge and kept secret or confidential. Please ensure that you mark all the given statements as incomplete statements will not fulfil researcher’s requirements. **Thank you.**

**PART A: ASSESSING MARKETING ORIENTATION**

From the statement below, please indicate your level of agreement or disagreement on market orientation using the scale below.

		1	2	3	4	5					
		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree					
SN	Customer orientation	1	2	3	4	5					
1	My firm delivers on their promises.										
2	The employees of my firm are committed to their organisation.										
3	My firm has customer interests ahead of those of other stakeholders.										
4	My firm continuously create superior customer value.										
5	My firm is consistent in meeting the needs of its customers.										
6	My firm take customer complaints serious and work on them.										

<b>Competitor orientation</b>						
1	My firm has more than three (3) competitors.					
2	The competitors offer similar service as my firm.					
3	Competitors are also consistent in meeting the needs of its customers.					
4	Competing firms also take customer complaints serious and work on them					
5	Competing firm delivers on their promises too.					
6	Marketing strategies of competing firms are the same as those used by my firm.					
<b>Inter-functional coordination</b>						
1	My firm have different departments apart from marketing.					
2	My firm coordinates effort of different departments.					
3	My firm create superior value for customers.					
4	Marketing is not only the responsibility of marketing department					
5	There is effective communication between the various departments of my firm.					
6	Each department of my firm plays more than one role.					

**PART B: ASSESSING SUSTAINABILITY**

From the statement below, please indicate your level of agreement or disagreement on sustainability using the scale below.

		1	2	3	4	5					
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree					
SN	Environmental	1	2	3	4	5					
1	My firm knows how to adapt to the rapidly changing business environment.										
2	The products/services offered by my firm are environmentally friendly.										
3	Business environment in which my firm competes is very competitive.										
4	There are more than four (4) competing firms in the business environment of my firm.										
5	The business environment in which my firm finds itself is very attractive										
6	My firm has good image in its present business environment.										
	<b>Social relations</b>										
1	I expect social media presence from my firm.										
2	I expect my firm to build social relations with various stakeholders.										
3	My firm undertakes corporate social responsibilities.										
4	My firm has a positive social image.										
5	My firm sponsors some social functions.										

6	My firm is sustained because of its positive social image.					
<b>SN</b>	<b>Corporate governance</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	My firm identifies the distribution of rights among different participants in the corporation.					
2	My firm identifies the distribution of rights among different participants in the corporation.					
3	My firm's top management is made of board of directors.					
4	My firm's corporate policies align the interests of stakeholders.					
5	The employees of my firm are well-trained.					
6	There is always feedback from my firm.					
<b>SN</b>	<b>Operations and strategies</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	My firm has effective operational strategies.					
2	My firm's marketing strategy gives them a competitive advantage.					
3	My firm's sales strategy gives them a competitive advantage.					
4	My firm's productivity gives them a competitive advantage					
5	My firm has flaws in their operational strategies.					
6	There are too many flaws in my firm's operational strategies.					

**DEMOGRAPHICS**

1. Gender: Male  Female

2. Age: Under 20 years  21-30 years  31-40 years  41-50 years  51years and above

3. Highest Educational Level: PHD  Master’s Degree  First Degree  HND   
SSCE/MSLC  Basic Education  No formal education

Others Specify.....

4. How long have you been doing business with this firm? Under 5 years  6-10 years   
11-15 years  15 years and above

5. What is your line of occupation?

Retailing  Manufacturing  Education  Media  Services sector  Import and exports  
 Super Market  Automobile  Printing

Other, please specify.....

6. Contact: .....

**THANK YOU VERY MUCH FOR YOUR TIME AND COOPERATION**