

**MARKET ORIENTATION IN PRACTICE  
(CASE: THE COCA-COLA BOTTLING COMPANY OF GHANA  
LIMITED – KUMASI)**

**BY**

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**COLLEGE OF ART AND SOCIAL SCIENCES.**

# DECLARATION

I hereby declare that, this submission is my own work towards the Master of Business Administration (MBA) and that to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University except where due acknowledgement has been made in the text.

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Marketing scholars have argued that market-oriented companies tend to provide superior value for their customers and thereby raise their level of satisfaction and loyalty (Kohli and Jaworski 1990, Narver and Slater (1990). Market orientation also leads to improved business performance. Since the seminal works of Kohli and Jaworski (1990) as well as Narver and Slater (1990) on market orientation several scholars have undertaken studies to test the validity of the available market orientation measure and, in general have found them to be valid.

Very few of these studies have, however, been done in developing countries to explore the degree of firms market orientation. But they do not provide an insight into the degree of market orientation and the manner in which it is practiced in individual companies. Furthermore, they have not explored the perception of external stakeholders such as customers and suppliers in the assessment of the focal firm's market orientation.

The present study therefore contribute to the existing knowledge on market orientation by extending the insight obtained from previous research by Appiah Adu (1995) and Kuada and Buatsi (2005) on the antecedents of market orientation in developing countries to a specific firm in Ghana. With a specific focus on the extent to which The Coca-Cola Bottling Company of Ghana Limited -Kumasi (TCCBCG) places emphasis on the different dimensions of market orientation

## **METHODOLOGY/APPROACH**

### **Sample I**

The first sample was drawn from the list of staff of the company. Out of a total workforce of two hundred and thirty three (233), eighty (80) people were selected from various categories of staff. A structured questionnaire containing various questions on eight (8) market orientation antecedents was personally administered to the staff selected.

## **Sample II**

In order to cross-validate the findings from the sample above, data were obtained from a second sample. The sample frame for this group was the list of customers of the company within and around the catchments area of the company. From this sampling frame one hundred and seventy (170) customers were selected at random. A structured questionnaire containing forty one (41) questions was personally administered by a group of Marketing Students from Kumasi Polytechnic.

## **FINDINGS**

In general the results show that, the degree of market orientation in The Coca-Cola Bottling Company of Ghana limited-Kumasi Plant is high from both internal and external stakeholders.

## **RESEARCH LIMITATIONS/IMPLICATIONS**

As with most research, limitations associated with sampling size tempered the generalizability of the results. Specifically, improved measures and a larger sample would have allowed for greater faith in the propositions and results.

Secondly due to the limited time and financial resources, not all antecedents of market orientation was analyzed. For instance environmental factors that also affect market orientation was left out.

**PRACTICAL IMPLICATIONS** –The result of this investigation will help to make managerial and policy decisions for improved understanding and practices of market orientation in TCCBCG and other related companies.

## **DEDICATION**

**TO MY SON, WIFE, PARENTS AND ALL GUARDIANS FOR THEIR  
IMMEASURABLE CONTRIBUTION TOWARDS MY EDUCATION**

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## TABLE OF CONTENTS

<i>Declaration</i>	<i>I</i>
<i>Abstract</i>	<i>II</i>
<i>Dedication</i>	<i>IV</i>
<i>List of Tables</i>	<i>V</i>
<i>List of Figures</i>	<i>VI</i>
<i>Acknowledgement</i>	<i>VII</i>
<b>CHAPTER ONE</b>	<b>PAGE</b>
1.1. Introduction	1
1.1.1 Background and problem statement	1
1.2. Aims and research issues	2
1.2.1 Significance	4
1.3. The case company in brief	4
1.4. Structure of presentation	5
<b>CHAPTER TWO</b>	
2.1. Literature review	6
2.2. Market orientation theoretical premises	8
2.3 The dimensions of market orientation elaborated	10
2.4. Customer orientation	10
2.5. Competitor orientation	12
2.6. Inter-functional coordination	13
2.7. Previous studies based on Jaworski and Kohli's framework	14
2.8. Studies in developing country contexts	15
2.9. Company background.	17
2.9.1. Historical background	17
2.9.2. GNTC Bottling Division	19
2.9.3. The Coca Cola Bottling Company, Ghana limited.	20
2.9.4. Vision & Mission Statement	20
2.9.5 Administrative setup	21

2.9.6. Product range:	22
2.9.7. Operations	22
2.9.8. Business strategies	23
2.9.9. Social responsibility & community relations activities	23
2.9.10. Affiliation	24
2.9.11. Kumasi Plant	24
2.10. Hypotheses	24
2.11. Conceptual framework	25

### **CHAPTER THREE**

3.1. Methodology	32
3.2. Data collection	34
2.3. Research limitations	37

### **CHAPTER FOUR**

4.1. Data analyses, interpretation and presentation of findings	38
4.1.1 Introduction	38
4.1.2. Demographic data	38
4.2. Inferential statistics	41
4.2.1 Hypotheses testing	42
4.3 Analyses of data collected from the market	48
4.4 Findings and discussion	49

### **CHAPTER FIVE**

5.1. Conclusion	57
5.2. Recommendations	59
5.3. Future research direction	61

Reference.	
Appendix 1	
Appendix 2	
Questionnaires	

## LIST OF TABLES

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<b>Table No.</b>	<b>Title</b>	<b>Page</b>
Table 1	Description statistics indicating the relationship between (Market Orientations) and (Top Management emphasis on market orientation, attitude to risk and interdepartmental connectedness and conflicts)	43
Table 2	Standard Multiple Regression Analysis Results for hypotheses 1-3	44
Table 3	Description statistics indicating the relationship between (Market Orientations) and (Fomalization, centralization and reliance of Market -based factors)	46
Table 4	Standard Multiple Regression Analysis Results for overall market orientation and formalization, centralization and reliance of market- based factors.	46
Table 5	Summary of person's product moment correlation results indicating the Relationship between organization's market orientation and its business Performance.	48
<b>Data from Market</b>		
Table 1	Market- Relationship between Customer Satisfaction and Organizations market orientation	50

## LIST OF FIGURES

<b>Figure</b>	<b>Title</b>	<b>Page</b>
Figure 1	Histogram showing the length of services of respondents	40
Figure 2	Histogram showing respondents rank.	40
Figure 3	Histogram showing the ages of respondents.	41
Figure 4	Pie chart showing the representation of various departments.	42
<b>Data from Market</b>		
Figure 1	Histogram indicating the number of years respondents have been dealing with TCCBCGL	49

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## CHAPTER ONE

### 1.1. INTRODUCTION

#### 1.1.1 Background and Problem Statement

Marketing scholars have argued that market-oriented companies tend to provide superior value for their customers and thereby raise their level of satisfaction and loyalty (Kohli and Jaworski 1990, Narver and Slater (1990). Market orientation also leads to improved business performance. It is also argued in the marketing literature that market oriented firms tend to encourage their employees to develop more customer-oriented behaviors. Since the seminal works of Kohli and Jaworski (1990) as well as Narver and Slater (1990) on market orientation several scholars have undertaken studies to test the validity of the available market orientation measure and, in general have found them to be valid. Deshpande and Farley (1990) conduct an integrative cross-national study based on a synthesis of market orientation measurements that three separate groups of researchers developed. The study was based on a sample of 82 managers in 27 European and US. Companies. The results show that all the three scales are reliable and valid. The scales also generalize well internationally, both in terms of reliability and the prediction performance.

Furthermore, Hooley, et al (1999) test Narver and Slater's (1990) model in the context of the transitional economies of Central Europe and find it to be both valid and reliable. They conclude that the adoption of market orientations is equally applicable in both transitional and Western economies.

Very few of these studies have, however, been done in developing countries to explore the degree of firms market orientation. In the case of Africa, Okorafo and Torkornoo (1995) compare the marketing practices of firms in Ghana, Nigeria,

Zambia, Kenya, and Uganda. Appiah – Adu and Blackson (1998) and Appiah- Adu (1999) study the impact of environmental changes associated with economic reforms on market orientation in Ghana. Chelarrju, Quattarra and Dadzie (2002) compared the applicability of both the Jaworski and Kohli (1993) and Naver and Slater (1990) measure in Ivory Coast; Also Kuada and Buatsi (2005) studied market orientation and management practices in Ghanaian firms, revisiting the Jaworski and Kohli frame work. The studies by Appiah –Adu and Blanckson (1998) as well as Appiah- Adu(1998) showed significant progress in market- oriented strategies in Ghana due to the changes in the operational environment and competitive pressure. The premises of their studies were that the operational environment of firms provides an over-arching framework for understanding the degree of orientation of firms in that environment. Thus Ghana's adoption of economic liberalization policies in the mid 1980's has contributed significantly to the market oriented behavior of their firms. The results of these studies are important to our understanding of market orientation in Ghana, but they do not provide an insight into the degree of market orientation and the manner in which it is practiced in individual companies in Ghana. Furthermore, they have not explored the perception of external stakeholders such as customers and suppliers in the assessment of the focal firm's market orientation.

## **1.2. AIMS AND RESEARCH ISSUES**

The present study therefore seeks to achieve two things.

First, contribute to the existing knowledge on market orientation by extending the insight obtained from previous research by Appiah Adu (1998) and Kuada and Buatsi (2005) on the antecedents of market orientation in developing countries to a specific firm in Ghana.

The need for such extensions has been repeatedly advocated for in the literature to serve as a basis for theory development (Kohli and Jaworski 1990).

Secondly, to investigate the practice of market orientation, with a specific focus on the extent to which The Coca-Cola Bottling Company of Ghana Limited (TCCBCGL) places emphasis on the different dimensions of market orientation.

Specifically, this research seeks to determine the degree to which TCCBCGL emphasizes satisfaction of their target customers and clients in their market orientation practices as well as the extent to which the firm is sensitive to the practices and strategies of rival companies and emphasizes information generation, dissemination and utilization within the company.

To ascertain the relevance or otherwise of the stated objectives, the following propositions were formulated and tested

- H1:** The greater the top management emphasis on market orientation, the greater the overall market orientation of the organization
- H2:** The greater the risk aversion of top management, the lower the overall market orientation of the organization.
- H3:** The greater the interdepartmental conflict, the lower the overall market orientation of the organization.
- H4:** The greater the interdepartmental connectedness, the greater the overall market orientation of the organization.
- H5a:** The greater the formalization, the lower the overall market orientation of the organization.

**H5b:** The greater the centralization, the lower the overall market orientation of the organization.

**H6:** The greater the reliance on market-based factors for evaluating and rewarding employees, the greater the overall market orientation of the organization.

**H7:** The greater the market orientation of an organization the higher its business performance.

**H8.** The more satisfied customers are about a firm's performance the higher the firms overall market orientation.

### **1.2.1 SIGNIFICANCE**

The result of my investigation should help me to make managerial and policy recommendation for improved understanding and practices of market orientation in TCCBCGL and other related companies.

### **1.3. THE CASE COMPANY IN BRIEF**

Data for this research is provided by The Coca- Cola Bottling Company of Ghana Limited. (TCCBCGL). This firm has been adopted because it is one of the leading firms in the beverage industry in Ghana. The TCCBCGL operates two plants, Accra and Kumasi, made up of 5 production lines: Four in Accra plant and one in Kumasi plant. From a sixty percent (60%) market share in 1995, the Company in 2005 controls about eighty six percent (86%) of the beverage industry in Ghana.

A market leader in its own right, TCCBCGL has established extensive marketing and distribution networks since 1995 throughout the country. To date, the Company has created 25,000 new outlets; 8,000 Mini-Tables and 3,500 Electric coolers.

It has established 10 Distribution Centers throughout the Country and assisted individual entrepreneurs to set up 70 Mini-Depots which are independently managed. (TCCBCGL Brochure 2005)

The motivation for adopting this firm also tends from the fact that the researcher happened to be a worker with a number of years experience in the Company. A complete profile of the Company will be presented later in chapter two.

As noted by Langerak (2001), Kuada and Buatsi (2005) studies on market orientation relies on self-reports of sampled companies hence may be inadequate to assess a firms level of market orientation. In an attempt to close this gap the present research will assess the perception of the external stakeholders such as customers and suppliers in the assessment of the firm's market orientation.

#### **1.4. STRUCTURE OF PRESENTATION**

The remainder of this research work is organized as follows.

The concept of market orientation which forms the foundation of this study is extensively discussed in chapter two with an emphasis on Narver and Slater's and Kohli and Jaworski's conceptualization. The chapter draws attention to some of the main attributes used to define market orientation in the contemporary literature.

The company background and presentation of hypothesis then concludes chapter two.

Chapter three set the stage for the empirical investigation by discussing the research methods used, data collection and the limitations of the research.

Chapter four is mainly devoted for analyzing and discussing of results from the

data collected. Finally in chapter five the research conclusion and managerial recommendations and probable future research direction will be presented.

## CHAPTER TWO

### 2.1. LITERATURE REVIEW

Some of the elements of modern business and marketing practices can be traced as far back as the ancient Greeks, the Phoenicians, and the Venetians. Adam Smith put the earliest recorded identification of the "marketing concept" forth in the 1700s. In his writings, the famous economist discusses making the customer the focus of a business. Reintroduced in modern era in the 1950s, the marketing concept has become the philosophical foundation for marketing academics and practitioners alike.

Proponents of this concept have long argued that creating a satisfied customer should be the primary objective of businesses (Drucker 1954, Keith 1960, and Levitt 1960). Throughout the past decades, however, the marketing concept has been more an article of faith than a practical basis for managing a business (Day 1994). Consequently, academics in recent years have begun to develop a body of research on "market orientation", related to the antecedents and performance consequences of the marketing concept. (Deshpande and Webster 1989; Jaworski and Kohli 1993; Narver and Slater 1990).

Consistent with the marketing concept, customers have traditionally been considered to be the primary focus of market orientation (Deshpande and Webster 1989, Payne 1988). Other researchers, however, have begun to embrace a broader perspective on the market orientation construct by including exogenous factors that influence customer needs, such as competitors and even government regulation (Kholi and Jaworski 1990, Lusch and Lazniak 1987, Narver and Slater

1994). Consequently, despite the academic emphasis on customer orientation, practitioners may actually be influenced to operate with a strong focus on competitors.

In a time characterized by increasing rapid change in consumer preferences, even faster technological progress, and growing competitive rivalry, it becomes essential for companies to develop mechanisms within their organizations to generate market information, analyze it, and respond accordingly. The set of activities developed by companies for permanent monitoring, analysis, and response to these market changes is referred to in marketing literature as market orientation. Over the last decade there has been a growing interest in the construct of market orientation and its usefulness in increasing company's economic performance (Narver & Slater 1990; Ruekert 1992; Jaworski & Kholi 1993; Deng & Dart 1994).

The increasing range and level of sophistication of marketing activities and engaging in the "trappings of marketing" does not guarantee that a firm is market oriented. Research has suggested that while engaging in marketing activities may be important, marketing orientation is a vital ingredient in determining an organization's success. Market orientation is more than simply "getting close to the customer". An organization can be market oriented only if it completely understands the market. Customer information must go beyond research and promotional functions to permeate every organizational function.

## 2.2. MARKET ORIENTATION THEORETICAL PREMISES

Researchers have been consistent in their view that a customer focus is central to market orientation (Jaworski and Kohli 1993; Kohli and Jaworski 1990; Narver and Slater 1990; Slater and Narver 1995). The initial step in a firm's customer-oriented strategy is to understand the factors that determine customers' actions. Thus, prior studies have suggested that the management of market intelligence systems can indicate a firm's overall market orientation. For example, Kohli and Jaworski (1990) define "market orientation" as constituting three components:

1. Organization wide generation of market intelligence that pertains to current and future customer needs,
2. Dissemination of the intelligence among the departments of the organization,
3. Organization wide response to the knowledge derived from the market intelligence.

That is, market-oriented firms are expected to gather, interpret, and use market information in a more systematic, thoughtful, and anticipatory manner than are less market oriented firms. Therefore, these scholars consider market orientation in terms of functional activities that specific units of organizations perform (Lafferty and Hult 2001).

Another stream of research based on the groundbreaking work of Narver and Slater (1990) perceives market-oriented firms as follows:

1. Firms that are customer oriented (i.e., they gain intimate insight into customers' needs and market service requirements),

2. Firms that are competitor oriented (i.e., they gain understanding of competitors' capabilities and market response patterns), and

3. Firms that show a high level of interfunctional coordination (i.e., they coordinate the utilization of company resources to create superior customer value).

These scholars view market orientation as an organizational culture that enlists the participation of all employees for the purpose of creating superior value for the firm's customers and superior performance for itself (Lafferty and Hult 2001; Narver and Slater 1990; Sin and Tse 2000). Similarly, Dobni and Luffman (2000) consider market orientation a culture that influences the way employees think and act.

In a previous empirical study of the determinants of market orientation, Jaworski and Kohli (1993) proposed that the antecedents of market orientation are related to organizational structure and management. The antecedents include top management involvement, interdepartmental coordination (indicated by degree of conflict and connectedness), and management systems (including reward system). The adoption of market-oriented behavior by a firm should result in higher employee involvement and company performance.

On the basis of this conceptualization, Jaworski and Kohli (1993) generate and test 12 hypotheses that cover the antecedents and consequences of market orientation.

### **2.3 THE DIMENSIONS OF MARKET ORIENTATION ELABORATED**

The literature is characterized by different approaches to the description of the dimensions of market orientation. Kohli et al. (1993) developed the MARKOR scale for the measurement of market orientation, built on three key components: the generation of market intelligence, its dissemination and responsiveness to it. Narver and Slater (1990) proposed the MKTOR scale, based on three different dimensions of market orientation: customer orientation, competitor orientation and interfunctional coordination. Desphandé and Farley (1998) tested both scales, and synthesized a ten-item variant.

Customers are accepted as a main dimension for market orientation in almost all studies as in the studies of Kohli et al. (1993), Kohli and Jaworski (1990) and Narver and Slater (1990). According to these authors, customer focus is the central element of market orientation. The importance of customers arises from the activities for acquiring necessary information about the buyers. By doing this, it would be possible to create continuous superior value (Slater and Narver, 2000b; Narver and Slater, 1990). Narver and Slater (1990) also argue that information about the competitors in the target market is another necessary activity. Firms would understand their strengths and weaknesses by analyzing the competitors. Changing needs of the customers, changing conditions of the industry and the new services in the market could also be effective for the firms' implications.

### **2.4. CUSTOMER ORIENTATION**

Market orientation has been expressed as being "close to customers" (Webster, 1988; Avlontis and Gounaris, 1999; Desphandé and Farley, 1998,). These authors stress that, to be market oriented, companies have to focus on satisfying

consumers' needs and should design their strategies to achieve customer satisfaction. In the study of Kohli and Jaworski (1990), customer focus is viewed as the central element of market orientation, and its importance is raised from the necessary information that will be obtained through customers about their needs and preferences. The importance of a focus on customers is also stressed by Slater and Narver (1999), who observed that "market oriented businesses seek to understand customers' expressed and latent needs, and develop superior solutions to those needs". Customer orientation is also related to information. Being customer oriented involves taking actions based on market intelligence (Kohli and Jaworski, 1990). This proposition is strongly supported by Slater and Narver (2000), who stress the importance of intelligence about customers' expectations and preferences, which are affected over time by external market factors. This implies the need to observe changes in customer's behavior and responses, especially for the development of new products and services intended to improve customer satisfaction. The very fact of being market oriented can in itself increase customer satisfaction, and will be the reason for repeat customer and acquisition of new customers (Kotler, 1998).

Management thinking is a major factor affecting the adoption of a market orientation (Jaworski and Kohli, 1993), which implies that customer-oriented values and beliefs are the responsibility of top management. Clearly, market orientation will become a tenet of corporate logic whenever management places sufficient importance on customers' needs and expectations. A study by Esteban et al. (2002) found support for this intuitively reasonable supposition in the shape of positive relationships between market orientation and customer satisfaction. Furthermore, if there is a strong market orientation in a firm, greater customer

orientation can be achieved. It is important that individual managers share the responsibilities and collectively follow the changing conditions (Jaworski and Kohli, 1993). Market-oriented firms will also develop a close form of relationship with their customers, facilitating awareness and understanding their needs and expectations (Slater and Narver, 1998). Market orientation is positively related to the match between consumer expectation and managerial perception of those expectations. Consumers normally form their opinions according to past experiences, personal needs and information from others (O'Loughlin and Szmigin, 2005; Clow et al., 1998). Firms that do not systematically gather market intelligence will not be able to understand what consumers' expectations are (Guo, 2002). To be market oriented, firms have to interpret market intelligence and disseminate the outcome across the organization. It thus follows that a priority criterion of market orientation is the match between management perception and service quality expectations of the consumers (Grönroos, 1984). In addition, important ingredients of market orientation are the mode and level of service delivery, external communication, and consumers' perceptions of service quality (Agarwal et al., 2003).

## **2.5. COMPETITOR ORIENTATION**

While firms will always pursue the goal of keeping current customers in their portfolio, the task of finding potential customers demands competitor orientation, as the competition simultaneously strives to retain or recruit them. Studies have shown that effective market orientation involves concentration on competitors as well as customers (Narver and Slater, 1990; Slater and Narver, 1994; Gray et al., 1998). According to Narver and Slater, competitor orientation means that a firm's marketing strategists understand the short-term strengths and weakness, the long-

term capabilities, and the marketing strategies of key current and potential competitors. Kohli and Jaworski (1990) also focus on market intelligence relating to a firm's competitors. Day (1994) asserts that market oriented firms should collect market intelligence for competitors just as they routinely do for customers. Understanding the capabilities and plans of the competitors and operating according to information gathered from the market is a key tool in market orientation, according to Slater and Narver (1998).

## **2.6. INTERFUNCTIONAL COORDINATION**

One of the fundamental decisions in the management of any company is to determine its basic orientation, when this orientation is inappropriate, badly defined or confused, the company lacks a common goal and this brings about an increase in interdepartmental conflicts, and throws the organization into a state of turmoil. As a result, teamwork suffers, profitability is affected, inefficiency becomes the order of the day and the company's result is affected in a negative way.

Interfunctional coordination is the coordinated utilization of company resources in creating superior value for target customers. There is an opportunity for a seller to create superior value for the buyers firm since the buyer's value affords it. Consequently, any individual in any function in a seller firm can potentially help in the creation of value for buyers (Porter 1985). Creating value for customers is much more than a "marketing function", rather a seller creating value for a buyer is analogous to symphony orchestra in which the contribution of each sub-group is tailored and integrated by a conductor – with a synergistic effect. The more reason why the systems approach became the choice of methodology for this particular project. Therefore, a seller must draw upon and integrate effectively, as well as

adapt when necessary, it's entire human and other capital resources in its continuous effort to create superior value for its buyers. Hence, that effort is the proper focus of the entire business and not merely of a single department in it (Webster 1988).

## **2.7. PREVIOUS STUDIES BASED ON JAWORSKI AND KOHLI'S FRAMEWORK**

Researchers have undertaken several studies to test the validity of the available market orientation measures and, in general, have found them to be valid. Deshpandé and Farley (1999) conduct an integrative cross-national study based on a synthesis of market orientation measurements that three separate groups of researchers developed. The study was based on a sample of 82 managers in 27 European and U.S. companies. The results show that all three scales are reliable and valid. The scales also generalize well internationally, both in terms of reliability and the prediction of performance. Furthermore, the results show that the scales are similar to one another in terms of various validity measures and correlations with performance measures.

Furthermore, Hooley et al (1999) test Narver and Slater's (1990) model in the context of the transitional economies of Central Europe and find it to be both valid and reliable. They conclude that the adoption of market orientation is equally applicable in both transitional and Western economies. However, they also find other business orientations in these economies that indicate that market orientation may coexist with other business orientations to create a richer and more complex set of organizational drives.

## 2.8. STUDIES IN DEVELOPING COUNTRY CONTEXTS

As indicated earlier researchers have conducted a few empirical studies in developing countries to explore the degree of firms' market orientation. In the case of Africa, Okoroafo and Torkornoo (1995) compare the marketing practices of firms in Ghana, Nigeria, Zambia, Kenya, and Uganda; Appiah-Adu and Blankson (1998) and Appiah-Adu (1999) study the impact of environmental changes associated with economic reform on market orientation in Ghana; Mavondo (1999) compares the market orientation of Australian and Zimbabwean firms; Chelariu et al (2002) compare the applicability of both the Jaworski and Kohli (1993) and the Narver and Slater (1990) measures in the Ivory Coast; and Winston and Dadzie (2002) study the role of top managers in the development of market-oriented practices in Kenyan and Nigerian firms, Kuada and Buatsi (2005) study market orientation and management practices in Ghanaian firms: Revisiting the Jaworski and Kohli Framework, Linus Osuagwu (2006) investigate the practice of market orientation, with a specific focus on the extent to which Nigerian marketers place emphasis on the different dimensions of market orientation, customer satisfaction, competitiveness, market intelligence, and assessment of the effectiveness of the strategies adopted.

Researchers have conducted similar studies in several Asian countries as well. In Singapore, Ramaseshan et al (2002) test the relationship between market orientation and new product performance and find a positive relationship. In Korea, Won and Hu (2000) adopt a framework that links market orientation with business performance, and they test the framework empirically using 341 small Korean exporters. Their results show a reasonably high degree of reliability. In China,

Deng and Dart (1999) find private firms to be more market oriented than state-owned firms (in terms of customer orientation, competitor orientation, and inter-functional coordination). They also find that small firms exhibit higher degrees of market orientation than large firms. Finally, in Taiwan, Chang and Chen (1998) find a positive association among market orientation, service quality, and profitability. Together, the studies have produced useful insights into the market-oriented practices that have emerged in developing country environments, in which there is transition from rigidly state-managed economies to market-driven economies. The assumption that market orientation represents a radical break from prior approaches to sales management in the developing countries has guided scholars in their investigations. Therefore, the dominant research objective has been to explore the impact of market-oriented behaviors on various performance indicators. With this objective in mind, most studies have paid less attention to the internal antecedents of market orientation in a specific firm.

Therefore, the current study is predicated on the understanding that though firms may embrace the philosophy of market orientation, they may not be able to benefit from it until they have developed the requisite internal structures and systems that strengthen their market-oriented capabilities. In this regard, Jaworski and Kohl's (1993) framework is an important basis for studying how firms in developing countries practice market orientation and the extent/degree of their practice of market orientation. Also external stakeholders such as customers and suppliers perception of the firm's market orientation will be assessed. Most research on market orientation relies on self reports of the sampled company which is inadequate in assessing a firm's level of market orientation (Langerak 2001).

Therefore, this research will attempt to understand the way that a Ghanaian firm engage in market intelligence generation, intelligence dissemination, and responsiveness, and also try to gain insight into the impact of top management behavior and attitude and of organizational characteristics on the market-oriented behaviors that the firms exhibit. Finally, the perception of external stakeholders will be assessed in order to re-confirm the level of market orientation adopted by the firm.

## **2.9. COMPANY BACKGROUND.**

### **2.9.1. HISTORICAL BACKGROUND**

Commonwealth Trust Limited (CTL) a British owned trading firm was acquired by the Government of Ghana and renamed as Ghana National Trading Corporation (GNTC) on December 1961 form the nucleus of independent Ghana's first start-run commercial organization. Under the instrument, establishing the corporation, which Parliament had earlier ratified in October that year a Committee headed by a Ghanaian, Mr. Nortey, was set up to formulate plans for the running of the new organization from the (CTL) head office building, opposite the Accra central Railway station.

In April 1962 the government acquired yet another foreign owned and much larger trading firm, Messer's. A.G Leventis named after its Greek Cypriot owner and merged it with the (CTL) to formally establish the GNTC. Thereafter the head of corporation moved into Ghana house, off the high street Accra which has for many years served as the nerve center of A G Leventis' operations .Sir Patrick Fitzgerald, a retired British chairman of UAC, was appointed Managing Director in

place of Mr. Nortey, whose committee had then been dissolved, to run GNTC. After marrying the two companies into a single entity, Sir Patrick and his team embarked on a gigantic expansion program. Finding Ghanaian managerial staff to man the rapidly growing Corporation was, however, a major problem because Ghanaians had not been included in training programs for managerial or Executive post in their two old firms. The corporation, therefore, had to rely on the services of 86 expatriate managers initially, after a probation scheme was initiated in 1964 to train suitable young workers in the corporation's while efforts were also made to attract young graduates from the universities.

In March 1965, the companies original instruments of incorporation E.I.203 of 1961 was replaced by GNTC instrument No.L.I .396, which provided for the appointment of a seven member board to govern its operations. Until the year 1981 the GNTC in consonance with its instruments, was governed by Board of Directors who were appointed by the government. The day to day running of the business was however left in the hands of the managing Director and his lieutenants.

This arrangement was, however, jettisoned in 1981 when the Provisional National Defense Council (PNDC) assumed power, in favor of an Interim Managing Committee (IMC) composed mainly of both senior and junior members of staff. New concept in business management, it aimed at given both sides of the work force a say in decision making. But the steep decline in the fortunes of the company within a short time of the PNDC experiment suggested that untested management systems and "try and error" management procedures had no place in a serious business concerned. But early 1980's the GNTC was running nearly 600 retail stores which to all intent and purposes were more of a liability than assets

because they had nothing virtually to sell. The corporation was spending so much money in maintaining virtually empty stores were heavily indebted to suppliers and banks and was a verge of bankruptcy.

For easy administration and control the GNTC was grouped into nine functional divisions, each headed by a General Manager. The division was Motors, General Goods, Technical, Pharmaceuticals Heavy Equipment, Department stores Textiles and Bottling. There were also Service Department such as Legal, Public Relations, Personnel, Estates, Medicals, Accounts, Audits and catering. With the exception of metal work division the other divisions had branches throughout the country. These branches were grouped under 14 zones which were designated at district and headed by Senior –District Managers.

### **2.9.2. GNTC BOTTLING DIVISION**

The bottling division of the GNTC distributed and sold Coca cola branded soft drinks throughout the country. The Division was franchised to bottle seven of the Coca Cola products namely Coca Cola, Spirit, Fanta Orange, Fanta Ginger, Fanta Tonic Water, Fanta Soda Water, and Fanta Lemonade.

The Division had two bottling plants situated at Adjabeng in Accra and at Ahinsan in Kumasi. The Accra plant had two bottling lines with install capacity of million cases per year whiles Kumasi plant with a single line bottled one million cases per year. Under each bottling plant were three functional sections namely Sales, Engineering, Production and Accounts and Administration.

### 2.9.3. THE COCA COLA BOTTLING COMPANY, GHANA LIMITED.

The Coca-Cola Bottling Company of Ghana Limited (TCCBCGL) was set up as a joint venture between the following partners in March 7, 1995:

Coca-Cola Export Corporation	-	25%
Africa Growth Fund	-	20%
Government of Ghana	-	55% with the Management contract

granted to The Coca-Cola Company.

Upon further re-structuring and acquisition, the current ownership structure changed initially in 2000 to:

Equatorial Coca-Cola Bottling Company	-	68%
Government of Ghana	-	32%

In year 2003, the Equatorial Coca-Cola Bottling Company of Barcelona, Spain bought over the Ghana Government shares and assumed 100% ownership.

### 2.9.4. VISION & MISSION STATEMENT

In fact, the vision of the company is to be a total beverage company. With the emergence of trade liberalization and the influx of so many competing products into the Ghanaian market, TCCBCGL is strategizing to offer Ghanaians varying products to satisfy varying needs.

The mission of the company (i.e. TCCBCGL) is to deliver high quality products and services at the lowest possible cost that meets the needs of its customers and consumers, and at the same time ensure good returns on investment for its shareholders. To this end, it is the mission of TCCBCGL to:

- Manufacture and distribute high quality products which comply with the Coca – Cola specifications;
- Ensure that both the quality and promptness of its service deliveries will meet the full satisfaction of its customers and consumers at all times;
- Create an emotional bond between the company and its customers or consumers through targeted marketing activities.
- Safeguard the environment by setting standards of safe Environment care practices;
- Contribute to the development of communities where it operate, in recognition of its social responsibility; and
- Attract and retain the best human resource, which serves as the company's most valuable asset, within the industry. (See TCCBCGL Mission Statement, 2003)

### **2.9.5 ADMINISTRATIVE SETUP**

Administratively, TCCBCGL is headed by a General Manager/CEO who is assisted by seven Heads of Departments namely: Finance, Technical, Human Resource, General Sales, Logistics, Internal Control and an Administrative Plant Manager in Kumasi. The company employs about 760 workers and has about 25,000 customers, with over 8,000 Mini-Table operators and 40 independent Mini-Depot Operators, each of which employs at least 4 persons. Equally, the Company outsourced other non-core activities.

### 2.9.6. PRODUCT RANGE:

TCCBCGL manufactures seven (7) brands of its products:

Coca-Cola	Fanta	Dasani
Sprite	Krest	
Schweppes	BonAqua	

Fifteen (15) flavors are currently bottled under the above mentioned brands, namely:

Coca-Cola	Fanta Orange	Fanta Lemon
Fanta Fruit Cocktail	Sprite	Krest Bitter Lemon
Krest Ginger-Ale	Krest Soda Water	Krest Tonic Water
BonAqua drinking water	Schweppes Tonic Water	Fanta Pineapple
Schweppes Bitter Lemon	Schweppes Soda Water	Dasani Mineral Water

### 2.9.7. OPERATIONS

The TCCBCGL operates two plants, Accra and Kumasi, made up of 5 production lines: four in Accra plant and one in Kumasi plant. From a sixty percent (60%) market share in 1995, the company in 2005 controls eighty six percent (86%) of the beverage industry in Ghana.

A market leader in its own right, TCCBCGL has established extensive marketing and distribution networks since 1995 throughout the country. To date, the company has created 25,000 new outlets; 8,000 Mini-Tables and 3,500 Electric Coolers.

It has established 10 Distribution Centers throughout the country and assisted individual Entrepreneurs to set up 70 Mini-Depots which are independently managed.

### **2.9.8. BUSINESS STRATEGIES**

In an effort to meet challenges of the globalization age, TCCBCGL has put in place a number of measures, and continuous to put in strategies in line with contemporary business trends and practices. A number of innovations, initiatives, financial discipline as well as strategic thinking have been the guide for policy formulations of TCCBCGL. In every part of its operations, TCCBCGL applies contemporary business thinking and strategies in running the business.

### **2.9.9. SOCIAL RESPONSIBILITY & COMMUNITY RELATIONS ACTIVITIES**

TCCBCGL has made tremendous contributions in the following areas:

#### **1. Education**

Donation to the Otumfuo Education Trust Fund (\$10, 000. 00).

\$50,000 - Graduate Fellowship at the Premier University - University of Ghana, Legon.

Project Partner - Interest Initiative for Africa set up by the UNITED NATIONS.

\$10,000.00 support towards Mother & Child Development Foundation

#### **2. Health/Environment**

Medical College, University of Ghana, Legon, Endowment Fund

Assistance to the Ghana AIDS Commission

Refreshment during vaccination exercise for children against childhood diseases

US\$ 1m Waste Water Treatment Plant (Accra)

Awareness Seminars organized by EPA

Support for Ramsar Site

Sakumono Lagoon

### 3. Facilitate Foreign Investment in Ghana

- Co-sponsor of Trade Mission to Ghana (Jesse Jackson Trade Mission)
- Sponsor of Africa/African-American Summit.

#### 2.9.10. AFFILIATION

TCCBCGL is a corporate member of Chartered Institute of Administration; Institute of Public Relations, Ghana; Association of Ghana Industries (AGI) and Ghana Employers Association (GEA).

#### 2.9.11. KUMASI PLANT

Since the focus of the current research is limited to Kumasi plant, it is necessary to briefly describe the organizational structure of the plant.

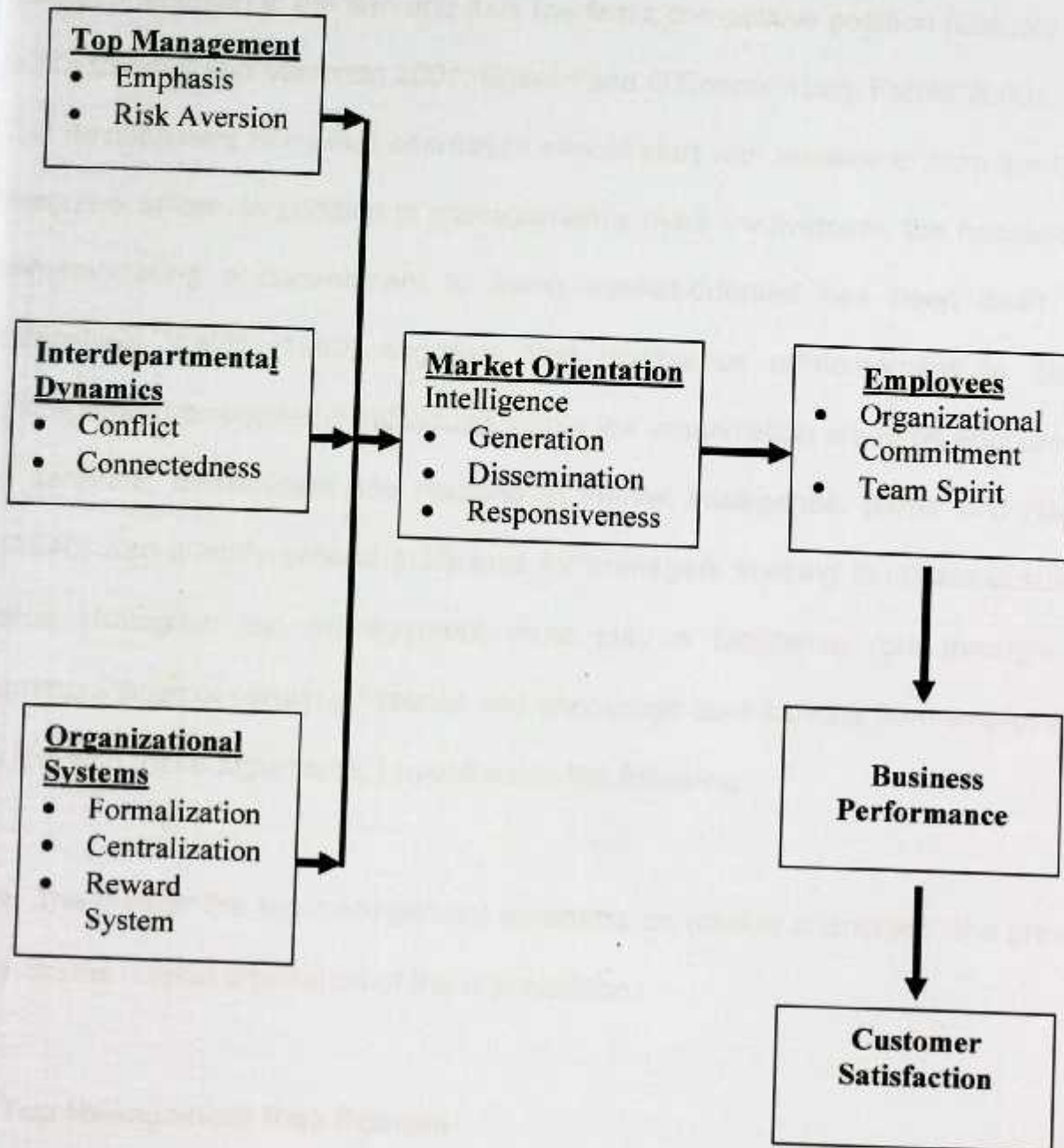
Kumasi Plant is headed by an administrative manager designated as the plant manager and supported by eight (8) sectional heads, namely, Production, Finance, Warehouse, Transport, Quality control, Quality Systems, Sales and Marketing and Human resource. It has a total work force of two hundred and thirty three (233) and about fifty casual workers.

#### 2.10. HYPOTHESES

The preceding theoretical considerations have influenced my hypotheses formulation. Point of reference is taken in the variables found in Jaworski and Kohli's (1993) framework.

In this section, the variables are highlighted and the theoretical arguments that underlie the hypotheses that they generate are discussed.

## 2.11. CONCEPTUAL FRAMEWORK



### 1. Top Management Emphasis

Top management plays a critical role in molding organizational values and fostering market orientation. Several studies of market orientation have pointed out that top management commitment to the development of market-oriented attitudes

and to the implementation of market-oriented activities enhances the degree of market orientation in the firm and thus the firm's competitive position (Celuch, et al 2000; Conduit and Mavondo 2001; Egeren and O'Connor 1998; Farrell 2000).

The development of market orientation should start with leadership from the Chief executive officer. In addition to management's mere involvement, the necessity of communicating a commitment to being market-oriented has been dealt with extensively. Levitt (1969) suggests that continuous reinforcement by senior management is required if individuals within the organization are to be encouraged to generate, disseminate and respond to market intelligence. Slater and Narver (1994b) also identify general guidelines for managers seeking to initiate customer value strategies: top management must play a facilitative role through the communication of certain guidelines and encourage contributions from employees.

In line with these arguments, I hypothesize the following:

**H1:** The greater the top management emphasis on market orientation, the greater the overall market orientation of the organization.

## **2. Top Management Risk Posture**

Risk posture refers to top management's risk seeking or risk averse tendencies. Kohli and Jaworski (1990) and Jaworski and Kohli (1993), assert that the symbolism viewed in senior management's willingness to take risks will encourage and facilitate organization wide commitment to innovation and responsiveness. On the other hand, a risk aversion policy adopted by senior management will tend to inhibit the process.

These propositions have their origins in marketing symbolism. Deshpande and Webster (1989) address the issue of marketing symbolism, a cultural paradigm that stems from symbolic organization theory. They identify the culture of an organization as a metaphor of shared symbols and meanings, in line with the literature in organizational theory.

Dandridge et al (1980) refer to organizational symbols as subjective elements of organizational life and a frame of reference. These observations lead us to the second hypothesis

**H2:** The greater the risk aversion of top management, the lower the overall market orientation of the organization.

### **3. Interdepartmental Conflict**

Several writers (Levitt 1969, Lusch & Laczniak 1987) emphasized that interdepartmental conflict may be detrimental to the implementation of market orientation. Frustration results when individuals believe that the other party is not behaving in a fair manner (Ruekert & Walker 1987). Interdepartmental conflict also has the potential to contribute to breakdowns in communication, secrecy and inbred competition. Research has also suggested that conflict may result in reduced inter-functional performance (Weinrauch & Anderson 1982; Dutton & Walton 1966). Levitt (1969) and Felton (1959) refer to interdepartmental conflict as being dysfunctional since it acts as an inhibitor of market orientation.

Thus the following hypothesis is proposed.

**H3:** The greater the interdepartmental conflict, the lower the overall market orientation of the organization.

#### **4. Interdepartmental Connectedness**

Connectedness between departments facilitates interaction and the exchange of information (Ruekert & Walker 1987). Deshpande and Zaltman (1982) postulate that connectedness enables adequate amounts of intelligence to be generated and also allows for its appropriate utilization. The perception of an organization as being comprised of different but interdependent departments and functions, together with the availability of conflict resolution mechanisms, facilitates the open flow of resources, work and assistance across all organizational departments (Ruekert & Walker 1987; Blake & Mouton 1964; Lawrence & Lorsch 1967). Based on this reasoning, Jaworski and Kohli (1993) postulate that interdepartmental connectedness fosters interdependency within the organization and encourages employees to act in a 'concerted' manner in the processes of knowledge generation and knowledge utilization. Based on the arguments above I hypothesize as followed.

**H4:** The greater the interdepartmental connectedness, the greater the overall market orientation of the organization.

#### **5. Formalization and Centralization**

Jaworski and Kohli (1993) suggest that organizational dimensions such as formalization, centralization and departmentalization tend to hinder the generation and dissemination of information and the design of organizational response.

The formalization of behavior represents an organization's way of prescribing discretion (Mintzberg, et al 1976). Therefore, it is the design parameter by which the work processes of an organization are standardized. Centralization represents a situation in which all the power for decision-making rests at a single point within the organization. Aiken and Hage (1966) refer to centralization as being the inverse of the amount of delegation of decision-making authority throughout an organization and the extent of participation by organizational members in decision-making. The bureaucracy that often results from the above dimensions contributes to heightened levels of uncertainty, interdepartmental conflicts and competition, a breakdown in communication flows and delays in decision-making.

I therefore put forward the hypothesis below

**H5a:** The greater the formalization, the lower the overall market orientation of the organization.

**H5b:** The greater the centralization, the lower the overall market orientation of the organization.

## **6. Rewards System Orientation**

In recent literature, it has been shown that reward systems are instrumental in shaping the behavior of employees (Anderson & Chambers 1985; Jaworski 1988; Sigauw, et al 1994). The type of measurement and reward systems adopted by the organization will determine the extent to which market orientation is adopted. Webster (1988) postulated that a basic requirement for the development of a market-oriented firm is the creation of market-based measures of performance; an

assertion that was empirically proven by Sigauw, et al (1994). Their research concluded that market-based reward systems were essential in achieving market. Furthermore, the research showed that this type of reward system significantly reduces role conflict and job ambiguity. The evaluation of employee performance through sales volume, short term profitability and rate of return measures led them to focus solely on these aspects of performance to the exclusion of market factors such as customer satisfaction and service levels. By comparison, organizations that evaluate and administer rewards based on customer satisfaction and service levels are more likely to encourage the active generation and dissemination of market intelligence and responsiveness to market needs. Hence the following hypothesis is proposed.

**H6:** The greater the reliance on market-based factors for evaluating and rewarding employees, the greater the overall market orientation of the organization.

## **7. Market Orientation and Performance**

Several empirical studies have found a strong positive relationship between market orientation and performance, whether one looks at consumer products, new products, innovation or services. There is however, a small body of evidence that does not support a strong positive relationship between market and business performance, orientation whilst other research examines alternative forms of market orientation and their impact on performance (Oczkowski & Farrell 1998a & b).

**H7:** The greater the market orientation of an organization the higher its business performance.

## **8. Perception of external stakeholders.**

The evaluation of an organization's market orientation should come from its external stakeholders such as customers rather than the company alone.

Over the years it has been detected that most research on market orientation relies on self-reports of the sampled companies. As Langerak (2001) argues, self-reports may be inadequate to assess a firm's level of market orientation. Kuada and Buatsi (2005) also proposes that in order to assess the actual level of market orientation in the firm, subsequent research must include the perception of external stakeholders, such as customers and suppliers, in the assessment. Deshpande, Farley and Webster (1993) also recommend the institutionalization of customer evaluations as part of a regular tracking mechanism. This allows for a more accurate determination of the actual level of market orientation and prevents biases associated with self-assessment.

In line with the above argument I hypothesized as followed

**H8.** The more satisfied customers are about a firm's performance the higher the firms overall market orientation.

## CHAPTER THREE

### 3.1. METHODOLOGY

Basically, contextual and literature based research instruments will be used in measuring the applications of market orientation constructs in the Coca-Cola Bottling Company of Ghana limited.

The research instruments of Narver and Slater (1990) and Kohli and Jaworski (1990) have been considered to be the most used research instruments for determining a company's market orientation practices or tendencies. According to Bigne et al. (2003), extant literature submits that there does not seem to be one generally acceptable research instrument for measuring the market orientation tendencies of companies, positing even further that there may be many and different measures and components of the market orientation construct depending on the sector and country in focus.

Vazquez et al. (2002) submit that although the market orientation scales of Kohli and Jaworski (1990) and Narver and Slater (1990) have witnessed the widest diffusion and usage, the two scales cannot be considered to be absolutely definitive with respect to research efforts on market orientation. This is because the relevant literature on market orientation is still generating new market orientation scales. The present research, therefore, combined and modified the scales of Kohli and Jaworski (1990), Narver and Slater (1990), Vazquez et al. (2002) and Blankson and Stokes (2002), and situated these scales within the Ghanaian business environment. Bigne et al. (2003) support the integration of diverse research instruments for the measurement of the market orientation construct.

The combination and modification of some previous scales for the present research can be seen as an attempt towards comprehensive and contextual

measurement of the market orientation construct. This is because previous scales, including those of Kohli and Jaworski (1990) and Narver and Slater (1990), have measured the market orientation construct from different perspectives using different components. Therefore, it may be reasoned that the combination and modification of some previous relevant scales will help in achieving a better measurement and understanding of the market orientation construct. This line of reasoning guided the present research. In addition, extant literature has argued for the integration of the Narver and Slater's (1990) and Kohli and Jaworski's (1990) conceptualizations of the market orientation construct because of their (i.e. conceptualizations of market construct) nomological similarity (Bigne et al., 2003; Cadogan and Diamantopoulos, 1995).

In order to evaluate the research problem in this study, a descriptive quantitative survey research design was considered appropriate. However, it has been argued that the overall success of data generation and satisfactory response in any research effort is a function of efficient and effective administration and implementation of a survey research. The efficient and effective administration and implementation of a survey research pertain to such issues as questionnaire design and layout, survey piloting and pre-notification and post-survey follow-up reminders (Harris and Ogbonna, 2001). These issues guided the present research.

The sample used for this study was a convenience sample, and the use of convenience samples has been found relevant in previous studies (Hall and Lockshin, 2000). The questions employed in the research were adapted from the works of Blankson and Stokes (2002), Vazquez et al. (2002), Kohli and Jaworski (1990) and Narver and Slater (1990). These works were adapted and refined

following the research guidelines of Wright and Kearns (1998) for replicating existing marketing constructs. However, it should be noted that the replication of market orientation frameworks in different environments and cultures has precedence (Blankson and Stokes, 2002; Hooley et al., 1998; Rexha et al., 1998, among others).

The questionnaire used for data collection was pre-tested on a group within the research population in order to reinforce the questionnaire's content validity, and based on the pre-test, few adjustments were made on the questionnaire before final administration. However, it must be stated that although the judgment of content validity is subjective, the procedures used in the present research are in accord with extant marketing research practice (Churchill, 1995). During the pre-test, a series of personal interviews were carried out involving relevant academics and professionals in marketing. As a result of these interviews, certain items were removed from the questionnaire owing to lack of conceptual and lexical relevance.

### **3.2. DATA COLLECTION**

#### **Sample I**

The first sample was drawn from the list of staff of the company. Out of a total workforce of two hundred and thirty three (233), eighty (80) people were selected from various categories of staff. That is managerial staff 9.3 %, Senior staff 33% and Junior staff 52%. In selecting the staff in the various categories consideration was also given to the section or department they belonged. Sales and marketing 32%, Technical 29%, Finance and administration 20% and Supply chain 19%.

The criteria for staff selection and percentages were based on number of staff in each category, availability, the degree of ones involvement with the day to day activities of the company and an ability to read, understand the questions on the questionnaires.

A structured questionnaire containing various questions on eight (8) market orientation antecedents was personally administered to the staff selected. A grace period of three days was given to the respondents to complete the questionnaire due to the numerous numbers of questions posed. In all 108 questions were asked.

The questionnaire consists of two sections, Section A and B. Section A dealt with customer orientation, information generation, information dissemination, reward system, top management emphasis, risk, interdepartmental conflict and connectedness, performance and achievement of organizational goals. Section B basically dealt with the personal information of the respondent

In order to measure the extent to which the sampled employees had embraced (practiced) the principles of market orientation, respondents were asked to indicate (on a five -point Likert scale), their degree of agreement or disagreement with statements pertaining to dimensions of market orientations.

Specifically respondents were asked to indicate the extent to which they agree or disagree with statements pertaining to the practice of the various market orientations constructs. The extent ranges from very high extent (5) to no extent at all (1).

The items in section A were the adopted and modified works of Kohli and Jaworski (1990) Narver and Slater (1990) Vazquez et al (2002) Blankson and Stokes (2002), Kuada and Buatsi (2005) among others.

Out of the eighty (80) questionnaires administered seventy five (75) were successfully received.

### **Sample II**

In order to cross-validate the findings from the sample above, data were obtained from a second sample. The sample frame for this group was the list of customers of the company within and around the catchments area of the company. From this sampling frame one hundred and seventy (170) customers were selected at random. From these set twenty (20) customers could not be reached because of wrong location addresses resulting in an effective base of one hundred and fifty (150).

Due to the large nature of the sample, additional assistance was sort from two marketing students of Kumasi Polytenic to help administer the questionnaires.

A structured questionnaire containing forty one (41) questions was personally administered by the team. Due to the level of education of most of the respondents, there was that need to read and translate the questions into the local language (Twi). The group tried as much as possible to avoid mis-representation of the question in the process of translating into the local language.

Basically the questionnaire for this category aimed at assessing the customer's perception about the company's performance.

Confidentiality was assured, and incentive for participating in the research (by making the report of the research available to the respondents if they so desire) was promised. The use of incentive has been found to be an excellent method for encouraging participation in this kind of research (Dawes, 1999), especially in a developing country such as Ghana.

Again respondents were measured on a six point Likert scale

### 2.3. RESEARCH LIMITATIONS

The limitations of this research should also be considered when interpreting the findings because they point to directions for future research.

As with most research, limitations associated with sampling can temper the generalisability of results. Specifically, improved measures and a larger sample would have allowed for greater faith in the propositions and results.

Secondly due to the limited time and financial resources, not all antecedents of market orientation was analyzed. For instance environmental factors that also affect market orientation was left out.

The educational level of respondents especially in the market place and the mood and tone of administrators of the questionnaire could also affect the validity of the results.

## CHAPTER FOUR

### 4.1. DATA ANALYSES, INTERPRETATION AND PRESENTATION OF FINDINGS

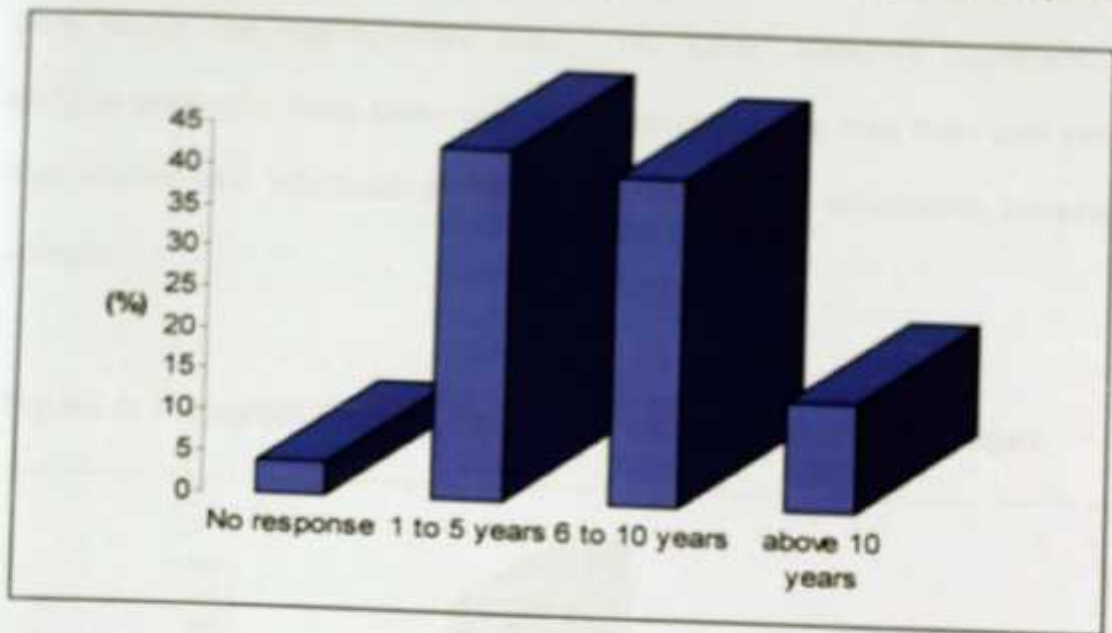
#### 4.1.1 INTRODUCTION

Data collected and the corresponding analyses and interpretations are presented in this section. These include descriptive data and the testing of the research hypotheses. To obtain a clearer picture of the demographic characteristics of the sample, results are presented in the form of histograms and pie-chart. The hypotheses are, however, presented using inferential statistics. Specifically, all the hypotheses were tested with parametric statistical tests such as Multiple Regressions and the Pearson's Product Moment Correlation. Several factors informed the choice of these parametric tests, which include, the dependent variable on which the hypotheses were tested was measured with interval scale and the fact that the distribution of scores was normal. The Multiple Regression for instance, makes it possible to investigate the predictive validity of multiple independent variables on the dependent variable. The Statistical Package for the Social Sciences (SPSS) software was used in the computations.

#### 4.1.2. DEMOGRAPHIC DATA

The demographic data of significance in this study includes age of respondents' length of service and present rank as well as respondents' department within TCCBCGL. Results obtained are presented below:

Figure 1: Histogram showing the length of service of respondents in percentages



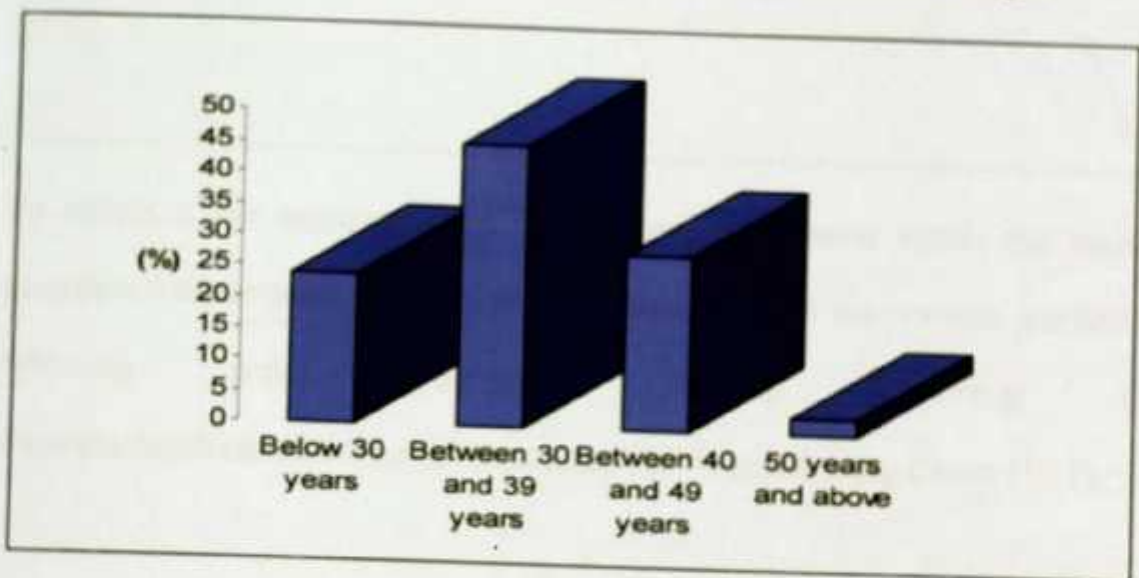
The figure above depicts that although a noticeable number of respondents (40%) have been working with TCCBCGL for the past 6-10 years, majority of the workers (42.7%) have been working below 5 years. About 13% have been working for more than 10 years. However, 4% of the respondents could not indicate the length of period they have served with the company to date.

Figure 2: Histogram showing respondents' rank in percentages



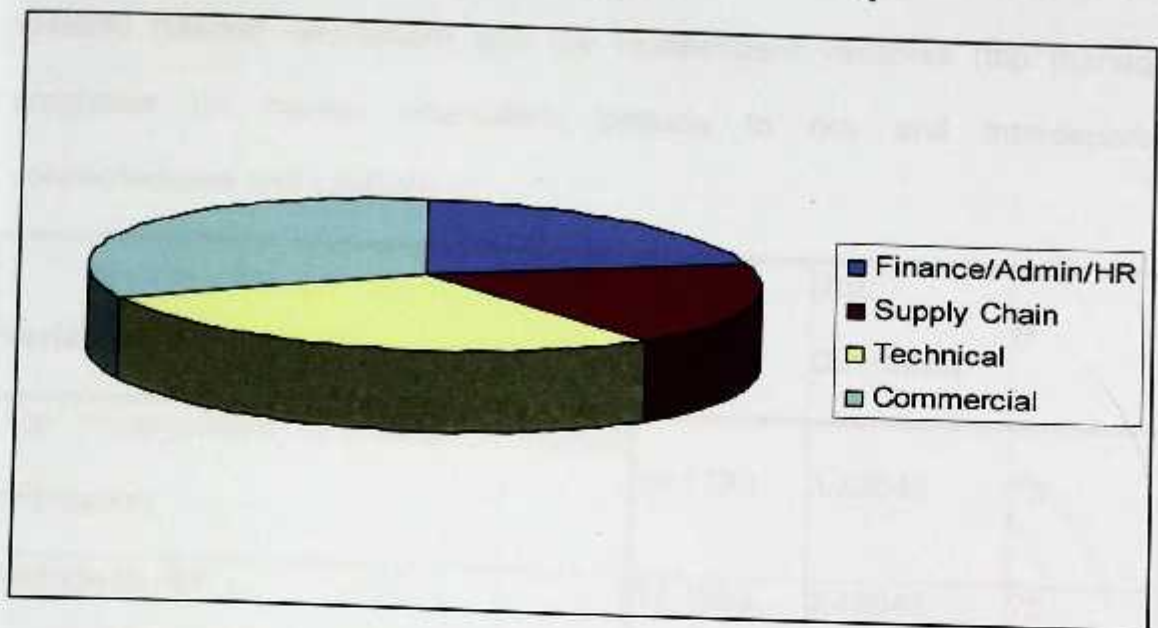
Respondents who are junior staff by rank were on the majority (52%) in relation to the total sample size. About 33% of the respondents were senior staff whilst 9.3% were within the management team. The "other" category represents National Service staff who have been with the organization for less than one year and for that matter are informed of the nature of market orientation adopted by the company.

**Figure 3:** Histogram showing the ages of respondents in percentages



It appears from figure 4 that majority (45.3%) of the respondents contacted was between 30 and 39 years age bracket. Individuals below 30 years were 24% of the sample whilst staff between 40 and 49 years was about 28% of the total sample. Only 2.7% represented those above 50 years.

**Figure 4:** Pie Chart showing the representation of various departments in percentages



To obtain a fair representation of the various sections within the company in question, respondents were randomly selected from the various sections in the following order Commercial (32%), Technical (29.3%), Finance/Administration/Human Resource (20%) and Supply Chain (18.7).

#### **4.2. INFERENCE STATISTICS**

##### ***Reliability test***

In order to test whether the items in the market orientation instrument could measure the same underlying construct, the items were subjected to an internal consistency or reliability test. In the current study, computation of the internal consistency shows a Cronbach alpha coefficient of 0.91 for the entire scale. This value is significant and shows that each item in the entire scale differentiates among respondents in the same direction. Thus, the scale measures what it was designed to measure, that is, market orientation.

#### 4.2.1 HYPOTHESES TESTING

**Table 1:** Descriptive Statistics indicating the relationship between the dependent variable (Market orientation) and the independent variables (top management emphasis on market orientation, attitude to risk and interdepartmental connectedness and conflict).

Variables	Mean	Std. Deviation	N
Top management emphasis on market orientation	15.1733	3.33845	75
Attitude to risk	17.4933	3.46945	75
Interdepartmental connectedness and conflict	48.2800	6.90585	75

The Multiple Regression was used to determine the relationship between the company's overall emphasis on market orientation, top management emphasis on market orientation, attitude to risk and interdepartmental connectedness and conflict. The descriptive statistics presented in the table above shows the following mean values: top management emphasis on market orientation (15.1), attitude to risk (17.49) and interdepartmental connectedness and conflict (48.2). The variations in these values show that the various independent variables being considered relate differently to the dependent variable. To determine the predictive power of the various independent variables on the dependent variable and to test for significance, the Multiple Regression was used and is presented below.

**Table 2:** Standard Multiple Regression Analysis results for hypotheses 1-3

Independent Variables	Criterion (Market Orientation)		
	R	$\beta$	p
<i>Top management emphasis on market orientation</i>	.546	.295	.05
<i>Attitude to risk</i>	.249	.110	n.s
<i>Interdepartmental connectedness and conflict</i>	.568	.364	.005
R <sup>2</sup>	.395		
F	F(3, 74) = 15.47, p<.005		

Results presented in the table above (table 2) indicate a statistically significant relationship between top management emphasis on market orientation and the company's overall emphasis on market orientation ( $r = .546$ ,  $p < .05$ ). The hypothesis that the greater the top management emphasis on market orientation, the greater the overall market orientation of the organization is therefore supported. A critical statistic, in the table above (table 2) is the beta ( $\beta$ ) coefficient, which indicates the unique contribution of each independent variable to variations in the dependent variable. A look at the results presented indicate that top management emphasis on market orientation as a single model made a

statistically significant contribution to explaining the company's overall emphasis on market orientation ( $\beta = .295, p < .05$ ) holding the other variables constant.

The second hypothesis which stated that the greater the risk aversion of top management, the lower the overall market orientation of the organization was, however, not supported ( $r = .249, p = n.s$ ). Risk aversion of top management (as a single model) was found to be the least contributor to variations in the company's overall emphasis on market. This implies that risk aversion of top management does not predict the overall market orientation of organizations.

As in the third hypothesis, the hypothesis that the greater the interdepartmental connectedness, the greater the overall market orientation of the organization was supported ( $r = .568, p < .05$ ). This implies that the overall market orientation of the organization is a function of the interdepartmental connectedness. The reverse is therefore true. It was also realized that interdepartmental connectedness contributed most in determining the degree of the organization's overall market orientation as depicted by a high beta value ( $\beta = .364, p < .005$ ).

**Table 3:** Descriptive Statistics indicating the relationship between the dependent variable (Market orientation) and the independent variables (formalization, centralization and reliance of market-based factors).

Variables	Mean	Std. Deviation	N
Formalization	17.4933	3.46556	75
Centralization	13.2267	4.25401	75
Reliance of market-based factors	17.4267	4.39033	75

It appears the figures presented in table 3 are quite similar to each other indicating that they predict overall market orientation within organizations in the same direction (formalization = 17.49, centralization = 13.22 and reliance of market-based factors = 17.42). To examine this, the Standard Multiple Regression which was used is presented below.

**Table 4:** Standard Multiple Regression Analysis results for the relationship between the overall market orientation and formalization, centralization and reliance of market-based factors.

Independent Variables	Criterion (Market Orientation)		
	R	$\beta$	p
<i>Formalization</i>	.023	-.160	.173
<i>Centralization</i>	-.490	-.441	.005

<b>Reliance of market-based factors</b>	.315	.333	.05
<b>R<sup>2</sup></b>	.317		
<b>F</b>	F(3, 74) = 11.004, p < .005		

A cursory look at the figures presented in table 4 indicates that overall market orientation is not a function of the level of formalization with the systems and structures within the organization ( $r = .023$ ,  $p = n.s$ ). Thus, the hypothesis that the greater the formalization, the lower the overall market orientation of the organization. The beta value obtained ( $\beta = -.160$ ,  $p = n.s$ ) speaks to the fact that there is a weak relationship between the level of formalization within an organization and the overall market orientation of the organization in question. Statistically, formalization as a single model or theory does not predict the overall market orientation of organizations.

Centralization was found to significantly predict the overall market orientation of organizations. The hypothesis that the greater the centralization, the lower the overall market orientation of the organization was retained ( $r = -.490$ ,  $p < .005$ ). This indicates that there is an inverse relationship between the extent of centralization in organizations and the overall market orientation of organizations. This is supported by the high beta value reported in table 4 above ( $\beta = -.441$ ,  $p < .005$ ), indicating that centralization as a single model contributes significantly to variations in the overall market orientation of organizations.

Data presented in table 3 further indicates that reliance on market-based factors in evaluating and rewarding employees predicts the overall market orientation of organizations. The hypothesis that the greater the reliance on market-based factors for evaluating and rewarding employees, the greater the overall market orientation of the organization is therefore retained ( $r = .315, p < .05$ ). Reliance on market-based factors for evaluating and rewarding employees as a single model could significantly predict overall market orientation of organizations ( $\beta = .333, p < .05$ ).

**Table 5:** Summary of Pearson's product Moment correlation results indicating the relationship between organization's market orientation and its business performance.

Variables	Mean	Std. Deviation	N	r	p
Perceived performance of organization	33.0667	5.23846	75	.554	.005
Overall market orientation	65.1067	8.50051	75		

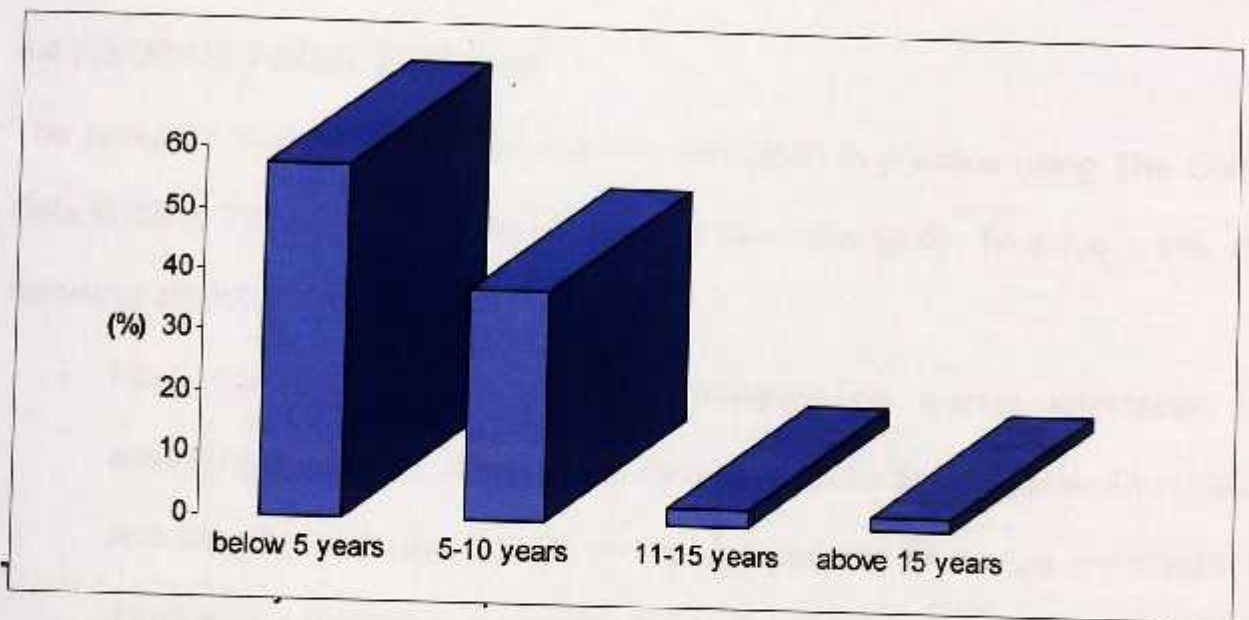
The Pearson's product Moment correlation computations indicate a significant relationship between the nature of market orientation of the organization and its business performance ( $r = .554, p < .005$ ). Thus, the hypothesis that the greater the market orientation of an organization the higher its business performance is retained.

### 4.3 ANALYSIS OF DATA COLLECTED FROM THE MARKET

The reliability of the 43 item questionnaire used to collect data from outside the TCCBCGL – Kumasi plant was .86 which is quite respectable. This implies that the data gathered is internally consistent.

The demographic characteristics of sample indicate that majority (57.7%) of the respondents contacted have been dealing with TCCBCGL for less than 5 years. Almost 37.6% of the respondents have been dealing with the company between 5 to 10 years which gives a positive signal about the credibility of the information gathered. By implication, about 4.7% of the respondents have been dealing with the company for not less than 10 years as indicated in the figure below.

**Figure 1:** Histogram indicating the number of years respondents have been dealing with TCCBCGL



Relationship between customer satisfaction and the organization's market orientation.

Variables	Mean	Std. Deviation	N	r	p
<i>Customer satisfaction</i>	88.88	13.64686	150	.606	.001
<i>Overall market orientation</i>	49.4027	10.44543	150		

The Pearson's product Moment correlation computations indicate a significant relationship between customer satisfaction and the firm's overall market orientation ( $r = .606$ ,  $p < .001$ ). By implication, the hypothesis that the more satisfied customers are about a firm's performance the higher the firms overall market orientation is therefore retained.

#### 4.4 FINDINGS AND DISCUSSION

The research sought to examine market orientation in practice using The Coca-Cola Bottling Company of Ghana Ltd Kumasi as a case study. To achieve this, the following objectives were stated

- First, contribute to the existing knowledge on market orientation by extending the insight obtained from previous research by Appiah Adu (1995) and Kuada and Buatsi (2005) on the antecedents of market orientation in developing countries to a specific firm in Ghana.
- Secondly, to investigate the practice of market orientation, with a specific focus on the extent to which The Coca-Cola Bottling Company of Ghana

Limited (TCCBCGL) places emphasis on the different dimensions of market orientation

Specifically, this research seeks to determine the degree to which TCCBCGL emphasizes satisfaction of their target customers and clients in their market orientation practices as well as the extent to which the firm is sensitive to the practices and strategies of rival companies and emphasizes information generation, dissemination and utilization within the company.

- Finally the present research will also assess the perception of the external stakeholders such as customers and suppliers in the assessment of the firm's market orientation.

To ascertain the relevance or otherwise of the stated objectives, various propositions were formulated and tested. (Ref. Chapter One)

Of all the hypotheses stated, only two could not be supported. The findings and implications for policy making are discussed below.

***H1: The greater the top management emphasis on market orientation, the greater the overall market orientation of the organization.***

The first hypotheses which stated that the greater the top management emphasis on market orientation, the greater the overall market orientation of the organization was supported. The mean value obtained for top management emphasis on market orientation could reach statistical significance (mean = 15.17,  $p < .05$ ).

**Table 1 & 2.** By implication, generally, within TCCBCGL, there is much emphasis on market orientation by top management which gives weight to the overall market orientation of the organization.

The central theme in these writings is that unless an organization gets clear signals from top managers about the importance of being responsive to customer needs, the organization is not likely to be market-oriented (Levit 1969, Webster 1988.)

Top management reinforcement of the importance of a market orientation is likely to encourage individuals in the organization to trade changing markets, share market intelligence with others in the organization and be responsive to market needs.

***H2: The greater the risk aversion of top management, the lower the overall market orientation of the organization.***

The second hypothesis which stated that the greater the risk aversion of top management, the lower the overall market orientation of the organization was not supported ( $r = .249$ ,  $p = n.s$ ). **Table 1 & 2.** By the mean value (17.49), **Table 1 & 2**, it is clear that in as much as overall market orientation is high in TCCBCGL, management is not bold to take calculated risks that are relevant to the growth of the business.

Responsiveness to changing markets often calls for the introduction of new product and services to match the evolving customer needs and expectation. But new products, services and programs often run a high risk of failure and tend to be more salient than established products. Kohli and Jaworski (1990) argue that if top management demonstrates a willingness to take risk and to accept occasional failures as being natural, junior managers are more likely to propose and introduce new offerings in response to changes in customer needs. By contrast if top management is risk averse and intolerant of failures subordinates are less likely to focus on generating or disseminating market intelligent or responding to changes in customer needs.

**H3: The greater the interdepartmental conflict, the lower the overall market orientation of the organization.**

It was also hypothesized that the greater the interdepartmental connectedness, the greater the overall market orientation of the organization. This hypothesis was therefore supported (mean = 48.2,  $r = .568$ ,  $p < .05$ ). **Table 1 & 2.** The results show how interdepartmental cooperation and connectedness helps to achieve corporate objectives in the company. Conflicts may exist occasionally, however, the nature of conflicts that may occur among department are not left to protract and eat into the fabric of work processes across departments.

The second set of factors that is hypothesized to have an effect on a market orientation pertains to interdepartmental dynamics. A particularly salient factor proposed to affect a market orientation is interdepartmental conflict, which refers to the tension among departments arising from incompatibility of actual or desired response. Several authors point to interdepartmental as an inhibitor of a market orientation (Leviit 1969. and Laczniak 1976.). Essentially, interdepartmental conflict is likely to inhibit communication across departments (Ruekert and Walker 1987), thereby lowering market intelligence dissemination. In additional, tension among departments is likely to inhibit a concerted response by the departments to market needs, thereby hampering a market orientation. No effects are expected for intelligence generation, because interdepartmental conflict should not affect the information acquisition process in a given department.

**H4: The greater the interdepartmental connectedness, the greater the overall market orientation of the organization.**

A market orientation is also posited to be affected by interdepartmental connectedness, which refers to the degree of formal and informal direct contact among employees across departments. Several related streams of research suggest that connectedness facilitates interaction and exchange of information, as well as the actual utilization of the information. Therefore, it can be expected that the greater the extent to which individuals across departments are directly connected (or networked), the more they are likely to exchange market intelligence and respond to it in a concerted fashion. (Kohli and Jaworski 1990)

***H5a: The greater the formalization, the lower the overall market orientation of the organization.***

***H5b: The greater the centralization, the lower the overall market orientation of the organization.***

It emerged that overall market orientation is not a function of the level of formalization with the systems and structures in TCCBCGL (mean = 17.49,  $r = .023$ ,  $p = n.s$ ). **Table 3 & 4.** To this effect, the hypothesis that the greater the formalization, the lower the overall market orientation of the organization was not supported. By implication this means that TCCBCGL organizational system is more centralized than formalized.

Centralization was found to be high in TCCBCGL and could significantly predict the overall market orientation of the company. Hence, the hypothesis that the greater the centralization, the lower the overall market orientation of the organization was retained (mean = 13.2267,  $r = -.490$ ,  $p < .005$ ). **Table 3 & 4**

Formalization represents the degree to which rules define roles, authority relations, communications, norms and sanctions, and procedures. (Hall et al 1967).

Centralization refers to the inverse of the amount of delegation of decision – making authority throughout the organization and the extent of participation by organizational members in decision making. (Arken and Hage 1968) Research to date suggests that both formalization and centralization are inversely related to information utilization.

Hence the more formalized and centralized an organization is the lower the degree of market orientation. Result from TCCBCGL indicates that, there is higher centralization which negatively affects their effort to orient towards the market.

***H6: The greater the reliance on market-based factors for evaluating and rewarding employees, the greater the overall market orientation of the organization.***

It also emerged that the company relies heavily on market-based factors for evaluating and rewarding employees (mean = 17.42) and ( $p < .05$ ). **Table 4** It is therefore not surprising that the hypothesis that the greater the reliance on market-based factors for evaluating and rewarding employees, the greater the overall market orientation of the organization was retained.

Literature on the subject suggests that measurement or reward systems are instrumental in shaping the behaviors of employees (Anderson and Chambers 1985; Jaworski 1988; Lawler and Rhode 1976). In the present context, Webster (1988) argues that, the key to developing a market-driven, customer-oriented business lies in how managers are evaluated and rewarded. He observed that if managers primarily are evaluated on the basis of short-term profitability and sales,

they are likely to focus on these criteria and neglect market factors such as customer satisfaction that assures the long-term health of an organization. Consistent with the preceding arguments, it can be expected that individuals in organization that emphasis customer satisfaction and market –oriented behavior as bases for administering rewards will more readily generate market intelligence, disseminate it internally and be responsive to market needs.

***H7: The greater the market orientation of an organization the higher its business performance.***

In general, the performance of TCCBCGL is perceived as encouraging (mean = 33.06) and ( $p < .005$ ) **Table 5** in relative terms to general performance in the industry. A significant relationship was established between the nature of the organization's market orientation and its business performance.

A market orientation is frequently posited to improve business performance. The argument is that organizations that are market oriented, i.e., those that track and respond to customer needs and preferences can better satisfy customers and hence perform at higher levels. The study by Lusch and Laczniak (1987) provides some support for this relationship. Another study by Narver and Slater (1990) also offers empirical support for the relationship posited between market orientation and business performance.

To link the above up with employee commitment, research reported by Kohli and Jaworski (1990) suggests that a market orientation affords a number of psychological and social benefits to employees. Specifically, a market orientation is argued to lead to a sense of pride in belonging to an organization in which all

departments and individual work towards the common goal of satisfying the customers. Accomplishment of this objective is posited to result in employees sharing a feeling of worthwhile contribution, a sense of belongingness, and therefore, commitment to the organization

***H8. The more satisfied customers are about a firm's performance the higher the firms overall market orientation.***

Generally, customers of the company are satisfied with the business practice of the company (mean = 88.88). **Table 6.** For instance, the question as to whether it is better dealing with other competitor companies than this company indicated that they strongly disagree to that assertion, which is indicative of the fact that there is high customer satisfaction. Also, the question as whether customers are proud to work for the company proves to be positive. In this regard, the hypothesis that the more satisfied customers are about a firm's performance the higher the firms overall market orientation is therefore retained.

### 5.1. CONCLUSION

The objectives of this research are to extend the insight obtained from previous research by Appiah Adu (1995) and Kuada and Buatsi (2005) on the antecedents of market orientation in developing countries to a specific firm in Ghana, and also to investigate the practice of market orientation, with a specific focus on the extent to which The Coca-Cola Bottling Company of Ghana Limited (TCCBCGL) places emphasis on the different dimensions of market orientation

The extension of market orientation in developing country context to specific firm has been accomplished successfully; more so various antecedents of market orientation have been used to investigate the practice of market orientation in TCCBCGL.

The findings of the study suggest that the market orientation of a business is an important determinant of its performance. As such it appears that managers should strive to improve the market orientation of their business in their efforts to attain higher business performance. The study suggests several factors as important determinants of a market orientation. Specifically, a market orientation appears to be facilitated by the amount of emphasis top managers place on market orientation through continual reminders to employees that it is critical for them to be sensitive and responsive to market developments.

Importantly, a market orientation appears to require a certain level of risk taking on the part of senior managers and a willingness to accept occasional failures of new products and services as being normal part of business life. In the

absence of such a willingness to take calculated risks, employees in the lower level of an organization hierarchy are unlikely to want to respond to market developments with new products, services or programs. While the role of top managers in engendering a market orientation is important, it appears that the nature of interdepartmental dynamics also plays a very important role in determining the level of market orientation of the business. Two factors that appeared to affect a market orientation are interdepartmental connectedness and conflict.

Interdepartmental conflict appears to reduce a market orientation, whereas connectedness appears to play a facilitating role. As such, it may be useful to promote interdepartmental connectedness through physical proximity of departments and through telemetric (e.g. Computer hookups, voice mail). While some level of interdepartmental conflict is inherent in the charters of the different departments, it appears useful to reduce the level of conflict by using various means such as interdepartmental training programs, cross-functional activities and alignment of departmental performance objectives by focusing them on markets (e.g. customer satisfaction)

The role of market -based reward systems appears to be strong, suggesting that reward system should take into account the contribution of individuals in sensing and responding to market needs. Additionally, the negative relationship between centralization and market orientation suggests that it may be useful to empower employees to make decisions at the lower level of organizations rather than concentrate decision making in the upper echelons of the organization. Although formalization does not appear to affect a market

orientation it would seem that the content of formal rules, rather than their mere presence, is a more important determinant of market orientation.

## 5.2. RECOMMENDATIONS

Though the result from this study showed a higher degree of market orientation in almost all the antecedent tested in the company the following are recommended for better managerial decision making.

In order to further increase and maintain the level of market orientation in the company, senior Managers must themselves be more convinced of the value of a market orientation and communicate their commitment to junior employees. Though annual reports and public interviews proclaiming a market orientation as helpful, junior employees need to witness behaviors and resource allocation, that reflects a commitment to a market orientation.

Again senior Managers must develop positive attitude toward change and a willingness to take calculated risk. A market orientation is almost certain to lead to a few projects or programs that would not succeed. However supportive reaction to failures is critical for engendering a change-oriented philosophy represented by the marketing concept.

To improve upon their performance further, the company should also identify interdepartmental dynamics that can be more managed through appropriate in-house efforts. Interdepartmental variables - conflict, connectedness - clearly have a key role in influencing the dissemination and responsiveness to market

intelligence. Some inexpensive ways to manage these two antecedents more effectively include:

- Interdepartmental lunches
- Sports leagues that require mixed-department teams
- News letters that 'poke fun' at various interdepartmental relations.

On the advanced level, the following are recommended;

- Exchange of employees across departments
- Cross-department training programs and
- Senior department managers spending a day with executives in other departments.

Such efforts appear to foster an understanding of the personalities of managers in other departments, their culture and their particular perspectives.

Another variable that senior managers might alter to foster a market orientation pertains to centralization though the impact of this variable is not dissemination of market intelligence. There is the need to work at departmentalizing decision making process in the company.

Senior Managers can help foster a market orientation to a higher degree by readjusting the rewards systems from being more of finance based (e.g. sales, profits) to being more market based (e.g. customer satisfaction, intelligence) obtained.

It is also worth mentioning that there is the need for the company to re-assess its relationship with its customers for better performance. Below are some remarks received from most customers though they admit that the company is not performing badly.

- No meeting is held and no reward is given every year.
- Company should improve their bond between customers and the company.
- Company should take their request to task, especially fridges, ice chest etc.
- Company should increase their production during festive seasons to ensure smooth distribution.
- They need souvenirs.
- No reward for excellent service.

### **5.3. FUTURE RESEARCH DIRECTION**

There appear to be several areas in need of further research. Perhaps the most important relates to an assessment of the impact of market orientation on business performance. Although the results of this study provide support for a relationship between market orientation and judgmental measure of performance, the posited relationship between market orientation and market share was not evaluated.

It would also be useful to assess the relationship between market orientation and alternative dimensions of business performance over extended periods of time.

Future research should also be extended to the mother company in Accra and the sample size in the market place large enough to truly assess customer's perception of the company.

Thirdly, it seems desirable to assess the role of additional factors influencing market orientation of an organization. For example do certain characteristics of employees (personality, attitudes) help or hinder a market orientation? In the same vein some of the variables included in the present study deserve further investigation. For example, while formalization was hypothesized to affect a market orientation, it was found to be unrelated to it or any of its components. Also market reward systems as a measure of market orientation in the company should be revisited though the present research portrays a positive situation.

Future research in this direction should also look at other moderating factors that affect the overall performance of the company. For example, variables such as market turbulence, and competition could be assessed.

It will be very interesting to compare perceptions of employees at different levels of the company and account for differences in perceptions, if any concerning the company's market orientation.

Finally, replication of this research in another business or company is necessary.

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## Appendix 1

### Frequency Table - Staff

Item	Responses				
	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
<b>Companies Emphasis on Market Orientation</b>					
1. Our company vision stresses the importance of customer satisfaction.	70.7	18.7	10.7	0	0
2. We base our competitive advantage on understanding customer needs	33	31	11	0	0
3. We systematically and frequently measure customer satisfaction.	9.3	66.7	10.7	13.3	0
4. We pay close attention to after-sales service.	25.3	46.7	14.7	13.3	0
5. We constantly seek to increase benefits or reduce costs to the customers.	22.7	52.0	20.0	2.7	2.7
6. We gather information to understand customer present and future needs.	21.3	41.3	21.3	14.7	1.3
7. The company rewards those employees who provide excellent customer service	17.3	45.3	8.0	24.0	5.3
8. We use our customers as important sources of new product ideas	18.7	52.0	17.3	10.7	1.3
9. We share information about our customer experiences across all departments.	17.3	26.7	34.7	18.7	2.7
10. We respond rapidly to competitors' actions that threaten us.	24.0	44.0	18.7	12.0	1.3
11. Management regularly discusses competitors' strengths and strategies.	28.0	40.0	24.0	4.0	4.0
12. We target customers where we have, or can develop, an advantage over competitors	24.0	50.7	18.7	1.3	5.3
13. We communicate information about our customer experiences.	6.7	61.3	12.0	20.0	0
14. All of our departments work together to serve the needs of our customers.	40.0	57.3	1.3	1.3	0
15. All sections understand how everyone in our company can contribute to creating superior value for the customer.	30.7	56.0	12.0	1.3	0
16. Issues concerning market developments are communicated to all employees.	10.7	41.3	20.0	14.7	13.3
17. Our departments cooperate to give us advantages over our competitors.	20.0	57.3	12.0	0	10.7
<b>Intelligence Generation</b>					
18. In this business unit, we meet with customers at least once a year to find out what products or services they will need in the future.	30.7	34.7	20.0	5.3	9.3
19. Individuals from our manufacturing department interact directly with customers to learn how to serve them better.	5.3	45.3	36.0	8.0	5.3
20. In this business unit, we do a lot of in-house market research.	5.3	45.3	24.0	13.3	12.0
21. We are slow to detect changes in our customers' product preferences.	6.7	37.3	22.7	37.3	6.7
22. We poll end users-at least once a year to assess the	21.3	38.7	32.0	8.0	0

23. We often talk with or survey those who can influence our end users' purchases (e.g., retailers, distributors).	20.0	64.0	13.3	2.7	0
24. We collect industry information through informal means (e.g., lunch with friends, talks with trade partners).	8.0	32.0	32.0	20.0	6.7
25. In our business unit, intelligence on our competitors is generated independently by several departments.	9.3	37.3	44.0	6.7	1.3
26. We periodically review the likely effect of changes in our business environment (e.g., regulation on customers).	20.0	42.7	18.7	16.0	2.7
<b>Intelligence Dissemination</b>					
27. A lot of informal "hall talk" in this business unit concerns our competitors' tactics or strategies.	4.0	33.3	33.3	20.0	8.0
28. We have inter-departmental meetings at least once a quarter to discuss market trends and developments.	18.7	33.3	14.7	12.0	21.3
29. Marketing personnel in our business unit spend time discussing customers' future needs with other functional departments.	9.3	58.7	9.3	6.7	16.0
30. Our business unit periodically circulates documents (e.g., reports, newsletters) that provide information on our customers.	8.0	24.0	21.3	28.0	18.7
31. When something important happens to a major customer or market, the whole business unit knows about it in a short period.	10.7	25.3	28.0	18.7	17.3
32. Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	1.3	34.7	26.7	18.7	18.7
33. There is minimal communication between marketing and other departments concerning market developments	17.3	24.0	6.7	45.3	5.3
34. When one department finds out something important about competitors, it is slow to alert other departments	16.0	16.0	40.0	21.3	5.3
<b>Responsiveness</b>					
35. It takes us forever to decide how to respond to our competitors' price changes.	8.0	60.0	16.0	12.0	2.7
36. Principles of market segmentation drive new product development efforts in this business unit.	16.0	36.0	33.3	12.0	2.7
37. For one reason or another we tend to ignore changes in our customers' product or service needs	5.3	50.7	26.7	10.7	6.7
38. We periodically review our product development efforts to ensure that they are in line with what customers want.	9.3	61.3	14.7	13.3	1.3
39. Our business plans are driven more by technological advances than by market research.	8.0	42.7	22.7	17.3	9.3
40. Several departments get together periodically to plan a response to changes taking place in our business environment	4.0	53.3	22.7	9.3	10.7
41. The product lines we sell depend more on internal politics than real market needs.	13.3	20.0	21.3	12.0	33.3
42. If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	14.7	41.3	24.0	18.7	1.3
43. Customer complaints fall on deaf ears in this business unit.	57.3	25.3	12.0	4.0	1.3
44. Even if we came up with a great marketing plan, we probably would not be able to implement it in a timely fashion.	16.0	18.7	21.3	29.3	14.7
45. We are quick to respond to significant changes in our	2.7	30.7	21.3	30.7	13.3

competitors' pricing structures.					
46. When we find out that customers are unhappy with the quality of our service, we take corrective action immediately.	34.7	44.0	9.3		
<b>Top Management Emphasis on Market Orientation</b>					
47. Top managers repeatedly tell employees that this business unit's survival depends on its adapting to market trends.	21.3	44.0	6.7	10.7	1.3
48. Top managers often tell employees to be sensitive to the activities of our competitors.					0
49. Top managers keep telling people around here that they must gear up now to meet customers' future needs	24.0	53.3	13.3	2.7	6.7
50. According to top managers here serving customers is the most important thing our business unit does.	24.0	53.3	13.3	2.7	6.7
<b>Attitude to Risk</b>					
51. Top managers in this business unit believe that higher financial risks are worth taking for higher rewards.	36.0	49.3	13.3	0	1.3
52. Top managers here accept occasional new product failures as being normal.	5.3	28.0	28.0	26.7	12.0
53. Top managers in this business unit like to take big financial risks	1.3	25.3	32.0	26.7	13.3
54. Top managers here encourage the development of innovative marketing strategies, knowing well that some will fail.	1.3	14.7	38.7	37.3	8.0
55. Top managers in this business unit like to "play it safe."	2.7	45.3	33.3	18.7	0
56. Top managers around here like to implement plans only if they are very certain that they will work.	4.0	22.7	26.7	46.7	0
<b>Interdepartmental connectedness and conflict</b>					
57. Most departments in this business get along well with each other.	5.3	29.3	37.3	26.7	1.3
58. When members of several departments get together, tensions frequently run high.	28.0	57.3	8.0	6.7	0
59. People in one department generally dislike interacting with those from other departments.	36.0	37.3	14.7	5.3	6.7
60. Employees from different departments feel that the goals of their respective departments are in harmony with each other.	37.3	26.7	28.0	0	8.0
61. Protecting one's departmental turf is considered to be a way of life in this business unit.	21.3	50.7	21.3	5.3	1.3
62. The objectives pursued by the market department are incompatible with those of other department.	22.7	9.3	22.7	37.3	8.0
63. There is little or no interdepartmental conflict in this business Unit	20.0	29.3	29.3	21.3	0
64. In this business unit, it is easy to talk with virtually anyone you need to regardless of rank or position.	8.0	52.0	33.3	4.0	1.3
65. There is ample opportunity for informal "hall talk" among individuals from different departments in this firm.	32.0	44.0	24.0	0	0
66. In this business unit, employees from different departments feel comfortable calling each other when the need arises.	24.0	50.7	22.7	1.3	0
67. Managers here discourage employees from discussing work-related matters with those who are not their immediate superiors or Subordinates.	20.0	56.0	21.3	2.7	0
	32.0	22.7	16.0	14.7	14.7

68. People around here are quite accessible to those in other departments.	28.0	42.7	17.3	9.3	2.7
69. Junior managers in my department can easily schedule meetings with junior managers in other departments.	6.7	44.0	28.0	17.3	4.0
<b>Formalization</b>					
70. I feel that I am my own boss in most matters	1.3	21.3	33.3	38.7	5.3
71. A person can make his own decisions without checking with anybody else.	2.7	12.0	33.3	30.7	21.3
72. How things are done around here is left up to the person doing the work.	0	13.3	36.0	30.7	20.0
73. People here are allowed to do almost as they please	0	9.3	5.3	54.7	30.7
74. Most people here make their own rules on the job	0	2.7	8.0	48.0	41.3
75. The employees are constantly being checked on for rule violations.	4.0	40.0	18.7	34.7	2.7
76. People here feel as though they are constantly being watched to see that they obey all the rules	5.3	40.0	30.7	12.0	12.0
<b>Centralization</b>					
77. There can be little action taken here until a supervisor approves a decision.	8.0	34.7	30.7	20.0	6.7
78. A person who wants to make his own decision would be quickly discouraged here	2.7	10.7	30.7	37.3	18.7
79. Even small matters have to be referred to someone higher up for a final answer	4.0	29.3	9.3	24.0	33.3
80. I have to ask my boss before I do almost anything.	2.7	12.0	22.7	38.7	22.7
81. Any decision I make has to have my boss' approval.	6.7	24.0	33.3	22.7	13.3
<b>Reward Systems</b>					
82. No matter which department they are in, people in this company unit get recognized for being sensitive to competitive moves	6.7	24.0	30.7	22.7	16.0
83. Customer satisfaction assessments influence senior managers' pay in this company.	4.0	17.3	34.7	29.3	14.7
84. Formal rewards (i.e., pay raise, promotion) are forthcoming to anyone who consistently provides good market intelligence	1.3	12.0	33.3	36.0	17.3
85. Sales peoples' performance in this company is measured by the strength of relationships they build with customers	8.0	34.7	30.7	26.7	0
86. Sales peoples' monetary compensation is almost entirely based on their sales volume	10.7	36.0	37.3	14.7	1.3
87. We use customer polls for evaluating our sales people	1.3	34.7	28.0	20.0	16.0
<b>Organizational Commitment/Team spirit</b>					
88. Employees feel as though their future is intimately linked to that of this firm.	18.7	40.0	18.7	21.3	1.3
89. Employees would be happy to make personal sacrifices if it were important for the business unit's well being.	16.0	45.3	16.0	21.3	1.3
90. The bonds between this organization and its employees are weak.	17.3	40.0	20.0	16.0	6.7
91. In general, employees are proud to work for this company	24.0	54.7	20.0	0	1.3
92. Employees often go above and beyond the call of duty to ensure this company's well being	29.3	57.3	4.0	9.3	0
93. It is clear that employees are fond of this company	17.3	49.3	25.3	5.3	1.3

94. People in this business unit are genuinely concerned about the needs and problems of each other.	2.7	52.0	17.3	10.7	17.3
95. A team spirit pervades all ranks in this company	14.7	50.7	18.7	0	5.3
96. People in this business unit feel emotionally attached to each other.	10.7	42.7	21.3	22.7	2.7
97. People in this organization feel like they are "in it together."	20.0	57.3	12.0	8.0	2.7
98. This business unit lacks "team spirit"	40.0	32.0	13.3	4.0	10.7
99. People in this business unit view themselves as independent individuals who have to tolerate others around them.	13.3	34.7	9.3	21.3	21.3
<b>Perceived Performance of Organisation</b>					
100. Over the past year, we have been successful in generating high revenues for ourselves, given the level of competition and economic growth in our market	17.3	41.3	30.7	10.7	0
101. Compared with our competition, we achieved a high level of market penetration for our products	17.3	41.3	30.7	10.7	0
102. Last year, our revenues were higher than those of our competitors.	13.3	52.0	34.7	0	0
103. Our cost of doing business is reasonable, given the amount of business it generates	17.3	37.3	30.7	12.0	2.7
104. Our investments resulted in adequate profits for us	14.7	37.3	28.0	6.7	1.3
105. Over the past year we made adequate profits relative to the amount of time, effort and energy we devoted to our business	10.7	36.0	32.0	9.3	12.0
106. The different parts of our business will continue to be or will soon become a major source of revenue for us.	5.3	36.0	41.3	5.3	10.7
107. Over the next year, we expect that our revenues will grow faster than our competitor's revenues.	46.7	20.0	30.7	1.3	1.3
108. Over the past years, our market share has grown steadily.	37.3	41.3	14.7	6.7	0

## Appendix 2

### Frequency Table - customers

Item	Responses				
	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
1. The company's vision is well known to every customer	31.5	11.4	5.4	6.7	45.0
2. They base their competitive advantage on understanding customer needs.	21.5	20.1	31.5	11.4	15.4
3. They systematically and frequently measure customer satisfaction.	24.2	27.5	28.9	17.4	2.0
4. They pay close attention to after-sales service.	14.1	14.8	14.8	32.2	24.2
5. They constantly seek to increase benefits or reduce costs to the customers.	12.1	10.7	42.3	22.8	12.1
6. The company rewards those customers who provide excellent service	10.1	8.1	12.1	16.8	52.3
7. They target customers where they have, or can develop, an advantage over competitors.	24.8	17.4	22.1	24.8	9.4
8. All of the company's departments work together to serve the needs of the customers.	32.9	22.1	31.5	8.1	5.4
9. In this business unit, they meet with customers at least once a year to find out what products or services they will need in the future.	5.4	6.0	9.4	16.8	62.4
10. Individuals from the manufacturing department interact directly with customers to learn how to serve them better.	12.1	20.8	13.4	25.5	28.2
11. They are slow to detect changes in customers' product preferences.	23.5	27.5	18.1	10.1	20.8
12. They poll end users-at least once a year to assess the quality of their products and services.	8.1	12.1	10.1	42.3	27.5
13. For one reason or another they tend to ignore changes in our product or service needs.	24.8	19.5	13.4	27.5	14.8
14. Customer complaints fall on deaf ears in this business unit.	33.6	10.7	9.4	16.8	29.5
15. They are quick to respond to significant changes in their competitors' pricing structures.	9.4	20.1	29.5	25.5	15.4
16. When they find out that customers are unhappy with the quality of their service, they take corrective action immediately.	23.5	16.8	8.1	30.2	20.8
17. Customers feel as though their future is intimately linked to that of the firm.	45.0	12.8	15.4	16.1	10.7
18. Customers are very happy to make personal sacrifices if it were important for the business unit's well being.	29.5	21.5	12.8	17.4	18.8
19. The bonds between this organization and its customers are weak.	14.1	11.4	16.1	22.1	36.2

0. In general, customers are proud to work for this company	32.9	26.8	26.2	8.1	3.4
1. It is clear that customers are fond of this company	35.6	35.6	14.1	12.8	2.0
2. Working for this company is like being a part of a big family	50.3	16.8	12.1	10.7	10.1
3. The company always provide services as promised	38.9	20.8	7.4	23.5	9.4
4. This company can be depended on in handling customer service problems	18.8	24.8	13.4	36.9	6.0
5. They always perform service right at the first time.	26.2	34.2	8.7	13.4	17.4
6. Customers are always inform about when services will be provided	38.3	44.3	8.7	7.4	.7
7. The employees of this company are always willing to help customers	29.5	29.5	15.4	21.5	4.0
8. Employees instill confidence in their customers	26.8	28.2	28.9	12.8	3.4
9. They make customers feel safe in their transactions	28.2	33.6	17.4	18.1	2.7
10. Employees of the company are consistently courteous in their dealings	32.2	30.2	19.5	11.4	4.7
11. Employees are knowledgeable enough to answer customer questions	45.6	26.8	12.8	11.4	3.4
12. Employees of the company provide individual attention to each client	26.2	32.9	30.9	6.7	2.7
13. The hours of service is most convenient to all customers	17.4	38.9	13.4	15.4	14.8
14. The company has the customer's best interest at heart.	26.8	26.2	12.8	20.8	13.4
15. The company has visually appealing facilities.	24.8	33.6	30.2	10.1	1.3
16. The employees of the company have a neat and professional appearance.	58.4	33.6	.7	7.4	0
17. It is better dealing with other competitor companies than this company.	26.2	11.4	15.4	14.1	32.9
18. You are treated with due respect and cordiality anytime one visits the facility or plant	43.6	12.8	36.9	4.7	2.0
19. There are many product complaints with the company's products than their competitors.	26.2	20.1	16.8	30.9	6.0
20. Customers are always educated before a new product is launched.	24.2	18.8	6.0	35.6	15.4
21. Employees of the company are committed to their jobs.	33.6	28.2	27.5	8.1	2.7



## QUESTIONNAIRE

Dear Respondent,

This is a survey to examine **the degree of market orientation** of your company. The research is in partial fulfilment of requirements for an award of Masters of Business Administration degree Certificate at School of Business (KNUST). All information will be used for academic purposes only and shall be treated with the utmost confidentiality.

The questionnaire is anonymous and there are no right or wrong answers. It is important to answer all the questions. Thanks very much for your co-operation.

### SECTION A

The statements below describe norms that operate in business. Please indicate your extent of agreement about how well the statements describe the actual norm in your business. Please circle the right answer.

#### SCALE

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

		Strongly Disagree			Strongly Agree
<b>Companies Emphasis on Market Orientation</b>					
1. Our company vision stresses the importance of customer satisfaction.	1	2	3	4	5
2. We base our competitive advantage on understanding customer needs.	1	2	3	4	5
3. We systematically and frequently measure customer satisfaction.	1	2	3	4	5
4. We pay close attention to after-sales service.	1	2	3	4	5
5. We constantly seek to increase benefits or reduce costs to the customers.	1	2	3	4	5
6. We gather information to understand customer present and future needs.	1	2	3	4	5
7. The company rewards those employees who provide excellent customer service	1	2	3	4	5
8. We use our customers as important sources of new product ideas.	1	2	3	4	5
9. We share information about our customer experiences across all departments.	1	2	3	4	5
10. We respond rapidly to competitors' actions that threaten us.	1	2	3	4	5
11. Management regularly discusses competitors' strengths and strategies.	1	2	3	4	5
12. We target customers where we have, or can develop, an advantage over competitors.	1	2	3	4	5
13. We communicate information about our customer experiences.	1	2	3	4	5

- 14. All of our departments work together to serve the needs of our customers. 1 2 3 4 5
- 15. All sections understand how everyone in our company can contribute to creating superior value for the customer. 1 2 3 4 5
- 16. Issues concerning market developments are communicated to all employees. 1 2 3 4 5
- 17. Our departments cooperate to give us advantages over our competitors. 1 2 3 4 5

Strongly Disagree      Strongly Agree

**Intelligence Generation**

- 18. In this business unit, we meet with customers at least once a year to find out what products or services they will need in the future. 1 2 3 4 5
- 19. Individuals from our manufacturing department interact directly with customers to learn how to serve them better. 1 2 3 4 5
- 20. In this business unit, we do a lot of in-house market research. 1 2 3 4 5
- 21. We are slow to detect changes in our customers' product preferences. 1 2 3 4 5
- 22. We poll end users-at least once a year to assess the quality of our products and services. 1 2 3 4 5
- 23. We often talk with or survey those who can influence our end users' purchases (e.g., retailers, distributors). 1 2 3 4 5
- 24. We collect industry information through informal means (e.g., lunch with friends, talks with trade partners). 1 2 3 4 5
- 25. In our business unit, intelligence on our competitors is generated independently by several departments. 1 2 3 4 5
- 26. We periodically review the likely effect of changes in our business environment (e.g., regulation on customers). 1 2 3 4 5

Strongly Disagree      Strongly Agree

**Intelligence Dissemination**

- 27. A lot of informal "hall talk" in this business unit concerns our competitors' tactics or strategies. 1 2 3 4 5
- 28. We have inter-departmental meetings at least once a quarter to discuss market trends and developments. 1 2 3 4 5
- 29. Marketing personnel in our business unit spend time discussing customers' future needs with other functional departments. 1 2 3 4 5
- 30. Our business unit periodically circulates documents (e.g., reports, newsletters) that provide information on our customers. 1 2 3 4 5
- 31. When something important happens to a major customer or market, the whole business unit knows about it in a short period. 1 2 3 4 5
- 32. Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis. 1 2 3 4 5

33. There is minimal communication between marketing and other departments concerning market developments. 1 2 3 4 5
34. When one department finds out something important about competitors, it is slow to alert other departments. 1 2 3 4 5

Strongly Disagree Strongly Agree

**Responsiveness**

35. It takes us forever to decide how to respond to our competitors' price changes. 1 2 3 4 5
36. Principles of market segmentation drive new product development efforts in this business unit. 1 2 3 4 5
37. For one reason or another we tend to ignore changes in our customers' product or service needs. 1 2 3 4 5
38. We periodically review our product development efforts to ensure that they are in line with what customers want. 1 2 3 4 5
39. Our business plans are driven more by technological advances than by market research. 1 2 3 4 5
40. Several departments get together periodically to plan a response to changes taking place in our business environment. 1 2 3 4 5
41. The product lines we sell depend more on internal politics than real market needs. 1 2 3 4 5
42. If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately. 1 2 3 4 5
43. Customer complaints fall on deaf ears in this business unit. 1 2 3 4 5
44. Even if we came up with a great marketing plan, we probably would not be able to implement it in a timely fashion. 1 2 3 4 5
45. We are quick to respond to significant changes in our competitors' pricing structures. 1 2 3 4 5
46. When we find out that customers are unhappy with the quality of our service, we take corrective action immediately. 1 2 3 4 5

Strongly Disagree Strongly Agree

**Top Management Emphasis on Market Orientation**

47. Top managers repeatedly tell employees that this business unit's survival depends on its adapting to market trends. 1 2 3 4 5
48. Top managers often tell employees to be sensitive to the activities of our competitors. 1 2 3 4 5
49. Top managers keep telling people around here that they must gear up now to meet customers' future needs. 1 2 3 4 5
50. According to top managers here serving customers is the most important thing our business unit does. 1 2 3 4 5

	Strongly Disagree					Strongly Agree
<b>Attitude to Risk</b>						
51. Top managers in this business unit believe that higher financial risks are worth taking for higher rewards.	1	2	3	4	5	
52. Top managers here accept occasional new product failures as being normal.	1	2	3	4	5	
53. Top managers in this business unit like to take big financial risks.	1	2	3	4	5	
54. Top managers here encourage the development of innovative marketing strategies, knowing well that some will fail.	1	2	3	4	5	
55. Top managers in this business unit like to "play it safe."	1	2	3	4	5	
56. Top managers around here like to implement plans only if they are very certain that they will work.	1	2	3	4	5	
	Strongly Disagree					Strongly Agree
<b>Interdepartmental connectedness and conflict</b>						
57. Most departments in this business get along well with each other.	1	2	3	4	5	
58. When members of several departments get together, tensions frequently run high.	1	2	3	4	5	
59. People in one department generally dislike interacting with those from other departments.	1	2	3	4	5	
60. Employees from different departments feel that the goals of their respective departments are in harmony with each other.	1	2	3	4	5	
61. Protecting one's departmental turf is considered to be a way of life in this business unit.	1	2	3	4	5	
62. The objectives pursued by the market department are incompatible with those of other department.	1	2	3	4	5	
63. There is little or no interdepartmental conflict in this business Unit	1	2	3	4	5	
64. In this business unit, it is easy to talk with virtually anyone you need to regardless of rank or position.	1	2	3	4	5	
65. There is ample opportunity for informal "hall talk" among individuals from different departments in this firm.	1	2	3	4	5	
66. In this business unit, employees from different departments feel comfortable calling each other when the need arises.	1	2	3	4	5	
67. Managers here discourage employees from discussing work-related matters with those who are not their immediate superiors or Subordinates.	1	2	3	4	5	
68. People around here are quite accessible to those in other departments.	1	2	3	4	5	
69. Junior managers in my department can easily schedule meetings with junior managers in other departments.	1	2	3	4	5	

	Strongly Disagree				Strongly Agree
<b>Formalisation</b>					
70. I feel that I am my own boss in most matters.	1	2	3	4	5
71. A person can make his own decisions without checking with anybody else.	1	2	3	4	5
72. How things are done around here is left up to the person doing the work.	1	2	3	4	5
73. People here are allowed to do almost as they please.	1	2	3	4	5
74. Most people here make their own rules on the job.	1	2	3	4	5
75. The employees are constantly being checked on for rule violations.	1	2	3	4	5
76. People here feel as though they are constantly being watched to see that they obey all the rules.	1	2	3	4	5
<b>Centralisation</b>					
77. There can be little action taken here until a supervisor approves a decision.	1	2	3	4	5
78. A person who wants to make his own decision would be quickly discouraged here.	1	2	3	4	5
79. Even small matters have to be referred to someone higher up for a final answer.	1	2	3	4	5
80. I have to ask my boss before I do almost anything.	1	2	3	4	5
81. Any decision I make has to have my boss' approval.	1	2	3	4	5
<b>Reward Systems</b>					
82. No matter which department they are in, people in this company unit get recognized for being sensitive to competitive moves	1	2	3	4	5
83. Customer satisfaction assessments influence senior managers' pay in this company.	1	2	3	4	5
84. Formal rewards (i.e., pay raise, promotion) are forthcoming to anyone who consistently provides good market intelligence.	1	2	3	4	5
85. Sales peoples' performance in this company is measured by the strength of relationships they build with customers.	1	2	3	4	5
86. Sales peoples' monetary compensation is almost entirely based on their sales volume.	1	2	3	4	5
87. We use customer polls for evaluating our sales people.	1	2	3	4	5

	Strongly Disagree					Strongly Agree
<b>Organisational Commitment/Team spirit</b>						
88. Employees feel as though their future is intimately linked to that of this firm.	1	2	3	4	5	
89. Employees would be happy to make personal sacrifices if it were important for the business unit's well being.	1	2	3	4	5	
90. The bonds between this organization and its employees are weak.	1	2	3	4	5	
91. In general, employees are proud to work for this company	1	2	3	4	5	
92. Employees often go above and beyond the call of duty to ensure this company's well being.	1	2	3	4	5	
93. It is clear that employees are fond of this company	1	2	3	4	5	
94. People in this business unit are genuinely concerned about the needs and problems of each other.	1	2	3	4	5	
95. A team spirit pervades all ranks in this company	1	2	3	4	5	
96. People in this business unit feel emotionally attached to each other.	1	2	3	4	5	
97. People in this organization feel like they are "in it together."	1	2	3	4	5	
98. This business unit lacks "team spirit".	1	2	3	4	5	
99. People in this business unit view themselves as independent individuals who have to tolerate others around them.	1	2	3	4	5	
<b>Perceived Performance of Organisation</b>						
100. Over the past year, we have been successful in generating high revenues for ourselves, given the level of competition and economic growth in our market.	1	2	3	4	5	
101. Compared with our competition, we achieved a high level of market penetration for our products.	1	2	3	4	5	
102. Last year, our revenues were higher than those of our competitors.	1	2	3	4	5	
103. Our cost of doing business is reasonable, given the amount of business it generates.	1	2	3	4	5	
104. Our investments resulted in adequate profits for us.	1	2	3	4	5	
105. Over the past year we made adequate profits relative to the amount of time, effort and energy we devoted to our business.	1	2	3	4	5	
106. The different parts of our business will continue to be or will soon become a major source of revenue for us.	1	2	3	4	5	
107. Over the next year, we expect that our revenues will grow faster than our competitor's revenues.	1	2	3	4	5	
108. Over the past years, our market share has grown steadily.	1	2	3	4	5	

## SECTION B

109. Please indicate the department to which you belong \_\_\_\_\_

110. Please indicate how long you have been with this company \_\_\_\_\_ Years

111. Please tick the category of staff you belong. Management Staff ( ), Senior Staff ( ), Junior Staff ( )  
Others (specify) \_\_\_\_\_

Please feel free to provide any additional comments that you feel to be relevant.

\_\_\_\_\_

\_\_\_\_\_

112. Your sex: Male ( ) Female ( )

113. Your approximate age:           ( ) Below 30 years  
1. ( ) Between 30 and 39 years  
2. ( ) Between 40 and 49 years  
3. ( ) 50 years and above

### Perceived Performance

114 How would you rate the overall performance of your firm (or division) in the last few years?

Unsuccessful 1 2 3 4 5 6 7 8 9 10 Successful

THANK YOU ONCE AGAIN FOR YOUR CO-OPERATION



## QUESTIONNAIRE

Dear Respondent,

This is a survey to examine **the degree of market orientation** of The Coca-Cola Bottling Company of Ghana Limited. This research is in partial fulfilment of requirements for an award of Masters of Business Administration degree Certificate at School of Business (KNUST). All information will be used for academic purposes only and shall be treated with the utmost confidentiality.

The questionnaire is anonymous and there are no right or wrong answers. It is important to answer all the questions. Thanks very much for your cooperation.

### SECTION A

The statements below describe norms that operate in business. Please indicate your extent of agreement about how well the statements describe the actual norms in the business you deal with. Please circle your answer

#### SCALE

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	2	3	4	5

Strongly Disagree      Strongly Agree

#### Companies Emphasis on Market Orientation

- |  |  |   |   |   |   |   |
|--|--|---|---|---|---|---|
| 1. The company's vision is well known to every customer                                  |  | 1 | 2 | 3 | 4 | 5 |
| 2. They base their competitive advantage on understanding customer needs.                |  | 1 | 2 | 3 | 4 | 5 |
| 3. They systematically and frequently measure customer satisfaction.                     |  | 1 | 2 | 3 | 4 | 5 |
| 4. They pay close attention to after-sales service.                                      |  | 1 | 2 | 3 | 4 | 5 |
| 5. They constantly seek to increase benefits or reduce costs to the customers.           |  | 1 | 2 | 3 | 4 | 5 |
| 6. The company rewards those customers who provide excellent service                     |  | 1 | 2 | 3 | 4 | 5 |
| 7. They target customers where they have, or can develop, an advantage over competitors. |  | 1 | 2 | 3 | 4 | 5 |
| 8. All of the company's departments work together to serve the needs of the customers.   |  | 1 | 2 | 3 | 4 | 5 |

Strongly Disagree      Strongly Agree

#### Intelligence Generation

- |   |  |   |   |   |   |   |
|---|--|---|---|---|---|---|
| 9. In this business unit, they meet with customers at least once a year to find out what products or services they will need in the future. |  | 1 | 2 | 3 | 4 | 5 |
| 10. Individuals from the manufacturing department interact directly with customers to learn how to serve them better.                       |  | 1 | 2 | 3 | 4 | 5 |
| 11. They are slow to detect changes in customers' product preferences.  |  | 1 | 2 | 3 | 4 | 5 |
| 12. They poll end users-at least once a year to assess the quality of their products and services.  |  | 1 | 2 | 3 | 4 | 5 |

Strongly Disagree    Strongly Agree

**Responsiveness**

- 13. For one reason or another they tend to ignore changes in our product or service needs. 1 2 3 4 5
- 14. Customer complaints fall on deaf ears in this business unit. 1 2 3 4 5
- 15. They are quick to respond to significant changes in their competitors' pricing structures. 1 2 3 4 5
- 16. When they find out that customers are unhappy with the quality of their service, they take corrective action immediately. 1 2 3 4 5

Strongly Disagree    Strongly Agree

**Customer satisfaction**

- 17. Customers feel as though their future is intimately linked to that of the firm. 1 2 3 4 5
- 18. Customers are very happy to make personal sacrifices if it were important for the business unit's well being. 1 2 3 4 5
- 19. The bonds between this organization and its customers are weak. 1 2 3 4 5
- 20. In general, customers are proud to work for this company 1 2 3 4 5
- 21. It is clear that customers are fond of this company 1 2 3 4 5
- 22. Working for this company is like being a part of a big family 1 2 3 4 5
- 23. The company always provide services as promised 1 2 3 4 5
- 24. This company can be depended on in handling customer service problems 1 2 3 4 5
- 25. They always perform service right at the first time. 1 2 3 4 5
- 26. Customers are always inform about when services will be provided 1 2 3 4 5
- 27. The employees of this company are always willing to help customers 1 2 3 4 5
- 28. Employees instil confidence in their customers 1 2 3 4 5
- 29. They make customers feel safe in their transactions 1 2 3 4 5
- 30. Employees of the company are consistently courteous in their dealings 1 2 3 4 5
- 31. Employees are knowledgeable enough to answer customer questions 1 2 3 4 5
- 32. Employees of the company provide individual attention to each client 1 2 3 4 5
- 33. The hours of service is most convenient to all customers 1 2 3 4 5
- 34. The company has the customer's best interest at heart. 1 2 3 4 5
- 35. The company has visually appealing facilities. 1 2 3 4 5
- 36. The employees of the company have a neat and professional appearance. 1 2 3 4 5
- 37. It is better dealing with other competitor companies than this company. 1 2 3 4 5

- |  | Strongly<br>Disagree |   |   |   |   | Strongly<br>Agree |
|--|----------------------|---|---|---|---|-------------------|
| 38. You are treated with due respect and cordiality anytime one visits the facility or plant | 1                    | 2 | 3 | 4 | 5 |                   |
| 39. There are many product complaints with the company's products than their competitors.    | 1                    | 2 | 3 | 4 | 5 |                   |
| 40. Customers are always educated before a new product is launched.                          | 1                    | 2 | 3 | 4 | 5 |                   |
| 41. Employees of the company are committed to their jobs.                                    | 1                    | 2 | 3 | 4 | 5 |                   |

**SECTION B**

42. Please indicate how long you have been dealing with the company \_\_\_\_\_ Years

Please feel free to provide any additional comments that you feel to be relevant.

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43. Your sex: Male ( ) Female ( )

44. Your approximate age:
- ( ) Below 30 years
  - 1. ( ) Between 30 and 39 years
  - 2. ( ) Between 40 and 49 years
  - 3. ( ) 50 years and above

**Perceived Performance**

45. How would you rate the overall performance of the company in the last few years?

Unsuccessful 1 2 3 4 5 6 7 8 9 10 Successful

THANK YOU VERY MUCH FOR YOUR CO-OPERATION