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Effect of export market orientation on export performance of Medium Sized Enterprises in Kenya.

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EFFECT OF EXPORT MARKET ORIENTATION ON EXPORT PERFORMANCE OF MEDIUM SIZED ENTERPRISES IN KENYA.

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DECLARATION

Student's Declaration

I declare that this work has not been previously submitted and approved for the award of a degree by this or any other University. To the best of my knowledge and belief, the thesis contains no material previously published or written by another person except where due reference is made in the thesis itself.

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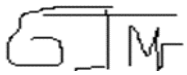
Signature…  …

Date……04th November 2021……

Supervisor's Approval

The research thesis of Julius Muiruri Njembue was reviewed and approved by the following:

Dr. Stella Nyongesa

Signature……...

Date…. 04th November 2021……...

ABSTRACT

In the current era of a highly competitive business environment characterized by globalization, deregulation of markets, stiff rivalry and constant changes in the customers' needs and expectations, Medium Sized Enterprises (MSEs) involved in exporting need to manage their strategic orientations for superior performance. The aim of this study was to investigate the effect of export market orientation on export performance of MSEs in Kenya. The specific objectives of the study were: To establish the effect of export market intelligence generation on export performance of the Kenyan MSE's, to determine the effect of export market intelligence dissemination on export performance of MSEs in Kenya and to establish the effect of export market responsiveness on export performance of the Kenyan MSEs. The research was founded on the Resource Based View and the Dynamic Capabilities Perspective. The study focused on the KPMG and Nation Media Top 100 mid-sized companies in Kenya as the sample size. Three respondents were selected from each company by judgmental sampling: The General Manager, Head of Sales and Marketing and Sales persons responsible for the export operations. Descriptive cross-sectional survey design was adopted for this study and data collected using structured questionnaires. The Statistical Package for Social Sciences was used in analyzing of the data collected. Descriptive statistics, spearman's correlation and regression analyses were conducted to test the relationship between the variables. The study concluded that; export market intelligence generation had a weak but positive effect on export performance of MSEs in Kenya, export market intelligence dissemination had significant effect on export performance of MSEs in Kenya and that export market responsiveness had a strong, positive and significant effect on export performance of MSEs in Kenya. The study recommends to the practitioners to invest in training and capacity building of their personnel on matters of export market orientation practices and to the Kenyan government to extend their support to the exporting MSEs through incentives like tax reliefs to enable them invest more financially in their export operations. The study contributes theoretically to scholarly work by adopting RBV and the Dynamic Capabilities View. Conceptually, by adopting Kohli and Jaworski (1990)'s intelligence perspective in operationalizing export market orientation and contextually by conducting the research in a developing nation while majority of the previous studies had focused on developed countries. The study was limited in the sense that it only focused on the top 100 exporting MSEs therefore findings could not be generalized on other MSEs who were exporting and did not participate in the Nation Media and KPMG top 100 mid-sized companies. Future studies could focus on investigating the effect of EMO on EXP of MSEs while anchoring their studies on different theories from the ones used in this study. Also, local studies could focus on different business contexts apart from the MSE sector adopting Kohli and Jaworski (1990)'s intelligence perspective in their research.

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ABBREVIATIONS AND ACRONYMS

SME	Small and Medium Enterprise
EMO	Export Market Orientation
EXP	Export Performance
ICT	Information and Communications Technology
RBV	Resource Based View
CBK	Central Bank of Kenya
KAM	Kenya Association of Manufacturers
MSE	Medium Size Enterprise
SBU	Strategic Business Unit
KNBS	Kenya National Bureau of Statistics
VRIO	Valuable, Rare, Imitability and Organization

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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Exporting firms need to manage their strategic orientations for superior performance. In the current era of a highly competitive business environment characterized by globalization, deregulation of markets, stiff rivalry and constant changes in the customers' needs and expectations, the above fact becomes significant to consider for firms intending to survive and remain competitive. Market-oriented firms have to constantly endeavor to understand customers' needs, and develop superior solutions to those needs (Slater & Narver,1999).

According to a Kenyan Small and Medium Enterprises (SMEs) finance survey conducted by Viffa Consult in 2018, access to finance was ranked as the most challenging factor in starting and running a business followed by access to markets, pricing of products/services, payment for outstanding invoices, legal, government and administrative matters. The survey also revealed that the key growth strategies for SMEs included expansion into new untapped markets, increased marketing and new product development. Notably, many studies on SMEs in Kenya have focused on the financial challenge (Kauffman, 2005; Wallis, 2006; Calice, Chando & Sekioua, 2012; Migiro, 2005; Njeru, 2014; Fuchs, 2013; Gakure & Karanja, 2012) while research on the role of marketing practice has been scanty, particularly on export market orientation.

Marketing is a concept that has evolved with time and continues to take different dimensions with changes in the consumer behaviour, technological and regulatory environment (Kotler & Keller, 2016). Marketing is the science and art of exploring, creating, and delivering value to satisfy the needs of a target market at a profit (Kotler & Keller, 2016). The authors further argue that marketing seeks to identify those needs and desires not yet fulfilled. In contrast, the traditional view of marketing according to Webster (1988) was that whatever the firm produced became the responsibility of marketing and the greater the sales the greater the profitability.

The marketing concept evolved in the mid-1950s as an outcome of the postwar condition of scarcity being replaced by an affluence of products competing for the sustenance by consumers.

The short-term sales approach to marketing was replaced by a long-term strategic positioning, Webster (1988) that encouraged firms to look at basic consumer needs as opposed to transient products (McGee & Spiro, 1988). Market orientation has evolved from sales orientation and product orientation. Today, many firms are more market oriented than product oriented (McCarthy & Perreault, 1984). Market orientation focuses on the customers' needs and satisfaction and pivots this to the business operations. This is in line with the current marketing concept whose main tenet is that firms whether small, medium or large sized should study their customer's needs and then seek to satisfy them better than their competitors.

The resource based view theory and the dynamic capabilities theory were adopted for this study. According to Olabode, Adeola and Assadinia (2016), empirical studies on export market orientation have gained largely from the resource based view theory that operationalizes this variable as a strategic organizational resource. In addition, Barney (1991) asserts that firms should be able to efficiently and effectively use their unique valuable resources to improve on their market position. Hence, organizations involved in export activities should utilize export market orientation as a unique resource and consequently as a source of their competitive advantage.

Additionally, international markets are characterized by factors such as rapid changes in technology, government regulations, competition, market demand and customers' tastes and preferences making them very dynamic and turbulent. The dynamic capabilities theory views export market orientation as a dynamic capability that would be a source of competitive advantage in the international market that is deemed to be volatile, turbulent and dynamic (Wu and Wang, 2007).

1.1.1 Export Market Orientation

Kotler and Keller (2016) suggest that for an organization to achieve its goals, it should seek to be more effective and efficient in creation, delivery and communication of superior customer value to its target markets than it's competitors. Market orientation is thus an important operationalization of the marketing concept. Whereas the marketing concept is a philosophy, market orientation is its implementation. Thus, 'a market – oriented organization is one whose actions are consistent with the marketing concept' (Kohli &Jaworski, 1990). Murray, Gao and Kotabe *(*2011) postulate that market orientation has become very useful in increasing firm performance domestically and

internationally and this has resulted to a large amount of research interest.

Madsen, Sørensen and Ortega (2015) mention that domestic and international success of any organization is contributed by market orientation practice and sought to extend the debate further by examining the different degrees of market orientation for firms with different levels of involvement in international activities. The study focused on the 249 Danish manufacturing firms and established that those firms with a higher international orientation were more market oriented. Kara, Spillan and Deshield (2005) used the MARKOR scale to investigate the extent of market orientation and it's effect on business performance of 153 SMEs in the USA. The results revealed that business performance of the SMEs was significantly linked to market orientation.

Locally, several studies in different industries have been conducted to investigate market orientation and business performance. Udoyi (2014) investigated market orientation and business performance of the 43 Commercial banks in Kenya and the study revealed that there was significant positive relationship between bank performance and market orientation. The researcher also established that all banks had an idea of market orientation and that the difference in performance lied in response to the disseminated information. Kimutai and Awuor (2016) examined effect of market orientation on business performance of 111 fruit exporting firms in Kenya and discovered that majority of the firms had not embraced market orientation as a discipline and that there existed a positive correlation between market orientation and business performance.

Different definitions for market orientation have been extended by different authors, for instance, Deshpande, Farley and Webster (1993) and Alhakimi and Baharun (2009) define market orientation as a perspective focusing on the customer including a set of beliefs that prioritizes customer's interests and needs. On their part; Narver and Slater (1990) instead explain that market orientation is a perspective based on culture of the organization which includes the harmonized application of inter-functional resources to the creation of superior customer value**.** This study however adopted Cadogan, Cui and Li (2003) definition of Export market orientation (EMO) that relates to Kohli and Jaworski (1990) intelligence perspective of market orientation. Cadogan et al (2003) described EMO as a process that involved the generation of market information related to the organization's international activities; the dissemination of this intelligence to the relevant decision makers; and the layout and execution of responses targeting export customers, competitors and other external foreign

market factors affecting the company and its ability to have a competitive advantage by providing unique value to its customers.

In regards to operationalization, majority of the studies on export market orientation and export performance (EXP) adopt either Narver and Slater's (1990) cultural perspective or Kohli and Jaworski (1990) intelligence framework. Narver and Slater (1990) constructs of market orientation are, customer orientation, competitor orientation and inter-functional coordination and two decision criteria – long term focus and profitability. This study adopted Kohli and Jaworsk (1990) intelligence framework which operationalizes market orientation as market intelligence generation, intelligence dissemination and responsiveness. This framework was adopted because it has been broadly justified (Kohli et al., 1993) and applied (e.g., Selnes et al., 1996) and concentrates on specific definite behaviors expediting accuracy in operationalization (Jaworski & Kohli, 1993).According to Erdil, Oya and Keskin, (2004); Alhakimi and Baharun, (2009); Norzalita and Mohd (2010), Export market intelligence generation involves the activities concerned with the generation of information regarding the current and future needs of the organization's export customers, export markets competition, and other external factors such as advancement in technology and new developments in regulations.

Olimpia and Amonrat (2006) defines export market intelligence dissemination as the formal and informal exchanges of export information permitting the information generated to reach the appropriate key export decision-makers. The key fundamental aspect of export market intelligence dissemination is to provide and ensure a shared basis for well integrated actions by different functions of the organization. Kohli and Jaworski, (1990); Alhakini and Baharun (2009) have argued that a firm's competitive advantage in foreign markets is dependent on the organization'scapability to relay intelligence and not just in its generation. According to Dodd (2005), responsiveness to market intelligence involves the formulation and implementation of all responses to the generated and disseminated export intelligence within an organization. Kohli and Jaworski (1990) assert that for successful foreign ventures, organizations should act strategically on the intelligence that is normally acquired.

Different empirical studies by different researchers have found that there is a positive relationship between export market orientation and export performance (Narver and Slater, 1990; Ruekert,

1992; Jaworski and Kohli, 1993; Deshpande et al., 1993; Harris, 2001; Kara et al., 2004; Murrayet al. 2011). Despite the fact that the market orientation - performance relationship appears to be fairly strong, the firmness of this linkage across diverse business contexts is not well documented. This impression can be stated for MSEs, owing to the rapid technological and environmental changes in this industry. Current MSEs industry has gone through diverse changes thus encouraging rivalry and thus the need to become more market oriented, more innovative and more focused on organizational performance.

1.1.2 Export Performance

Export performance (EXP) is a multi-dimensional concept as shown by different scholars who have defined and conceptualized it differently. Muhammed and Saleem (2008) have broadly defined export performance as the outcome of a firm's activities in export markets. According to Cadogan et al. (2003), it is the firm's degree of economic achievement in its foreign markets. Shoham (1998) and Maurel (2009) suggest that EXP is a composite outcome of a firm's international sales, which includes three dimensions: export sales, export profitability, and export growth. These three elements, according to Shoham (1998) include both an objective and subjective component which are equally fundamental. This study however adopted the definition by Cavusgil and Zou (1994) which broadly explains export performance as the scope to which the organization attains its goals when exporting a product to the international market.

In regards to operationalization, several authors have measured EXP differently. Lengler and Sousa (2014) used both formative and reflective indicators to measure export performance. The formative indicators consist of three items; export market share, profit of export venture, and sales growth rate of export venture while the two reflective indicators were overall satisfaction with export venture and meeting expectations. Toften (2005) approached export performance in a generic sense. The author used elements from a broad definition of the export knowledge construct in his study, including the perception of monetary success in comparison to the competition, the extent of fulfillment of the attained objectives in comparison to the competition and general perceived export success.

Cadogan, Diamantopoulos and Siguaw (2002)'s model focused on EMO and EXP of 206 US

exporters and operationalized export performance into satisfaction with export sales volume, satisfaction with export profits as well as export market share and rate of new market entry. This study however adopted Akyol and Akehurst (2003) model that uses three dimensions in measuring of export performance; perspectives on financial performance, perspectives on strategic performance and competitive performance. These measures comprise both objective performance measures (concerned with absolute performance indicators) and subjective measures (concerned with performance of the business in comparison to that of its major competitors or relative to a company's expectations). Previous studies that have used the combination of objective and subjective measures have found a strong correlation and have complemented Venkatraman and Ramanujam (1986)'s argument that in pursuit of both opinions, fundamental improvements can be made in the subsequent efforts of measuring firm performance.

In this study, financial performance was measured objectively by focusing on the perspectives on export sales volume, export profits and export sales growth. Strategic performance was measured subjectively by focusing on perspectives on satisfaction with export market share, satisfaction with export market entry as well as satisfaction with competitiveness of a company's products or services in the international market. Additionally, competitive performance was measured in regards to satisfaction with export sales volume, satisfaction with export market share, satisfaction with the rate of new export market entry compared to the company's major competitors.

Different authors argue that one way to competitive export performance is by organizations embracing a culture of market orientation in their international business activities (Codagan et al. 2003; Olimpia, Chawit and Amonrat, 2006; Brendan & Graham, 2002). This is not different for MSEs engaging in international businesses. Embracing and implementing a market-orientated strategy is perceived as a way of potentially controlling the effect of changes in the MSE sector, however, while market-orientation has ideally been advanced for large-scale companies, not much is known about its effect on performance of MSEs.

1.1.3 Medium Sized Enterprises Exporters in Kenya

The classification of enterprises in Kenya is based on the number of employees engaged by firms and their turnover. According to the Micro and Small Enterprises (MSE) Bill 2012, Small

enterprises are defined as those firms, trade, service, industry or business activities that post an annual turnover of between Ksh500, 000 and Ksh5 million and have an employee list of 10 to 50. In the manufacturing sector, investment in plant and machinery should be between Ksh 10 million and Ksh 50 million and registered capital of the enterprise between Ksh 5 million and Ksh 25 million in the service and farming sector. The definition of medium enterprises is guided by the MSE bill, the Sessional Paper No 2 of 2005. Medium enterprises are defined as firms with between 51-100 employees and a capital investment of not more than Kshs 30 million.

In Kenya, majority of the MSEs are a mixture of dynamic enterprises involved in an array of activities but largely within the service sector (transport and communication), wholesale and retail trade, manufacturing, construction, finance, real estate, community and personal services and insurance (KIPPRA 2013; KNBS 2014). The wholesale and retail trade sector in Kenya is predominantly comprised of informal SMEs.

In general, MSEs face a different set of challenges including concerns arising from their limited resources as compared to the larger organizations (Viffa Consult, 2018). Several other factors affecting MSEs success include: technological capabilities, processes and nature of decision-making, minimum number of suppliers and customers and more importantly efficiency of current operations (Kimani, 2013).

Traditionally, MSEs pegged their source of competitive advantage on a number of factors such as their ability to locate their operations in specific competitive locations, their high extent of specialization and flexibility resulting from their informal organization wherein the entrepreneur usually represents the sole decision maker (Marcati, Guido & Peluso, 2008). However, in the last few years, due to some emerging drivers of market change for example the markets' internationalization, the increasingly global competition and the diffusion of information communication technology (ICT), these traditional factors of success have been replaced with other key-factors such as innovation and marketing orientation (Marcati, Guido & Peluso, 2008).

The 2018 National Economic Survey report by the Central Bank of Kenya (CBK) indicate that SMEs constitute 98 percent of all business in Kenya, create 30 percent of the jobs annually as well as

contribute 3 percent of the GDP growth. It is estimated that ¼ of the SMEs in Kenya engage in foreign trade and have access to foreign market. Kenyan industries and particularly MSEs rely on factors such as low cost labour and availability of raw material for their international competitiveness. Little attention is paid to important factors such as technological capabilities, new product development, qualified human capital and market orientation. In a publication released by the Kenya Association of Manufacturers (KAM) in 2018, it shows MSEs export performance has continuously been on the decline. This could be attributed to the lack of efficiency in market intelligence generation, dissemination and responsiveness. Hence, KAM recommended that the Kenyan MSEs involved in exporting activities should gather as much information as possible on their foreign markets needs and desires of their customers, competitors' strategies and adoptable technological changes that would help improve the efficiency of their operations.

1.2 Problem statement

According to the Economic Survey 2018, Kenya's current account deficit widened from Kshs. 375.3 billion in 2016 to a deficit of Kshs. 518.9 billion in 2017 on account of significant growth of imports against a slow growth rate of exports. In addition, Kenya's 2017 overall GDP growth was projected at 6.4% with SME's contributing 3%. Exporting MSEs contribute 30 % of the total exports to foreign markets and hence an important contributor to the current account inflow. The Economic survey further addresses the challenges of the quality of the information that is generated and disseminated from the export markets which consequently influences the quality of the exporters' responsiveness affecting their export performance ultimately.

Studies on export market orientation and export performance are several though they present varying contexts and methodological approaches. Olimpia (2006) aimed to examine the possible effect of EMO in relation to the international business relationships emphasizing on co-operation, dependence and relationship distance among the 279 Thailand export firms across different industries. The researcher discovered that EMO enhances cooperation between the exporting firms and their international partners while simultaneously reducing dependence and the relationship distance. The author recommended that further research should be conducted for small enterprises because of the challenges of size and difficulty in establishing an international formidable network

Winston and Dadzie (2002) focused on the role of top managers in the market orientation of

Nigerian and Kenyan firms and found out that top managers' emphasis on market orientation was the most fundamental aspect on the development of market orientation after competition of international firms and private firms. The reults also suggested the critical essence of comprehending the role of top managers in the development of market orientation in Nigeria, Kenya, and other sub-Saharan African countries.

Ahimbisibwe, Ntayi and Ngoma (2013) conducted research on export market orientation, innovation and performance of fruit exporting firms in Uganda and it was observed that innovation was a significant predictor of export performance while export market orientation wasn't. They therefore recommended that fruit exporting firms in Uganda should focus more on innovation if they are to enhance their export performance.

Njeru (2013) focused on market orientation, marketing practices, firm characteristics, external environment and performance of tour firms in Kenya and found that joint effect of market orientation, marketing practices, firm characteristics and external environmental factors was greater than the individual effects of the independent, intervening and moderating variables on performance. Njeru acknowledges that it would be important for future studies to focus on the international market as different market conditions would probably dictate different results.

Owino and Kibera (2015) researched on the influence of organizational culture and market orientation on performance of microfinance institutions in Kenya and found out that marketing orientation had a partial mediating effect on the organizational culture and performance linkage. They concluded that market orientation is more relevant for industries characterized by competition and where customer needs are heterogeneous as opposed to where customer needs are homogenous and markets are relatively stable. In this case, market orientation may have little influence on performance.

In view of the above observations and discussions by different scholars on the linkage between export market orientation and performance, this study focused on export performance in particular from the Kenyan context, an emerging economy and specifically the MSE sector. Majority of the studies in Kenya on market orientation have focused on other sectors of the economy, for instance, manufacturing (Lagat, Chepkwony & Cheruiyot 2012), tour firms (Njeru, 2013), health sector

(Omolo, 2018), mobile phone (Mbonoka, 2015) and the banking sector (Owino & Kibera, 2015). There exists scanty research on MSEs involvement in market orientation and those studies that have investigated the concept have only concentrated on the domestic environment. Additionally, research on the MSEs' export performance has not been explicitly examined as majority of the researchers have sought to focus on the financial challenge that is deemed to be the most urgent matter affecting MSEs. Hence, this research was intended to narrow the knowledge gap regarding this area.

1.3 Research Objectives

This study aimed to achieve general and specific objectives.

1.3.1 General Objective

The general objective of this study was to determine the effect of export market orientation on export performance of MSEs in Kenya.

1.3.2 Specific Objectives

The study sought to address the following specific objectives:

i. To determine the effect of export market intelligence generation on export performance of the Kenyan MSE's.
ii. To establish the effect of export market intelligence dissemination on export performance of MSEs in Kenya.
iii. To determine the effect of export market responsiveness on export performance of the Kenyan MSEs.

1.4 Research Questions

i. What is the effect of export market intelligence generation on export performance of the Kenyan MSEs?
ii. What is the effect of export market intelligence dissemination on export performance of MSEs in Kenya?
iii. How does export market responsiveness affect export performance of the Kenyan MSEs?

1.5 Scope of the study

This study focused on export market orientation and export performance of MSEs and was conducted between January 2020 and September 2020.The study was limited to the 2019 KPMG and Nation Media's top 100 exporting mid-sized companies in Kenya. In a quest to promote economic integration within the East African Community, KPMG requires that all participants in the top 100 mid – sized companies export to at least one East African country making all the participants exporters. This study was limited to a quantitative approach and structured questionnaires were used in collection of data. The theoretical boundary of the study was limited to the Resource based View and the Dynamic Capabilities View theories.

1.6 Significance of the study

This study is of importance to the practitioners especially to the managers of the MSEs as they benefit from the knowledge of the impact of their strategic marketing practices and in particular export market orientation on their export performance. This knowledge will also inform their decision making in regard to the resource allocation for their foreign marketing practices, this means that the managers will be able to understand which aspect of the export market orientation will require more resources so as to influence export performance positively.

To the researchers and the academics, this study adds to the literature by focusing on a developing country and an MSE sector that has not been well researched on especially the aspects of export market orientation and export performance. This is significant because of the unique challenges that MSEs face especially when it comes to exporting. Main challenges being their size and the limited resources.

Finally, this study is fundamental to the policy makers since it will help in evaluation of the export-led economic growth policy and therefore address the challenges faced by MSEs in implementing the strategies developed to promote exports with the objective of increasing the growth rate of exports as opposed to imports so as to acquire a favorable balance of trade in the economy.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter offers a review of different studies exploring the relationship between export market orientation and export performance. This chapter is structured as follows; first the theoretical framework of the study, the second section covers the empirical review of literature on; export market orientation practice, export market orientation and export performance and export market orientation constructs (export market intelligence generation, dissemination and responsiveness). The third part covers the research gap the study sought to fill and the chapter ends with the conceptual framework.

2.2 Theoretical Framework

Different researchers have used different theories to demonstrate the relationship between export market orientation and export performance. However, the theoretical framework for this study was based on two theories; Resource Based View theory and the Dynamic Capabilities theory. These theories are found to relate more to this study. They are discussed in details below;

2.2.1 Resource Based View

Resource Based View (RBV) origin is associated with the work of Penrose in 1959 although Wernerfelt formerly presented it in 1984. It is based on the idea that the effective and efficient application of all useful resources that a company possesses helps determine its performance (Barney, 1991). Barney postulates that an organization's competitive advantage and superior performance is determined by the resources it possesses. Hence, organizations which are able to leverage on their unique resources, competencies and capabilities are able to develop sustainable competitive advantage and consequently superior organizational performance.

Jones and Hill (2010) describe firms' resources to be both tangible and intangible assets. Tangible resources include buildings, land, plant and machinery while the intangible resources include assets like, intellectual property, patents, organization's brand and reputation. Jones and Hill (2010) also

assert that these resources are responsible for an organization's competitive advantage if they are considered to be valuable, rare, cannot be imitated and if they are able to lower the costs of the organization and create a superior demand for its products and services.

The RBV has been extensively used to define and explain the concept of competitive advantage using the VRIO framework which states that for a resource to be considered a source of competitive advantage, it must be Valuable, Rare, cannot be imitated and Non-substitutable (Okumus & Chathoth, 2011). It goes further to explain that the organization must be organized in a manner that it can effectively and efficiently exploit its resources (Barney & Wright, 2011).

This model has however been criticized by Samantha and Palmatier (2013) who have argued that it focuses more on the internal perspective of an organization and is static and therefore found to be limited for the current dynamic market. Also, this theory assumes that each firm is composed of resources and capabilities that form the foundation of its business strategy including its capacity to generate above average returns (Hitt, Ireland & Hoskisson, 2009). Further, it assumes that this heterogeneity of resources can extend over an unspecified period of time because the resources and capabilities responsible for the organization's strategy implementation are perfectly immobile across firms.

Focusing on the current study, RBV sheds light on the relationship between the organization's resources which combine to form capabilities and business performance (Furrer, 2008). According to Samantha and Palmatier (2013), the RBV model has been adopted by different scholars as a foundation in investigating the role played by different capabilities in building sustainable competitive advantage. RBV is therefore crucial to understand that superior export performance may be realized by MSEs that pay close attention to the strategic alignment of resources that they own. In this case, export market orientation is considered to be an organization's capability and its effect on export performance of MSEs was examined, hence the relevance of this theory in this study.

2.2.2 Dynamic Capabilities View

Eisenhardt and Martin (2000) argue that a sole focus on organizations' resources does not properly explain how firms are able to achieve and maintain a sustainable competitive advantage in turbulent and dynamic market environments to which they must learn how to adapt. The Dynamic Capabilities

View was postulated as an extension of the RBV so as to suppress some of the limitations of RBV, particularly for highly turbulent and dynamic markets (Barreto, 2010). Sustainable competitive advantage is difficult to maintain due to the fact that the duration of the competitive advantage is difficult to determine and time is a fundamental aspect for the strategy itself (Eisenhardt & Martin, 2000). Prange and Verdier (2011) argue that this theory is appropriate for international business as export markets are volatile environments characterized by fierce competition and frequent technological developments.

This theory was primarily developed through the works of Nelson (1991), Kogut and Zander (1992), Amit and Schoemaker (1993), Teece and Pisano (1994), Henderson and Cockburn (1994), and Teece (1997). Teece (1997) defines dynamic capabilities as the specific and organizational routines through which organizations are able to achieve new resource settings that create value in dynamic markets or even cause a change in the market. Wu and Wang (2007) further operationalizes dynamic capabilities as the ability of the organization to combine and align its resources, to learn and respond to the turbulent environment. As dynamic capabilities are considered a key determinant of business success even in very dynamic markets, they are of key interest to practitioners especially managers. In the current study, it is considered to provide important insights into the creation of competitive advantage and therefore very productive in explaining export market orientation and export performance relationship (Teece, 2014).

Further, this theory was relevant for this study because it hinges on exploring performance in dynamic markets and the MSE exporters operate in export markets which are a dynamic environment. The tenets of this theory helped to formulate a basis for investigating the effect of export market orientation on export performance of MSEs in the highly volatile and dynamic export markets.

2.3 Empirical Literature Review

This section reviews the work of different scholars on export market orientation practice and its constructs: export market intelligence generation, export market intelligence dissemination, export market responsiveness and their effect on export performance.

2.3.1 Export Market Orientation and Export Performance

Different studies conducted in different sectors and countries have established that export market orientation has significant effect on export performance (Kayabasi & Mtetwa, 2016; Akyol & Akehurst, 2003; Lengler, Sousa & Marques, 2013; Rose & Shoham, 2005; Monteiro, Soares & Rua, 2017; Sorensen & Madsen, 2012; Murray, Gao & Kotabe, 2007; Chung, 2012; Zhang, Kara, Spillan & Wimsatt, 2017; Cadogan, Sundqvist, Puumalainen & Salminen, 2012).

Kayabasi and Mtetwa (2016) established that export market orientation had a significant effect on marketing capabilities and marketing effectiveness, and marketing effectiveness had a significant impact on export performance of exporting firms in Turkey. On the other hand, Lengler, Sousa & Marques examined whether competitive intensity moderates the relationship between the constructs of export market orientation and export performance of 197 Brazilian export companies.
They applied Narver and Slater (1990) perspective and established that inter-functional coordination positively influences customer and competitor orientation while customer orientation had no direct effect on export performance. Moreover, competitor orientation was found to have a direct positive effect on an organization's export performance.

Furthermore, Akyol and Akehurst (2003) investigated the nature and dimensions of market orientation in an international context by using empirical data from a sample of companies in the Turkish clothing industry. They concluded that the relationship between export market orientation and export performance existed and in the context of the Turkish clothing industry, increase in the level of market orientation led to increase in export performance. Rose and Soham (2001) focused on a sample of 124 Israel exporters and examined the effect of market orientation on export performance and the potential moderating role of the competitive, technological and market environment. They established that there was a positive relationship between market orientation and three dimensions of export performance; change in export sales, export profits and change in the export profits. The study also revealed that the impact of market orientation on these dimensions was stronger in a more dynamic and turbulent technological environment.

Additionally, Monteiro, Soares and Rua (2017) investigated a sample of 265 Portuguese exporting companies and discovered that dynamic capabilities directly impacted export performance and

entrepreneurial orientation. Intangible resources only had an indirect effect on entrepreneurial orientation through the mediation of the dynamic capabilities. They concluded that intangible resources are antecedents of export performance. Soransen and Madsen (2012) conducted their study in Denmark and sought to examine how market orientation and international orientation jointly impacted export success of an organization and whether an organization's foreign market portfolio diversity played any role in the relationship. The study involved a sample of 249 Danish manufacturing SMEs. The results of their study indicated that international orientation and market orientation only jointly impacted export market success if the firms had a focused market diversity.

Zhang, Kara, Spillan and Wimsatt (2017) explored market orientation among Chinese Small and Medium Enterprises. They adopted Kohli and Jaworski (1990) perspective and placed emphasis on the three dimensions of market orientation; intelligence generation, intelligence dissemination and responsiveness. The study revealed that that a positive relationship existed between Chinese SME market orientation and firm performance. Chung (2012) aimed to provide new insights into the link between EMO and EXP by investigating whether managerial ties play a moderating role in this relationship. The research involved a sample of 100 New Zealand firms exporting to the European Union. The study revealed that export market intelligence generation and dissemination are positively associated with responsiveness, the strength of business ties enhances the relationship between export market intelligence generation and responsiveness; the strength of political ties reduces the relationship between export market intelligence dissemination and responsiveness; and export market responsiveness is positively related to strategic export performance.

Conversely, a number of researchers have revealed that there exists no correlation between export market orientation and export performance (Cadogan, Cui & Li, 2003; Gima, Slater & Olson, 2005; Hyvonen & Tuominen, 2007) while others have established a negative correlation (Grewal & Tansuhaj, 2001; Zhou, Brown & Dev, 2009). According to Cadagon, Cui and Li, (2003) who focused on Hong Kong based manufacturing exporters, there is no correlation between EMO and EXP for firms suscepible to conditions of low environmental turbulence. They assert that under these conditions the costs of developing and implementing high levels of export market-oriented behavior may outweigh the benefits accrued.

Hyvonen and Tuominen (2007) sought to investigate the role of market orientation and strategic

flexibility in managing an economic crisis and discovered that after a crisis, market orientation had an adverse effect on an organization's performance. The study focused on firms in nine countries representing either developed or emerging markets. Firms from UK, Australia, Austria, New Zealand, Finland, and Greece represent the developed nations while those from Hungary, Poland and Slovenia represent the emerging markets. Zhou, Brown and Dev (2009), argue that a firm's market orientation is dependent on the customer's value and consequently its impact on the competitive advantage and firm performance.

Locally, studies that examine the relationship between market orientation and business performance have been conducted (Kimani, 2016; Mbonoka, 2015; Mokeira, 2013; Lagat, Cheruiyot & Chepkwony, 2015; Omolo, 2018). Kimani (2016) investigated the effect of market orientation on business performance of SMEs in Kenya and established that increase in the market orientation levels led to increase in the business performance. Moreover, Mbonoka (2015) focused on market orientation and business performance of mobile phones in Kenya and discovered that inter-functional coordination, customer orientation and competitor orientation had a positive relationship with firm performance of the mobile phone companies.

In addition, Lagat, Cheruiyot and Chepkwony (2015) investigated Market Orientation and Firm Performance in the Manufacturing Sector in Kenya and confirmed on the relationship between market orientation and organizational performance. The study also established the effect of the business environment on the relationship between market orientation and performance in Kenya. However, the authors confined their study to the manufacturing sector and recommended that future studies should be conducted across different Kenyan industries.

Further, Omolo (2018) conducted research on the effect of market orientation on business performance, focusing on evidence from two private healthcare institutions in Kenya. The study concluded that market orientation improves customer satisfaction, employee performance and financial performance with the strongest association being between market orientation and customer satisfaction and the weakest being between market orientation and financial performance. The study however focused on only two organizations and generalizability is limited.

Controversy therefore exists on the effect of market orientation on firm performance. One school of thought argues that there is either a positive or negative correlation between market orientation and firm performance, another argues that there is either no correlation between market orientation and business performance and if it exists, it is influenced by other moderating factors such as competitive intensity, technology, managerial ties, and regulatory changes among others. Further empirical research is therefore needed so as to test this relationship under different contexts.
Therefore, this study sought to fill that gap by focusing on the Kenyan MSE sector and their involvement in the export activities.

2.3.2 Export Market Intelligence Generation and Export Performance

According to Roberts and Grover (2012), market intelligence is defined as some information relating to the customers, competitors, technology and regulatory developments. Ashrafi and Ravasan (2018) observe that there are growing sources of intelligence but without the appropriate capabilities to extract useful insights, organizations face difficulties in turning this information to their advantage. They assert that firms seeking sustainable competitive advantage need to adopt capabilities able to grasp and detect changes in the current and future customers' needs and respond promptly.

This study adopted Alhakimi and Bahurun (2009) definition of export market intelligence generation as the activities concerned with the generation of information regarding the current and future needs of the organization's export customers, export markets competition, and other external factors such as advancement in technology and new developments in regulations. Kohli and Jaworski (1990) simply describes it as the process of searching and collecting usable information. Firms that stand a chance of making competitive responses are those with the ability to access high amounts of information on the diverse market changes (Ashrafi & Ravasan, 2018). The authors argue that organizations capable of accessing an extensive database of market intelligence have a competitive advantage as they are able to analyze and use information improving on their responsiveness. A study by Homburg, Krohmer and Workman (2004) focusing on managers in charge of marketing of Strategic Business Units (SBUs) based in Germany and the USA revealed that managers who gathered market intelligence, disseminated it across the firm's departments for a prompt response to the market dynamics.

In their research on how market orientation contributes to innovation and market performance, Ashrafi and Ravasan (2018) discovered that intelligence generation and responsiveness were not positively related. The study focused on a sample of 114 firms based in Iran. They explained that possibly not all intelligence gathered would be found essential at the decision making stage. They concluded that intelligence that was deemed valuable and of high quality was the relevant, timely and accurate contributing to the improvements in the decision making and responsiveness. They also confirmed that flexible IT infrastructure played a moderating role in the intelligence generation and responsiveness relationship.

Conversely, Bhatt, Emdad, Roberts and Grover (2010) focusing on senior executives of 105 manufacturing and service firms in the USA examined how IT infrastructure enhanced intelligence generation and dissemination and discovered that greater levels of information generation is more likely to provide organizations with a better understanding of their customers' needs. On the other hand, Murray, Gao and Kotabe (2007) in their study of market orientation, focusing on both Chinese and Non- Chinese firms, concluded that for Chinese firms, export market intelligence generation did not affect export performance while for Non- Chinese firms it did.

Additionally, Akyol and Akehurst (2003) in their investigation of export performance variations related to market orientation in the Turkish clothing industry established that all dimensions of export market orientation are significant determinants of successful export performance. Particularly, the study revealed that export market intelligence generation had a positive relationship with the managers' satisfaction with the export operations. Kaur, Sharma and Seli (2009) conducted an empirical analysis focusing on internal market orientation in Indian banking. The study established that internal intelligence generation was positively related to the performance of the Indian banks. Additionally, Katsikea, Theodosiou and Makri (2019) revealed that export market intelligence generation support and facilitate the development of effective sales strategies intended to serve foreign strategic business units. The effective sales strategies lead to enhanced export performance.

Conversely, Carbonell, Anal and Escudero (2010) investigated the effect of market orientation on innovation speed and new product performance and established that intelligence generation only had indirect positive effect on innovation speed via intelligence dissemination and responsiveness.

However, the results indicated intelligence generation effects on product performance were not significant. The authors collected data from 247 manufacturing firms based in Spain.

Controversy therefore exists as some studies establish the relationship between intelligence generation and performance while other researchers have revealed that the relationship does not exist. In response, this study sought to investigate the effect of export market intelligence generation on export performance of MSEs in Kenya. This is to test further the relationship between export market intelligence generation and export performance in a different business context (MSE sector), internationally and also in a developing nation.

2.3.3 Export Market Intelligence Dissemination and Export Performance

Olimpia and Amonrat (2006) defines export market intelligence dissemination as the formal and informal exchanges of export information permitting the information generated to reach the appropriate key export decision-makers.

Maltz and Kohli (1996) investigated the antecedents and the consequences of the market intelligence dissemination process across functional boundaries and the study revealed that the information that was deemed to be of quality was affected by both dissemination frequency and formality. They further explained that firms are more likely to use intelligence obtained through formal means than the one received via informal channels. They also discovered that frequency of market intelligence dissemination is linked to inter-functional distance, joint customer visits, senders' positional power, a receiver's organizational commitment, and trust in a sender. They however did not link market intelligence dissemination to performance. The study focused on 788 non marketing managers in high-tech manufacturing companies in the USA.

Further, Kara, Spillan and Deshields (2005) studied the effect of market orientation on the business performance of small sized service retailers. They note that for effective market orientation to be achieved, then the information generated at the intelligence generation stage has to be appropriately disseminated across the functional departments of the organization. They argue that successful dissemination of intelligence provides the decision makers with the opportunity to design, modify and amplify their interpretations enabling them to provide worthwhile insights. The research revealed that intelligence dissemination had a positive relationship with business performance of

small sized service retailers.

In addition, Ashrafi and Ravasan (2018) revealed that possession of flexible IT infrastructure enables organizations to appropriately share intelligence across functional departments improving on the responsiveness and consequently firm performance. They emphasize on the role of IT flexibility in intelligence dissemination process. Zhang, Spillan, Kara and Wimsatt (2017) also discovered that of the three constructs that contributed to market orientation (intelligence generation, intelligence dissemination and responsiveness), intelligence dissemination contributed the highest to market orientation for the Chinese SME. They suggested that Chinese intending to improve on their intelligence dissemination could use informal meetings or even discussions within the organization.

Conversely, Akyol and Akehurst (2003) established that export market intelligence dissemination did not have any effect on export market orientation and consequently not on EXP of the Turkish clothing firms. Further, Ahimbisibwe, Ntayi and Ngoma (2013) in their investigation of export market orientation, innovation and performance of fruit exporting firms in Uganda asserted that intelligence dissemination had no significant effect on export performance. The study revealed that innovation had the significant impact on how the fruit exporting firms responded to competition. Additionally, Lengler and Sousa and Marques (2013) investigated market orientation and export performance of 197 Brazilian export companies and discovered that intelligence dissemination did not have any significant effect on export performance. The study also established that customer orientation had no direct effect on export performance while competitor orientation had significant and direct effect on an organization's export activities. Rose and Shoham (2002) discovered that change in profits taken as a measure of export performance was not related to export market intelligence dissemination.

In the local context, Mbonoka (2015) and Njeru (2013) adopted Narver and Slater (1990) perspective and therefore could not link intelligence dissemination to business performance. Further, Omolo (2018) discovered that intelligence dissemination had no effect on performance of healthcare institutions. Controversy therefore exists on whether intelligence dissemination has any effect on market orientation and hence more research is needed under different contexts and conditions to establish whether there is a correlation between the two variables. This study therefore sought to bridge the contextual gap by focusing on the exporting MSEs in Kenya, a developing nation and

also adopt Kohli and Jaworski (1990) 's framework in examining further the relationship between export market intelligence dissemination and export performance.

2.3.4 Export Market Intelligence Responsiveness and Export Performance

According to Dodd (2005), responsiveness to market intelligence involves the formulation and implementation of all responses to the generated and disseminated export intelligence within an organization.

Akyol and Akehurst (2003), established that export market intelligence responsiveness was significantly and positively related to export sales, export growth, satisfaction with export operations and consequently to export performance. Lengler et al (2013) discovered that competitor orientation had a significant effect on export performance. They argued that this was influenced by how effectively and promptly firms responded to the intelligence generated in the international market space on competitors' strategies.

Chung (2012) investigated the extent to which political and business ties changes the ways in which export intelligence generation and dissemination drives export market intelligence responsiveness and consequently strategic export performance. The study established that there was a positive relationship between export intelligence generation and dissemination with responsiveness. Business ties enhanced this relationship while political ties reduced the association. The author concluded that export market responsiveness is positively related to strategic export performance.

Additionally, Zhang (2017) highlights that how SMEs respond to changes in customers' needs and competitors' strategies determines their level of success in market orientation implementation. The study revealed that there was a positive and significant relationship between export market orientation and responsiveness for the Chinese SMEs. Similarly, Carbonell, Ana and Escudero (2010) reveal that intelligence generation and responsiveness are positively related. The study also revealed that intelligence responsiveness improved innovation speed. In addition, the authors also discovered a positive relationship between responsiveness to market intelligence and new product development.

Moreover, Song and Liao (2018) established that market intelligence responsiveness played a positive moderating role between information sharing and firm performance. The authors have

argued that information sharing could negatively affect firm performance if it is not strategically and effectively utilized by market orientation. Further, Dong, Hinsch, Zou and Fu (2013) collected data from upper level managers employed by 126 MNC SBUs representing 23 industries in the USA and asserted that responsiveness to market intelligence is a mediating factor between intelligence generation and firm performance relationship. The authors also emphasized that responsiveness mediates the link between resource flexibility and strategic performance.

Conversely, Rose and Shoham (2002) revealed that although their study concluded that market orientation was related to export performance, intelligence responsiveness was not related to export sales. There was only partial relationship between intelligence responsiveness and change in sales and change in profits. Locally, Rotich (2016) focused on effects of marketing intelligence on sales performance of bancassurance among financial institutions in Kenya. The study revealed

that Kenyan insurance market was dynamic and competitive and banks have to improve on their responsiveness to market intelligence for improved sales performance.

Notably, majority of the local studies on market orientation have adopted Narver and Slater (1990) framework (Odhiambo, 2014; Njeru, 2013; Udoyi, 2014; Kimani, 2016; Mbonoka, 2015; Lagat, Chepkwony & Cheruiyot, 2012) and have therefore not explicitly investigated the effect of market intelligence responsiveness on business performance. Consequently, further research needs to be conducted in this area. This study therefore sought to bridge this knowledge gap by adopting Kohli and Jaworski (1990) 's intelligence framework in investigating further the relationship between export market intelligence responsiveness and export performance of exporting MSEs in Kenya.

2.4 Research Gap

A review of prior studies in this area reveals contextual, empirical, conceptual and theoretical knowledge gaps. Empirically, one school of thought acknowledges that there is a positive relationship between market orientation and firm performance ((Kayabasi & Mtetwa, 2016; Akyol & Akehurst, 2003; Lengler, Sousa & Marques, 2013; Rose & Shoham, 2005; Monteiro, Soares & Rua, 2017; Sorensen & Madsen, 2012; Murray, Gao & Kotabe, 2007; Chung, 2012; Zhang, Kara, Spillan & Wimsatt, 2017; Cadogan, Sundqvist, Puumalainen & Salminen, 2012; Kimani, 2016; Mbonoka, 2015; Mokeira, 2013; Lagat, Cheruiyot & Chepkwony, 2015; Omolo, 2018). Another establishes that market orientation has no significant influence on firm performance (Cadogan, Cui

& Li, 2003; Gima, Slater & Olson, 2005; Hyvonen & Tuominen, 2007; Grewal & Tansuhaj, 2001; Zhou, Brown & Dev, 2009). Contextually, majority of these studies have been conducted in different developed nations and therefore a focus on a developing nation would probably provide more insights into the market orientation – firm performance link.

Additionally, majority of the studies from the Kenyan context that have researched on market orientation and performance have focused on the domestic market (Kimani, 2016; Mbonoka, 2015; Mokeira, 2013; Lagat, Cheruiyot & Chepkwony, 2015; Omolo, 2018). This study focused on export market orientation and export performance of MSEs from an international perspective. Conceptually, majority have adopted Narver and Slater (1990) perspective in their investigations (Odhiambo, 2014; Njeru, 2013; Udoyi, 2014; Kimani, 2016; Mbonoka, 2015; Lagat, Chepkwony & Cheruiyot, 2012). This study adopted the intelligence perspective of Kohli and Jaworski (1990) in examining the export market orientation and export performance relationship.

The research gaps bridged are further summarized in Table 2.1.

Table 2.1: Summary of Literature and Research Gaps to be bridged

Author	**objective of the study**	**findings**	**Research gaps to be filled**
Akyol and Akehurst (2003)	To explore the nature & dimensions of market orientation in an international context as applied to export operations in the context of the Turkish Clothing Industry	The hypothesized relationship between export market orientation and export performance does exist	The authors focused on the effect of market orientation as a whole on the dimensions of export performance and therefore the need to examine the effect of individual constructs of export market orientation on export performance.
Zhang et al., (2007)	To explore market orientation among Chinese small and medium-sized enterprises	The authors discovered that a positive relationship existed between Chinese SME market orientation firm performance	The study focused on Chinese SMEs from a local perspective and therefore need to focus on the MSEs export market orientation and export performance.
Lagat, Chepkwony and Cheruiyot, (2012)	To examine the effect of market orientation on performance of manufacturing firms in Kenya	There was a significant positive relationship between market orientation and firm performance of the manufacturing firms.	The authors adopted Narver and Slater (1990) framework and focused on the manufacturing sector and therefore need to focus on the MSE sector from an international perspective adopting the Kohli and Jaworski (1990) perspective.

Lengler et al (2013)	To examine the relationship between market orientation and export performance and the moderating role of competitive intensity. Focused on Brazilian exporting firms.	Inter-functional coordination enhances customer and competitor orientation. Customer orientation has no direct effect on export performance, while competitor orientation has a positive effect on firm's international performance.	The study used the Narver and Slater (1990) model and therefore the need to investigate the relationship using the Kohli and Jaworski (1990) framework.
Ahimbisibwe et al, (2013)	To investigate export market orientation, innovation and performance of fruit exporting firms in Uganda.	Export market orientation was not a significant predictor of export performance but innovation was.	The study adopted Narver and Slater (1990) model and also focused on the Fruit exporting sector. There is therefore the need to focus on MSEs involved in exporting adopting Kohli and Jaworski (1990) framework.
Njeru, 2013	To investigate market orientation, marketing practices, firm characteristics, external environment and performance of tour firms in Kenya	The study revealed that there was a significant positive relationship between market orientation and performance of the tour firms.	The study focused on the tour firms in Kenya and also adopted Narver and Slater (1990) framework. A need therefore exists to focus on the MSE sector from an international perspective adopting Kohli and Jaworski (1990) framework.
Kimani , 2016	To investigate the effect of Market orientation on	The study revealed that there was a positive	The study adopted the Narver and Slater

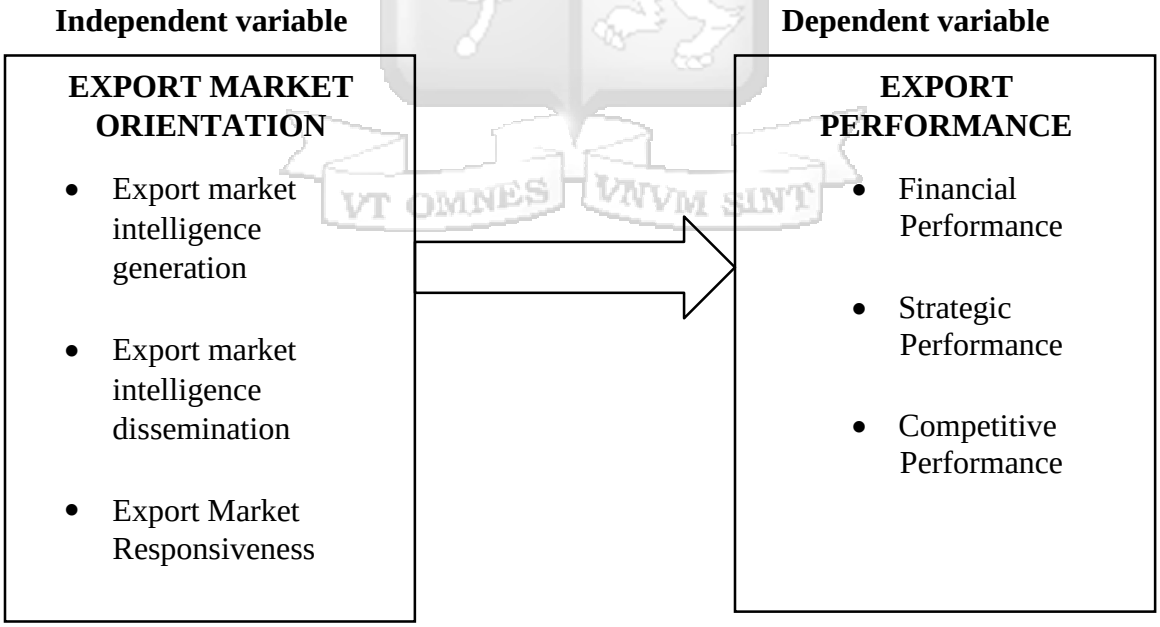
	business performance of the Kenyan SMEs.	relationship between market orientation and business performance of the Kenyan SMEs.	framework (1990). The study also focused on the domestic context and therefore the need to investigate the relationship from an international perspective adopting the Kohli and Jaworski (1990) framework.

Source: Researcher (2021)

2.5 Conceptual Framework

The conceptual framework illustrates the relationship between Export Market Orientation and Export Performance that was examined among Kenyan MSEs. The conceptual framework was constructed based on the theoretical and empirical review of the study. The independent variable was export market orientation while the dependent variable was export performance.

Figure 2. 1: Conceptual Model



Source: Researcher (2021)

2.6 Operationalization of the Variables

The operationalization of variables and how they were measured is summarized in table 2.2.

Table 2.2: Operationalization of Variables

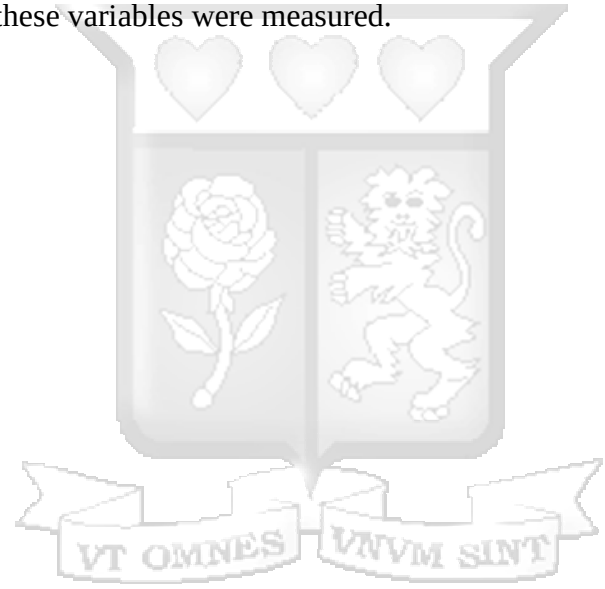
Variable	Construct	Operational definition	Measurement	Supporting literature
Export Market Orientation (independent variable)	Export market intelligence generation	The activities concerned with the generation of information regarding the current and future needs of the organization's export customers, export markets competition, and other external factors such as advancement in technology and new developments in regulations	(MARKOR) 5-point Likert-type scale Uses Strongly Agree and Strongly Disagree as Anchors	Kohli, Jaworski and Kumar (1993). Akyol and Akehurst (2003
	Export market intelligence dissemination	Formal and informal exchanges of export information permitting the information generated to reach the appropriate key export decision-makers.	(MARKOR) 5-item Likert-type scale Uses Strongly Agree and Strongly Disagree as anchors	Kohli, Jaworski and Kumar (1993). Akyol and Akehurst (2003
	Export market responsiveness	Formulation and implementation of all responses to the generated and disseminated export	(MARKOR) 5-item Likert-type scale	Kohli, Jaworski and Kumar (1993). Akyol and Akehurst (2003

		intelligence within an organization	Uses Strongly Agree and Strongly Disagree as anchors	
Export Performance (Dependent Variable)	Perspectives on financial performance volume	Perspective on Satisfaction with export sales volume, export profits & export sales growth	5- point Likert scale ranging from Strongly disagree to Strongly Agree	Akyol and Akehurst (2003) Cadogan and Diamantopoulos (2002)
	Perspectives on strategic performance.	Perspective on satisfaction with export market share, export market entry and satisfaction with competitiveness of products/services in international market.	5- point Likert scale ranging from Strongly Disagree to Strongly Agree	Akyol and Akehurst (2003) Cadogan and Diamantopoulos (2002)
	Perspectives on competitive performance.	Perspective on satisfaction with export sales volume, export market share & rate of new market export entry compared to major competitors.	5- point Likert scale ranging from Strongly Disagree to Strongly Agree	Akyol and Akehurst (2003) Cadogan and Diamantopoulos (2002)

Source; Researcher (2021)

2.7 Chapter Summary

This section outlines the theoretical framework of the theories deemed to be relevant for this study. The two theories discussed were the Resource Based View theory and the Dynamic Capabilities View theory. The chapter also highlights literature by different scholars on the relationship between export market orientation constructs (export market intelligence generation, dissemination and responsiveness) and export performance. This review led to the research gaps identified; empirical, contextual and conceptual knowledge gaps. The chapter then concluded with the conceptual framework showing the relationship between the independent variable (export market orientation) and the dependent variable (export performance) and the operationalization of the variables explicitly indicating how these variables were measured.



CHAPTER THREE

RESEARCH METHODOLGY

3.1 Introduction

This study was intended to examine the effect of export market orientation on export performance of MSEs in Kenya. This chapter therefore elaborates on the methods used in answering the research questions. The following are the sections to be covered under this chapter; Research philosophy, research design, population of the study, sampling design, data collection methods, research quality, data analysis and ethical considerations.

3.2 Research Philosophy

According to Babie (2010), research philosophy is able to highlight whether an individual's research is founded on the objective or subjective realities. This study adopted the positivism approach because according to Levin (1988), a researcher who adopts this approach is capable of maintaining an objective viewpoint. This is because it requires the researcher to be detached, neutral and independent. Alavi and Carlson (1992) further asserts that objective and statistically measurable facts can be generated using this approach. In this study, the researcher sought to obtain data through structured questionnaires that was analyzed statistically and produced results that could be generalized to the entire exporting MSE population. This was possible because the positivism approach adopted for this study permitted an observable social reality.

3.3 Research Design

Orodho (2003) defines research design as the means to generate answers to research questions. This study purposed to establish the effect of export market orientation constructs on export performance of MSEs in Kenya by use of descriptive cross-sectional survey design. This design was adopted for this particular study because generalizing of findings for a large population is possible (Sekaran & Bougie, 2010). Further, the study was cross-sectional because it was to be conducted at a specific point in time and not over multiple stages. Also, the research was descriptive because it focused on the current state of the variables being investigated. The study also adopted a quantitative approach because according to Orodho (2003), it is more scientific objective, focused and acceptable.

3.4 Population of the study

According to Sekaran and Bougie (2010), the population targeted refers to all elements of interest in a specific inquiry. Mugenda and Mugenda (2010) further describes population as the total number of people or objects whose characteristics are going to be examined and the findings generalized. This study focused on the top 100 midsized companies in Kenya ((KPMG and Nation Media's top 100 mid - sized companies in Kenya as at 2019 publication) because of their extensive operations extending beyond the Kenyan boundaries. They also represent nearly all industries in the country increasing the generalizability of the study to all MSEs.

3.5 Sampling Technique

Saunders (2009) describes sampling as a process of selecting a sample from the target population. According to Kothari (2014), a sample is a subset of a population. Mugenda and Mugenda (2003) explain that there are diverse sampling techniques but not limited to; purposive sampling, convenience sampling, stratified sampling, simple random sampling, judgemental sampling among others. This study adopted the judgemental sampling technique involving the selection of respondents from the organizations' head of business development, senior sales executives (those in charge of exports) and other top firm's executives who are deemed to have relevant knowledge and information regarding export operations and the firms' future export markets entry strategy. Judgemental sampling was adopted because it allows researchers to select respondents who possess the specific knowledge that they are interested in. Additionally, this technique does not have to be supported by any theories (Tongco, 2007).

The research selected KPMG and Nation Media's top 100 mid - sized companies in Kenya as at 2019. From each company, the study selected three respondents, general manager, head of sales and marketing and sales persons mandated with export sales as they possess knowledge on export operations. This implies that the study targeted size of 300 respondents (100x3 = 300 respondents).

3.6 Data Collection Methods

This study obtained primary data that was collected by use of structured questionnaires administered to the general manager, head of sales and marketing and sales persons responsible for the export sales. Questionnaires are considered to be effective and efficient tools in collection of relevant data in

research (Robinson 2010). Cooper and Schindler (2010) assert that data collected by means of questionnaires is easy to quantify and also can be statistically and accurately analysed. The questionnaires were self-administered and a drop and pick technique was used to ensure a higher response rate. Zikmund (2010) further recommends that researchers should adopt the Likert scale so as to ensure that the qualitative responses from the respondents are converted into quantitative data for statistical analysis. This study adopted a 5 point Likert scale approach, of statement ranging from strongly disagree to strongly agree. Section A of the questionnaire covered the demographic information of the respondents, Section B covered EMO constructs (export market intelligence generation, export market intelligence dissemination and export market responsiveness) while Section C covered the EXP constructs, financial, strategic and competitive performance.

3.7 Research Quality

According to Wang (2005), research quality of a study is verified by considering its validity and reliability. Further, a pilot study was carried out among 30 respondents not included in the final study. This represented 10% of the targeted population size. This was based on Barringer and Meshoulam (2000) who recommend that for pilot studies 10% of the population size is sufficient. The pilot study was carried out before the questionnaires were issued to the respondents and consequently some few adjustments were made on the instrument to ensure that objectives of the study were well captured in response to the perceptions of the respondents.

3.7.1 Reliability Tests

Kabiru and Njenga (2009) define reliability as the extent of consistency of the measuring instrument. This study adopted a five point Likert scale and involved multiple questions outlined in the questionnaire and therefore adopted Mugenda and Mugenda (2010) recommendation to use Cronbach's Alpha in determining the internal consistency of a specific survey instrument. Internal consistency quantifies the associations that exist between the various items on the same test and whether various item that are suggested to measure the same general construct result to similar scores. Castillio (2009) presents the decision rules as follows: >0.9 – Excellent, >0.8 – Good, >0.7 – Acceptable, >0.6 – Questionable, >0.5 – Poor and– Unacceptable. In this study, the acceptable

value of 0.7 was taken as the cut–off of reliability. The closer the Cronbach alpha coefficient is to 1, the greater the internal consistency and 0.70 and above is an indication of reliable measures (Anderson & Tatham,1995). Table 3.1 below portrays the Cronbach's Alpha Test for the internal consistency of the questionnaire items for this study.

Table 3.1: Cronbach's Alpha Test for Reliability Results

Scale	Section	Cronbach's Alpha	No. of Items
Export Market Orientation	Export Market Intelligence Generation	0.807	5
	Export Market Intelligence Dissemination	0.815	5
	Export Market Responsiveness	0.780	5
Export Performance	Financial Performance	0.720	3
	Strategic Performance	0.740	3
	Competitive Performance	0.764	3

Source: Survey Data (2020)

From Table 3.1, the Cronbach's Alpha values for both Export Market Orientation dimensions' scale and Export Performance scale were beyond 0.7. This meant that the questionnaire items adopted for the study were internally consistent and therefore the questionnaire was considered reliable for the final data collection exercise.

3.7.2 Research Validity

Yin (1994) simply described validity as the accuracy of the instrument questions in measuring the variables being investigated. The author further asserted that research validity could be classified as external validity and internal validity. External validity refers to the generalizability of the study data across settings and time. This was ensured by focusing on all the 100 exporting MSEs distributed across different industries. Internal validity on the other hand was ensured by focusing to achieve construct and content validity. Construct validity was arrived at by use of the Cronbach'sAlpha. This study adopted Cooper and Schindler (2010) approach in testing construct validity of the research. Cooper and Schindler (2010) highlighted that the validity of a study could be enhanced by involvement of a credited research supervisor and a panel of judges.

According to Kidder and Judd (1986), the research supervisor and the panel of judges test the content validity of the questionnaire to evaluate whether all aspects in the constructs are captured.

3.8 Data Analysis

Battaglia (2013) describes quantitative data as descriptive data that could be collected by means of surveys or observations. This was a quantitative study and therefore quantitative data was collected by means of questionnaires (will use a five point Likert scale). The collected data was analysed and Lewis – Beck (1995) describes data analysis as the procedure of systematically applying statistical tools to convert data into valuable information.

After the data had been collected by means of questionnaires, it was screened and edited so as to ensure precision. This involved omission of obscured, unreliable and vague reactions. The Statistical Package for Social Sciences (SPSS) software was used to ensure that data collected from the questionnaires was screened for completeness and consistency and also ensured that errors resulting from unusual and extreme values were detected. Descriptive statistics (mean, standard deviation and median) were used in analyzing the data collected.

Spearman's rho correlation analysis was used to examine whether there was an existing relationship between EMO (independent variable) and EXP (dependent variable). It also tested on the strength of the relationship between the variables and whether it existed. The study also conducted a regression analysis. The relationship between the variables was hypothesized in the form $Y= \beta0+\beta1X+\epsilon$ where $\beta0$ and $\beta1$ were model parameters and ϵ was the probabilistic error term that accounted for any variability in Y that could not be described by the linear relationship with X (Cooper & Schindler, 2014).

Constructs of EMO were regressed against the dependent EXP. The equation is shown below:

$$\mathbf{Yl = \beta0+\beta X1+\beta X2+\beta X3+ \epsilon i}$$

Where:

Y1 = Dependent variable (Export Performance)

X1, X2 and **X3** are the Export Market Orientation constructs, X1 = export market intelligence

generation, X2= export market intelligence dissemination, X3= export market responsiveness

β1, β2 and β3 = coefficients used in trying to predict the value of Y.

β0 = Constant

ϵi = Error term

3.7.1 Testing the models

The following tests were conducted in testing of the model.

T - test

Higgins (2005) explain that this test enables the researcher to explain whether the dependent variables are individually influenced by the independent variable. The author further explains that T -values can be obtained from the regression output and interpreted such that if the values are less than 0.05, they are significant and should be included in the model, otherwise insignificant.

Correlation Coefficient (R)

This test helped the researcher to determine to what degree variable movements are associated. The correlation coefficient is usually within a range of values between -1 and 1 (Huber & Elvezio, 2009). A correlation of -1 indicates a perfect negative correlation while a correlation of 1 indicates a perfect positive correlation. One of 0 indicates no relationship. The closer the correlation coefficient is towards -1 or 1, the stronger the association between the variables. Coefficient of determination (R^2) helped the researcher to determine the degree of variability between the variables. The value of R^2 ranges from 0 to 1. The closer the model is to 1, then it is considered a better fit with the data (Lancaster, 2005).

3.9 Ethical Considerations

Firstly, the researcher sought for permission from the organizations' management on the right protocol to follow when carrying out the process and the guidelines issued were heeded to. Secondly, the researcher ensured full disclosure of the purpose of the study to the intended respondents so as to avoid any deception.

The respondents were allowed to choose whether to participate or not to and researcher also

committed to ensuring that the rights of the respondents were protected as well as ensuring that in their involvement they did not suffer any physical or emotional harm. The respondents' confidence was also ensured by maintaining anonymity of their names throughout the whole process of the analysis and presentation of findings. This improved the probability of the respondents to respond to the questionnaires administered. Further an introductory letter from the University detailing the researcher's full name, institution of study and the purpose of the survey accompanied the questionnaires (Mugenda & Mugenda, 2003). The researcher's proposal was also reviewed and approved by the Ethics Review Board of Strathmore University. The researcher also obtained a research permit from NACOSTI.

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CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND INTERPRETATIONS

4.1 Introduction

This chapter seeks to address the study's research questions by presenting the findings from a number of different statistical analyses. The MSEs in Kenya and the respondents' demographic information was described by use of descriptive statistics. Descriptive statistics were also used to determine the Export market orientation dimensions (export Market intelligence generation, export market intelligence dissemination and export market responsiveness) adopted by the MSEs in Kenya. In addition, it was also used to determine the export performance of the targeted MSEs. The study adopted correlation analysis to describe the relationship between EMO dimensions and export performance of MSEs in Kenya. Further, regression analysis was applied to establish the effect of EMO on export performance of MSEs in Kenya.

4.2 Response Rate

The study targeted 300 respondents, however only 210 responded and were deemed fit for analysis. This represents 70% of the response rate and therefore the data was sufficient for addressing the objectives of the study.

Table 4.1 below is a highlight of the response rate results for the study.

Table 4.1: Response Rate

	Frequency	**Percentage (%)**
Responded	210	70
Failed to Respond	90	30
	300	**100**

Source: Primary Data (2021)

4.3 Demographic Information

This section provides general background information of the respondents working in the MSEs based in Kenya. The demographic information investigated was on gender, age, level of management, academic qualification and the period a respondent has been working with the organization. The results of the demographic information obtained are summarized as below in Table 4.2.

Table 4.2: Demographic Data Results

Demographic information on MSEs' respondents		**Frequency**	**Percentage(%)**
Gender	Male	118	56.2
	Female	92	43.8
Total		**210**	**100**
Age	20-25	35	16.7
	26-35	45	21.4
	36-45	55	26.2
	46-55	45	21.4
	56 years & above	30	14.3
Total		**210**	**100**
Level	General Manager	53	25.2
	Head of Sales	50	23.8
	Export sales representative	107	51
Total		**210**	**100**
Academic Qualification	Diploma	46	22
	Bachelor's Degree	123	58.5
	Master's degree	41	19.5
Total		**210**	**100**
Period working with organization	0-3yrs	39	18.6
	4-6yrs	86	40.9
	7-9yrs	51	24.3
	10yrs and above	34	16.2
Total		**210**	**100**

Source: Primary Data (2021)

The findings above show that majority of the respondents in regard to gender 56.2% were male while 43.8% were female. This revealed that the MSE sector was hence dominated by men as the gap was more than 10%. In regard to age, the respondents in the age bracket of 20-25 years were 16.7%, within 26-35 were 21.4%, within 36-45years were 26.2%, those within 46-55years were 21.4% while those that were 56 years and above were 14.3%. This meant that majority of the respondents were between the ages of 26-55 years and a clear indication that they had the ability to comprehend their organizations' export operations and therefore their opinions on the research questions could be relied on for further analysis.

In respect to the management level, 25.2% were general managers, 23.8% were head of sales while export sales representatives were 51%. This therefore meant that majority of the respondents were the sales representatives in charge of the export sales and therefore their feedback could be relied upon as they are involved directly with the export markets. In regard to academic qualifications, 22% were diploma holders, 58.5% were degree holders while 19.5% were master's degree holders. This proved that the respondents had formal education and therefore their information on the research questions was informed and could be used for analysis.

For the period that the respondents have worked with the organization, 18.6% have worked with their organization for a period of not more than one year while 40.9% have stayed 2-5 years while 6-9years have worked for 24.3% while 16.2% have stayed for ten years and above with their organizations. This meant that majority of the respondents had stayed with their organizations for 2-5 years and therefore had sufficient knowledge and understanding of their export market orientation activities and export performance. Consequently, their feedback on the research questions was considered reliable.

4.4 Export Market Orientation dimensions adopted by Medium Sized Enterprises in Kenya

The three key export market orientation dimensions were adopted for this study, export market intelligence generation, export market intelligence dissemination, export market responsiveness. A five point Likert scale was used to measure the level to which the respondents either agreed or disagreed with the three constructs of the EMO and also measures of export performance. The Likert scale was structured as follows: 1 for strongly disagree, 2 for disagree, 3 for Neutral, 4 for Agree

and 5 meant strongly agree. The respondents 'responses to the questions addressed were further used in conducting the descriptive analysis and the mean scores and standard deviations for every variable were computed.

4.4.1 Export Market Intelligence Generation

Respondents opinion was sought on export market intelligence generation and table 4.3 shows the results.

Table 4.3: Export Market Intelligence Generation by the Kenyan MSEs

Export Market Intelligence Generation		**Mean**	**Standard Deviation**
1	We generate a lot of information concerning trends (e.g. regulation, technological developments, politics and economy) in our export markets	4.437	1.165
2	We constantly monitor our level of commitment and orientation to serving export customer needs	3.208	1.185
3	We are quick to detect fundamental shifts in our export environment (e.g. technology, Regulatory, economy).	3.288	1.100
4	We periodically review the likely effect of changes in our export environment (e.g. technology, regulation).	3.498	1.134
5	We generate a lot of information in order to understand the forces which influence our overseas customers' needs and preferences.	3.798	1.126
The Overall Mean Score		**3.646**	**1.142**

Source: Primary Data (2021)

The results in the table 4.3 indicate that the respondents agreed that the MSEs generate a lot trends (e.g. regulation, technological developments, politics and economy) in their export markets with a mean score of 4.437 and a standard deviation of 1.165. Also, the respondents were neutral that their organizations constantly monitor their levels of commitment and orientation to serving their export customer needs as well as quickly detecting fundamental shifts in their export markets with the mean scores of 3.208 and 3.288 respectively and standard deviations of 1.185 and 1.100 respectively.

Moreover, the respondents agreed to the aspect of their organizations periodically reviewing the likely effect of changes in their export environment with a mean score of 3.498 and standard deviation of 1.134. Further, the respondents agreed that MSEs generate a lot of information in order to understand the forces which influence their overseas customers' needs and preferences with the mean score of 3.798 and standard deviation of 1.126. The overall mean score was 3.646 with a standard deviation of 1.142. This result therefore imply that the exporting MSEs do not fully implement export market intelligence generation and particularly in constantly monitoring their levels of commitment and orientation to serving their export customer needs as well as promptness in detecting fundamental shifts in their export markets. This consequently leads to poor quality of the information generated.

4.4.2 Export Market Intelligence Dissemination

In relation to export market intelligence dissemination the results of the analysis are presented in the table 4.4 below.

Table 4.4: Export Market Intelligence Dissemination by the Kenyan MSEs

Export Market Intelligence Dissemination		**Mean**	**Standard Deviation**
1	Too much information concerning our export competitors is discarded before it reaches decision makers	1.985	0.953
2	Information which can influence the way we serve our export customers takes forever to reach export personnel.	2.735	1.005
3	Important information about our export customers is often lost in the system	2.396	0.986
4	Information about our export competitors' activities often reaches relevant personnel too late to be of any use	3.429	1.007
5	Important information concerning export market trends (regulation and technology) is often discarded as it makes its way along the communication chain	1.859	0.895
	The Overall Mean Score	**2.481**	**0.606**

Source: Primary Data (2021)

The findings in table 4.4 indicate that the respondents strongly disagreed that too much information concerning export competitors is discarded before it reaches the decision makers and that information which can influence the way the MSEs serve their export customers takes forever to reach export

personnel with the mean scores of 1.985 and 2.735 respectively and standard deviations of 0.953 and 1.005 respectively. The respondents also disagreed that important information about the MSEs export customers is often lost in the system and that information about the export competitors' activities often reaches relevant personnel too late to be of any use with the mean scores of 2.396 and 3.429 respectively and standard deviation of 0.986 and 1.007 respectively.

Further, the respondents strongly disagreed that important information concerning export market trends (regulation and technology) is often discarded as it makes its way along the communication chain with mean score 1.859 and a standard deviation of 0.895. In general, export market intelligence dissemination posted an overall mean score of 2.481 and standard deviation of 0.606. These results suggest that the exporting MSEs do implement export market intelligence dissemination of all the relevant information generated in their export markets and the improvement required is in the speed of ensuring that information about their export competitors' activities reaches the relevant personnel on time for appropriate action to be taken. This will consequently have an effect on the competitive performance of the MSEs.

4.4.3 Export Market Responsiveness

For Export market responsiveness, the results of the analysis are tabulated in the table 4.5 below.

Table 4.5: Export Market Responsiveness by MSEs

Export Market Responsiveness		**Mean**	**Standard Deviation**
1	Our export business strategies are driven by our beliefs on how we can create greater value for export customers	4.853	0.702
2	Our export strategy for competitive advantage is based on our understanding of export customer needs	4.973	0.773
3	Our export business objectives are driven primarily by ensuring customer satisfaction	4.278	0.730
4	We pay close attention to after-sales service in our export markets.	3.974	1.011
5	We are quick to respond to significant changes in our competitors' price structures in foreign markets.	4.564	1.047
The Overall Mean Score		**4.528**	**0.853**

Source: Primary Data (2021)

From the findings of the analysis, majority of the respondents strongly agreed that the MSEs export business strategies are driven by their beliefs on how they can create greater value for export

customers with a mean score of 4.853 and standard deviation of 0.702. The respondents also strongly agreed that their organization's export strategy for competitive advantage is based on their understanding of their export customers 'needs with a mean score of 4.973 and a standard deviation of 0.773.

Further, the respondents agreed that the MSEs 'export business objectives are driven primarily by ensuring customer satisfaction with a mean score of 4.278 and a standard deviation of 0.730. Moreover, the respondents agreed that their organizations were paying close attention to after-sales service in their export markets as well as to their promptness in responding to significant changes in their competitors' price structures in foreign markets with the mean scores of 3.974 and 4.564 respectively and standard deviations of 1.011 and 1.047 respectively.

In general, the overall mean score was 4.528 and the standard deviation 0.853. This implies that the exporting MSEs are implementing export market intelligence responsiveness to the information generated and disseminated from their export markets and hence influencing their strategic and competitiveness performance positively.

4.5 Export Performance of MSEs in Kenya

Export performance measures for this study comprise of, financial performance, strategic performance and competitiveness performance. A 5 point Likert scale on the level of agreement was used for each measure (strongly disagree = 1, disagree =2, neutral = 3, agree = 4, strongly disagree = 5). The study also used the descriptive statistics of mean and standard deviation to determine the export performance of MSEs in Kenya. The table 4.6 below highlights the results of the descriptive analysis.

Table 4.6: Descriptive Results of Export Performance Measures of the Targeted MSEs in Kenya.

	Financial Performance	Mean	Standard Deviation
1	I am satisfied with the export sales volume over the last three years	4.048	0.860
2	I am satisfied with Export profits for the company over the last three years.	3.620	1.064
3	I am satisfied with Export sales growth for the company over the last three years.	3.605	1.017
Overall mean score		**3.757**	**0.980**
	Strategic Performance		
1	I am satisfied with the current export market share	4.007	0.670
2	I am satisfied with the rate of new export market entry	4.002	0.621
3	I am satisfied with the competitiveness of our product (s)/ service (s) in the international market	3.806	0.721
Overall Mean Score		**3.938**	**0.671**
	Competitiveness Performance		
1	Compared to our major competitors, I am satisfied with the export sales volume	4.164	0.607
2	Compared to our major competitors, I am satisfied with the export market share	4.061	0.604
3	Compared to our major competitors, I am satisfied with the rate of new export market entry	4.002	0.744
Overall Mean Score		**4.076**	**0.652**

Source: Primary Data (2021)

With regard to the financial performance, the respondents agreed that they were satisfied with their organizations' export sales volume and export profits for the last three years with the mean scores of 4.048 and 3.620 respectively and standard deviations of 0.860 and 1.064 respectively. The respondents also showed a high level of agreement with the aspect of satisfaction with their Organizations' export sales growth over the last three years with a mean score of 3.605 and standard deviation of 1.017. In general, the average mean score for the financial performance construct was 3.757 and the standard deviation of 0.980.

For the strategic performance as a measure of export performance, the respondents agreed that they were satisfied with their current export market share with a mean of 4.007 and standard deviation of 0.670. Moreover, the respondents also agreed that they were satisfied with the rate of new export market entry as well as the competitiveness of their products and services in the international market with the mean scores of 4.002 and 3.806 respectively and standard deviations of 0.621 and 0.721 respectively. For the strategic performance construct, the overall mean score is 3.938 and standard deviation is 0.671.

Finally, for the competitiveness performance as a measure of export performance, the respondents agreed that compared to their major competitors, they were satisfied with their export sales volume with a mean score of 4.164 and a standard deviation of 0.607. Also, they agreed that they were satisfied with their export market share as compared to their major competitors with a mean score of 4.164 and a standard deviation of 0.607. In conclusion, the overall average mean score for this construct is 4.076 and a standard deviation of 0.652.

These findings therefore imply that export market orientation constructs influenced financial, strategic and competitive performance of MSEs directly.

4.6 The Effect of Export Market Orientation on Export Performance of MSEs in Kenya.

The aim of this study was to investigate the effect of Export Market Orientation dimensions (export market intelligence generation, export market intelligence dissemination, export market responsiveness) on export performance of MSEs in Kenya. The study conducted correlation analysis to examine the relationship between the variables. In regard to explaining whether the EMO dimensions influenced the variability in Export Performance of MSEs in Kenya, regression analysis was used.

4.6.1 Correlation Analysis

The study adopted the Spearman's rho correlation analysis model so as to determine the relationship between the independent variable (export market orientation) and the dependent variable (export performance) and if present, the strength of the relationship. This Spearman's rho model was suitable for this study since according to Laerd Statistics (2018), it is used to assess the monotonic relationship between variables. Additionally, since this study adopted the ordinal scale (5 –point Likert scale-

level of agreement), Puth, Neuhauser, & Ruxton, (2015) confirm that Spearman's rho suits this type of scale. According to Ganti (2019), the strength of the relationship between the variables is determined by the co-efficients of correlation. The figures of co-efficient of correlation ranges from -1 to 1 (Ganti, 2019; Rebekic et al., 2015). Further, the coefficient that is more than zero indicates positive correlation, less than zero portrays negative association and the coefficient value zero indicates no correlation between the variables (Ganti, 2019; Rebekic et al., 2015). The findings of the correlation analysis are tabulated on table 4.7 below.

Table 4.7 Correlation Analysis Results on the Relationship between EMO Dimensions and Export Performance of MSEs n Kenya.

Spearman's Correlation						
			Export Market Intelligence Generation	**Export Market Intelligence Dissemination**	**Export Market Responsiveness**	**Export Performance**
Spearman's rho	**Export Market Intelligence Generation**	Correlation Coefficient	1.000	0.461**	0.523**	0.327**
		Sig. (2-tailed)		0.000	0.000	0.000
		N	210	210	210	210
	Export Market Intelligence Dissemination	Correlation Coefficient	0.461**	1.000	0.544**	0.386**
		Sig. (2-tailed)	0.000		0.000	0.000
		N	210	210	210	210
	Export Market Responsiveness	Correlation Coefficient	0.523**	0.544**	1.000	0.614**
		Sig. (2-tailed)	0.000	0.000		0.000
		N	210	210	210	210
	Export Performance	Correlation Coefficient	0.327**	0.386**	0.614**	1.000
		Sig. (2-tailed)	0.000	0.000	0.000	0.000
		N	210	210	210	210

****Correlation is significant at the 0.01 level (2-tailed)**

Source Primary Data (2021)

The Spearman's correlation analysis conducted revealed that there existed a positive relationship moderate between the two variables. Table 4.7 highlights a positive correlation coefficient value of 0.327 and a p value of 0.000 which was less than one at 99% confidence level.

The spearman's rho correlation analysis also revealed that there existed a moderate positive relationship between export market intelligence dissemination and export performance at 99% confidence level with a correlation coefficient value of 0.386 and a p- value of 0.000.

With regard to Export Market Responsiveness, table 4.7 depicts a strong positive relationship between export market responsiveness and export performance of MSEs at 99% confidence level with a correlation coefficient value of 0.614 and a p-value of 0.000 that was less than one.

4.6.2 Regression Analysis

The study conducted multiple linear regression to determine whether Export market orientation (export market intelligence generation, export market intelligence dissemination and export market responsiveness) explained the variability in export performance of MSEs in Kenya. In this regression analysis, the dependent variable was export performance while the independent variable was the export market orientation measured by export market intelligence generation, export market intelligence dissemination and export market responsiveness. The following table presents the regression analysis results.

Table 4.8: EMO Dimensions and Export Performance Regression Results

Model Summary					
Model	**R**	**R-Square**	**Adjusted R-Square**	**Std. Error of the Estimate**	**Durbin Watson**
1	0.746[a]	0.556	0.549	0.44704	1.698

a. Predictors: (Constant), Export Market Intelligence Generation, Export Market Intelligence Dissemination, Export Market Responsiveness.
b. Dependent Variable: Export Performance

ANOVA						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	49.081	3	16.360	77.977	0.000[a]
	Residual	43.221	206	0.210		
	Total	92.302	209			

a. Dependent Variable: Export Performance
b. Predictors: Export Market Intelligence Generation, Export Market Intelligence Dissemination , Export Market Responsiveness

Regression Co-efficient						
Model		**Unstandardized Co-efficients**		**Standardized Co-efficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	Constant	1.41	0.176		8.134	0.000
	Export Market Intelligence Generation	0.081	0.333	0.013	0.221	0.828
	Export Market Intelligence Dissemination	0.189	0.038	0.185	4.882	0.000
	Export Market Responsiveness	0.564	0.062	0.640	9.648	0.000

a. Dependent Variable: Export Performance

Source: Primary Data (2021)

The results of the regression analysis on the effect of EMO dimensions on EXP are tabulated and summarized in table 4.8 above. The first section of the table labelled Model summary shows the R-value as 74.6% indicating that this percentage of the data was explained by the model. Hence, the predictive power of the model was high. In addition, the R-square value of the model was 0.556 meaning that 55.6% change in the dependent variable (Export Performance) was explained by the EMO dimensions under research (export market intelligence generation, export market intelligence dissemination and export market responsiveness). Further, the adjusted R- Square value was 0.549 meaning that 54.9% variation was explained only by those independent variables that had an effect on the dependent variable (EXP). Moreover, the adjusted R- Square value (54.9%) was close to the R-Square value (55.6%) meaning that all the independent variables in the model explained the variability of the dependent variable.

Still in the first section of the table 4.8, the standard error of the estimate recorded by the model was 0.44704 which was rather a small value implying that the study data did not fall far from the regression line and therefore the model was a good fit. Also, the Durbin Watson Statistic value recorded was 1.698. According to Field (2013), the Durbin Watson Statistic tests for autocorrelation in the residuals from a statistical regression analysis. Field (2013) further explains that Durbin Watson statistic value ranges from 0 to 4 and that any value above 2 indicates negative autocorrelation while any value below 2 implies positive correlation. In this case, the Durbin Watson value was 1.698 meaning that it was below but close to 2 and hence implying a positive autocorrelation of the error terms and hence desirable.

The second part of the table 4.8 covers the analysis of the variance (ANOVA) which explains how the independent variable predicts the variability of the dependent variable. In this case how well EMO dimensions predicts the variability of the EXP. The findings in this case were interpreted in relation to the F – value, whereby if the significance of the F value was below 0.05, the model was deemed significant otherwise insignificant. For this study, the F value was 0.000 which is below 0.05 and therefore the model was significant. This meant that the model comprising of the predictor variables; export market intelligence generation, export market intelligence dissemination and export market responsiveness was therefore significant in explaining the variability of the dependent variable (Export Performance).

The third part of Table 4.8 is a summary of the regression coefficients of the predictor variables and their significance levels. The regression model Yl = β0+βX1+βX2+βX3+ ϵi adopted and resulted as Y= 1.41+0.081X1+0.189X2+0.564X3.

Where:

Y = Export Performance (represented by financial performance, strategic performance and competitive performance).

1.41 = The value of Export Performance when EMO disciplines were non-existent holding all other factors constant.

+0.081X1 = The coefficient of export market intelligence generation. This means that for every unit increase in export market intelligence generation, export performance increases by 0.081 holding all other factors constant.

+0.189X2 = The coefficient of export market intelligence dissemination. This means that for every unit increase in export market intelligence dissemination, export performance increases by 0.189 holding all other factors constant.

+0.564X3 = The coefficient of export market responsiveness. This means that for every unit increase in export market responsiveness, export performance increases by 0.564 holding all other factors constant.

Further, only export market dissemination and export market responsiveness were significant at 95% confidence level.

4.6.3.1 Effect of Export Market Intelligence Generation On Export Performance of MSEs in Kenya

In examining the effect of export market intelligence generation on export performance, the multiple regression analysis results as indicated in table 4.8 above showed that for every unit increase in export market intelligence generation, export performance would increase by 8.1%. However, it's effect on export performance would be statistically insignificant at 95% confidence level because it's p-value was 0.828 which is above the recommended p figure of 0.05. This meant that although Spearman's correlation analysis had shown a positive moderate relationship between export market

intelligence generation and export performance, the former did not significantly explain the variation in the latter.

4.6.3.2 Effect of Export Market Intelligence Dissemination On Export Performance MSEs in Kenya

With regard to determining the effect of export market intelligence dissemination on export performance of MSEs in Kenya, the regression analysis results portrayed on table 4.8 above showed that for every unit increase in export market intelligence dissemination, export performance would increase by 18.9%. Additionally, it's effect on export performance would be statistically significant at 95% confidence level because it's p –value was 0.000 below the mark of 0.05. This therefore means that although Spearman's correlation had depicted a moderate positive relationship, unlike export market intelligence generation, export market intelligence dissemination could significantly explain the variation in the export performance of MSEs in Kenya.

4.6.3.3 Effect of Export Market Responsiveness on Export Performance of MSEs in Kenya

In determining the effect of Export Market Responsiveness on Export Performance of MSEs in Kenya, the results of the multiple regression analysis portrayed on table 4.8 depict that for every unit increase in export market responsiveness, export performance would increase by 56.4%. Further, the effect of export market responsiveness on export performance of MSEs would be significant at 95% confidence level because it's p-value was 0.000 below the bench mark of 0.005. Spearman's correlation analysis conducted earlier had also concluded that there was a strong positive relationship between export market responsiveness and export performance. Therefore, export market responsiveness would more significantly explain the variation in the export performance of MSEs in Kenya compared to export market intelligence generation and export market intelligence dissemination.

4.7 Chapter Summary

This chapter covered data analysis with the goal of addressing the objectives of the research. Firstly, descriptive statistics and specifically the mean and the standard deviation were used in examining the status of the EMO dimensions (Export Market Intelligence generation, Export Market Intelligence Dissemination and Export Market Responsiveness) and also the Export Performance constructs of the MSEs in Kenya. The respondents agreed that all EMO dimensions namely export

market intelligence generation, export market intelligence dissemination and export market responsiveness had been implemented and used by the MSEs in Kenya. Also, the Export Performance measures (Financial, Strategic and Competitive) had been achieved by the MSEs in Kenya.

To determine the effect of EMO dimensions on Export Performance of MSEs in Kenya, the study conducted the Spearman's correlation analysis as well as multiple regression analysis. In view of the first objective of the study, effect of export market intelligence generation on export performance, the Spearman's correlation analysis revealed that export market intelligence generation had a moderate significant relationship with export performance of MSEs in Kenya. However, the multiple linear regression analysis revealed that export market intelligence generation had a positive insignificant effect on export performance of MSEs in Kenya.

The second objective examined the effect of export market intelligence dissemination on export performance of MSEs in Kenya. Spearman's correlation analysis revealed that there existed a moderate significant relationship between export market intelligence dissemination and export performance of MSEs. Further, multiple regression analysis proved that export intelligence generation had a positive significant effect on export performance of MSEs in Kenya.

Finally, for the third objective investigating the effect of export market responsiveness on export performance of MSEs in Kenya, the Spearman's correlation analysis found that there existed a strong significant relationship between export market responsiveness and export performance. Additionally, the regression analysis proved that export market responsiveness had a strong, positive and significant influence on export performance of MSEs in Kenya.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter covers the discussion of the findings in relation to the specific objectives of the study. In addition, the chapter also highlights the implications drawn from the conclusions of the study, the recommendations, limitations of the study and the possible areas for further research.

5.2 Discussion of the Findings

This part is the discussion of the results in relation to the specific research objectives of the study.

5.2.1 The Effect of Export Market Intelligence Generation on Export Performance of MSEs in Kenya

With regard to the first objective of the study, effect of export market intelligence generation on export performance of MSEs, the descriptive statistics revealed that MSEs in Kenya generate a lot of information concerning trends (e.g. regulation, technological developments, politics and economy) in their export markets and that they constantly monitor their levels of commitment and orientation to serving export customer needs. The statistics also revealed that the MSEs are quick to detect fundamental shifts in their export environment (e.g. technology, regulatory, economy). Further, they revealed that the MSEs periodically review the likely effect of changes in their export environment as well as generate a lot of information in order to understand the forces which influence their overseas customers' needs and preferences.

The Spearman's correlation analysis revealed that there existed a moderate significant relationship between export market intelligence generation and export performance. This results concurred with Akyol and Akehurst (2003) study on export performance variations related to market orientation in the Turkish clothing industry who concluded that export market intelligence generation had a positive effect on the managers' satisfaction with the export operations and also with Makri (2019) who concluded that export market intelligence generation led to effective sales strategies which consequently led to enhanced export performance.

However, the multiple linear regression analysis conducted portrayed that export market intelligence generation had an insignificant effect on export performance of MSEs in Kenya. This results contradicts the findings by Murray, Gao and Kotabe (2007) who concluded that export market intelligence generation significantly influenced export performance for the Non- Chinese Firms. Kaur, Sharma and Seli (2009) had also revealed in their study that export market intelligence generation had a significant effect on the performance of the Indian banking system, both locally and internationally. The likely explanation for the insignificance effect of export market intelligence generation on export performance could be caused by the respondents who decided not to agree but be neutral on the export market intelligence generation statements; that the MSEs generate a lot of information concerning trends in their export markets, that they constantly monitor their level of commitment and orientation to serving their export customer needs, that they were quick to detect fundamental shifts in their export environment, that they periodically review the likely effect of changes in their export environment and that they generate a lot of information in order to understand the forces which influence their overseas customers' needs and preferences.

Ashraf and Ravasan (2018) argued that businesses should focus on generating timely and accurate intelligence as this would be deemed the valuable and high quality information necessary in improving the decision making and responsiveness and consequently the export performance. In this case, export market intelligence generation had an insignificant effect on export performance but had a moderate positive impact. These results agree with the tenents of the RBV theory that export market intelligence generation could be as source of competitive advantage for the MSEs if the quality of the information generated is high and valuable as it would eventually lead to improved export performance.

5.2.2 The Effect of Export Market Intelligence dissemination on Export Performance of MSEs in Kenya

This study's descriptive statistics revealed that MSEs do not allow too much information concerning their export competitors to be discarded before it reaches the relevant decision makers. Also, the MSEs ensure that information which can influence the way they serve their export customers takes the shortest period of time to reach the export personnel. Further, the MSEs take care that important information about their export customers is not lost in the system and also ensure that information about their export competitors' activities often reaches the relevant

personnel on time for decisive action to be taken. Moreover, MSEs ensure that important information concerning export market trends is not discarded as it makes its way along the communication chain.

The Spearman's correlation analysis findings revealed that export market intelligence dissemination had a moderate significant relationship with export performance. In addition, multiple linear regression analysis proved that export market intelligence dissemination had a significant positive effect on export performance of MSEs in Kenya. These findings agree with Kara, Spillan and Deshields (2005) who argue that successful dissemination of intelligence provides the decision makers with the opportunity to design, modify and amplify their interpretations enabling them to provide worthwhile insights. Their research revealed that intelligence dissemination had a positive relationship with business performance of small sized service retailers. Also these findings coincided with Zhang, Spillan, Kara and Wimsatt (2017) who argued that of the three constructs that contributed to market orientation (intelligence generation, intelligence dissemination and responsiveness), intelligence dissemination contributed the highest to market orientation for the Chinese SME and consequently influenced business performance positively and significantly. However, these results contradict Akyol and Akehurst (2003) who established that export market intelligence dissemination did not have any effect on export market orientation and consequently not on EXP of the Turkish clothing firms. Further, the findings also conradict Ahimbisibwe, Ntayi and Ngoma (2013) who in their investigation of export market orientation, innovation and performance of fruit exporting firms in Uganda asserted that intelligence dissemination had no significant effect on export performance.

Therefore, based on the results of this study, the best business strategy for the MSEs is to put structures in place so as to improve on export market intelligence dissemination which will consequently influence export performance positively as contended by Zhang et-al (2017). Additionally, as this study reveals, export market intelligence dissemination can be a source of sustainable competitive advantage if well-structured as contended by Ashraf and Ravasan (2018). Moreover, the results of this study upheld the propositions of the RBV and the Dynamic capabilities theories that organizations that are able to leverage on their unique resources, competencies and capabilities (in this case export market intelligence dissemination) are able to develop sustainable competitive advantage and consequently superior organizational performance.

5.2.3 The Effect of Export Market Responsiveness on Export Performance of MSEs in Kenya.

Descriptive statistics findings revealed that MSEs export business strategies are driven by their beliefs on how they can create greater value for export customers and that their export strategy for competitive advantage is based on their understanding of export customer needs. Also, the MSEs export business objectives are driven by ensuring customer satisfaction and that they pay close attention to after – sales service in their export markets. Further, the MSEs are quick to respond to significant changes in their competitors' price structures in foreign markets. Spearman's correlation analysis findings revealed that export market responsiveness had a strong positive relationship with export performance. In addition, regression analysis also revealed that export market responsiveness had a strong and significant influence on export performance.

These findings coincided with Akyol and Akehurst (2003) who established that export market intelligence responsiveness was significantly and positively related to export sales, export growth, satisfaction with export operations and consequently to export performance. The results also agreed with Zhang (2017) whose study revealed that there was a positive and significant relationship between export market orientation and responsiveness for the Chinese SMEs. Similarly, the findings agreed with Carbonell, Ana and Escudero (2010) who revealed that intelligence responsiveness improved innovation speed and that a positive relationship between responsiveness to market intelligence and new product development existed. These findings also harmonized with Lengler et al (2013) who discovered that competitor orientation had a significant effect on export performance and this was influenced by how effectively and promptly firms responded to the intelligence generated in the international market space on competitors' strategies.

Based on these findings, export market responsiveness becomes the dimension of EMO with the strongest significant impact on export performance as agreed by Akyol and Akehurst (2003). This therefore means that when MSEs promptly and strategically respond to the export market intelligence disseminated, export performance is positively influenced. The results of this study with respect to effect of export market responsiveness on export performance also upheld the propositions of the RBV and the Dynamic Capabilities Theory. This is in regard to implementing export market responsiveness as a dynamic capability that would give the MSEs a competitive advantage.

5.3 Conclusion

In conclusion, the findings of the study revealed that export market intelligence generation had a moderate but positive effect on export performance of MSEs in Kenya. This could be due to the lack of generation of enough information concerning trends in the export markets, lack of constant monitoring of their levels of commitment and orientation to serving export customer needs, lack of promptness in detecting fundamental shifts in the export environment as well as lacking the periodic reviews of the likely effect of changes in the export markets.

The study results also established that export market intelligence dissemination had a significant effect on export performance of MSEs in Kenya. Further, the study also revealed that export market responsiveness had a strong, positive and significant effect on export performance of MSEs in Kenya. This therefore means that export market intelligence dissemination and export market responsiveness play a fundamental role for the MSEs in helping them remain competitive and strategic and in general improve on their export performance.

5.4 Recommendations

With regard to the above discussion of the study findings, recommendations to the practitioners, policy makers and scholars were made as follows:

5.4.1 Managerial Recommendations

With reference to the findings, the study recommends to the management of the MSEs to keenly consider improvement in their export market intelligence generation activities. Special attention should be paid to constant monitoring of their level of commitment and orientation to serving export needs and periodic reviews of the likely changes in their export markets. This will enable them improve on their export business strategies. Additionally, the management of the MSEs should consistently improve on their export market intelligence dissemination and responsiveness so as to improve on their export performance and stay ahead of the export competition. This could be implemented by frequent trainings and capacity building for their personnel involved in the export operations.

5.4.2 Recommendations to Policy Makers

The Government and the institutions responsible for formulating policies on trade beyond the borders of the country should develop policies that will enable the Kenyan MSEs generate, disseminate and respond to the intelligence in export markets promptly. This will enhance competition and therefore better export performance from the MSEs.

The government through organizations like Micro and Small Enterprises Authority (MSEA) should be able to avail more financial support to the exporting MSEs so that they can have adequate resources to invest for their export operations and be able to compete with other organizations in the export markets.

The government should further invest in training and capacity building of the MSEs on aspects of foreign trade policies, marketing, technology and what is expected of them in these export countries as many MSEs lack this vital information limiting their growth in these countries.

The government could also offer incentives to MSEs involved in export business like tax reliefs so as to encourage the MSEs to continuously expand their international operations. The government could as well form trade agreements with foreign nations where possible so as to support Kenyan MSEs operating in those nations.

5.4.3 Contribution to Knowledge

This study has expounded on the discipline of export market orientation and export performance of MSEs in Kenya, an area that needs more research because of the growth of MSEs that have been expanding their operations beyond the borders of the country. This study provides a basis for further research by other interested scholars. Theoretically, this study adopted the Dynamic Capabilities View and the Resource Based View in investigating the relationship between EMO and EXP for exporting MSEs and offered scholarly insights that the scholars may find fundamental.

Conceptually, the study adopted Kohli and Jaworski (1990)'s intelligence perspective whereas majority of the previous research on EMO and EXP have adopted Narver and Slater (1990) view and therefore contributed to knowledge this insightful concept. Contextually, this study was conducted in a developing nation Kenya whereas majority of the previous studies on EMO and EXP for the SMEs had been carried out in developed nations. Additionally, majority of the local studies on SMEs have focused on the domestic environment whereas this study focused on the international

context.

5.5 Limitations of the Study

First, the study focused on the top 100 midsized companies in Kenya only. This therefore does not include all the other mid-sized companies that do not find interest in enrolling for the top 100 award or competition and engage in export businesses. The views presented in this study do not represent the views of all the MSEs that are involved in the export business in Kenya. Hence, the findings of this study could not be generalized for all the exporting Kenyan MSEs.

Secondly, data collection was conducted in the midst of the Covid-19 crisis and most of the export and import businesses were affected due to the closing of borders that had been effected in many countries including Kenya. This affected data collection process greatly and it took longer than expected.

5.6 Suggestions for Future Research

This study covered Export Market Orientation as a discipline in totality. Scholars interested in further research could focus on the EMO dimensions individually, export market intelligence generation, export market intelligence dissemination and export market responsiveness and their effect on Export Performance. This study focused on the Kenyan Medium Sized Companies. Future research could therefore be conducted on other sectors of the economy, for instance, the Manufacturing and the Service companies involved in export business.

Additionally, apart from Export Market Orientation, scholars interested in studying Export Performance of MSEs could study other disciplines that could influence this performance. For instance, policy and innovation.

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APPENDICES

Appendix 1: INTRODUCTORY LETTER

Ole Sangale Rd, Madaraka Estate
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Cell: +254 (0) 703 034 414/6/7.
Twitter: @SBSKenya
LinkedIn/ Facebook: Strathmore Business School

Email: **info@sbs.ac.ke** or visit **www.sbs.strathmore.edu**

Strathmore UNIVERSITY BUSINESS SCHOOL

30 January 2020

TO WHOM IT MAY CONCERN

Facilitation of Research for Njembue Julius Muiruri Student No. 114519

Mr. Njembue Julius Muiruri is a postgraduate student in our Master of Commerce (MCom) programme. In partial fulfilment of the MCom degree, students are required to carry out a research project and write a thesis on a contemporary subject within their field of specialisation. Among other activities, the project involves data collection and analysis.

Julius is requesting to gather information to be used in his research. The information he will obtain from your organization will be used for this academic purpose only and will be kept confidential. The results of the survey will be in summary form and will not disclose any individual, company name or company information in any way.

Our MCom seeks to establish links with industry, and one of these ways is by directing our research to areas that would be of direct use to industry. We would be glad to share the findings with you after the research, and we trust that you will find them of great interest and of practical value to your organization.

The research study is entitled **"Effect of export market orientation on export performance of small and medium enterprises in Kenya."**

We appreciate your support and shall be willing to provide any further information if required.

Yours faithfully,

Quindos Karanja
Master of Commerce (MCom)
Strathmore University Business School
Email: qkaranja@strathmore.edu

Strathmore University Business School is a proud member of:

Association of African Business Schools AABS EFMD AACSB

Serial NO….

Appendix 2: QUESTIONNAIRE

The aim of this survey is to collect data on the effect of Export Market Orientation on Export Performance of MSEs in Kenya.

You are kindly requested to fill in the questions on the questionnaire in all honesty. The responses given will be treated with confidentiality and will only be used for academic purposes. Your participation will be greatly appreciated.

(Please tick √ inside the box [ ] where it is applicable)

SECTION A: DEMOGRAPHIC INFORMATION

1. Gender: Male [ ] Female [ ]

2. Age: 20-25 years [ ] 26-35 years [ ] 36-45 years [ ] 46-55years [ ] 56 years & above []

3. Level : General manager [ ] Head of Sales & Marketing [ ] Export Sales Representative[]

4. What is your highest academic qualification?
   [ ] Diploma [ ] Bachelor's Degree [ ] Master's Degree

   Others (specify)…….

5. For how long have you been working in the organization?

   [ ] 0-3 years [ ] 4-6 years [ ] 7-9 years [ ] 10 years and above

SECTION B: EXPORT MARKET ORIENTATION

This section seeks your opinion on various aspects of your company's export market orientation. Please tick [√**]** from the scale below where applicable.

(Tick √ where appropriate: **Strongly Disagree = 1; Disagree = 2; Neutral = 3; Agree = 4; Strongly Agree = 5).**

	Export Market Intelligence Generation	**1 Strongly disagree**	**2 Disagree**	**3 Neutral**	**4 Agree**	**5 Strongly Agree**
6.	We generate a lot of information concerning trends (e.g. regulation, technological developments, politics and economy) in our export markets					
7.	We constantly monitor our level of commitment and orientation to serving export customer needs					
8.	We are quick to detect fundamental shifts in our export environment (e.g. technology, Regulatory, economy).					
9.	We periodically review the likely effect of changes in our export environment (e.g. technology, regulation).					
10.	We generate a lot of information in order to understand the forces which influence our Overseas customers' needs and preferences.					

	Export Market Intelligence Dissemination	**1 Strongly Disagree**	**2 Disagree**	**3 Neutral**	**4 Agree**	**5 Strongly Agree**
11	Too much information concerning our export competitors is discarded before it reaches decision makers					
12.	Information which can influence the way we serve our export customers takes forever to reach export personnel.					
13.	Important information about our export customers is often "lost in the system					
14.	Information about our export competitors' activities often reaches relevant personnel too late to be of any use					
15.	Important information concerning export market trends (regulation and technology) is often discarded as it makes its way along the communication chain					
	Export Market Responsiveness	**1 Strongly Disagree**	**2 Disagree**	**3 Neutral**	**4 Agree**	**5 Strongly Agree**
16.	Our export business strategies are driven by our beliefs on how we can create greater value for export customers					
17.	Our export strategy for competitive advantage is based on our understanding of export customer needs					

18.	Our export business objectives are driven primarily by ensuring customer satisfaction					
19.	We pay close attention to after-sales service in our export markets.					
20.	We are quick to respond to significant changes in our competitors' price structures in foreign markets.					

SECTION C: EXPORT PERFORMANCE OF MSEs IN KENYA

This section seeks your opinion on various aspects of Export Performance for your company.

Please tick [√**]** from the scale below where applicable.

(Tick √ where appropriate: **Strongly Disagree = 1; Disagree = 2; Neutral = 3; Agree = 4; Strongly Agree = 5).**

	Financial Performance	**1 Strongly disagree**	**2 Disagree**	**3 Neutral**	**4 Agree**	**5 Strongly Agree**
21.	I am satisfied with the export sales volume over the last three years					
22.	I am satisfied with Export profits for the company over the last three years.					
23.	I am satisfied with Export sales growth for the company over the last three years.					
	Strategic Performance	**1 Strongly disagree**	**2 Disagree**	**3 Neutral**	**4 Agree**	**5 Strongly Agree**
24.	I am satisfied with the current export market share					

25.	I am satisfied with the rate of new export market entry					
26.	I am satisfied with the competitiveness of our product (s)/ service (s) in the international market					
	Competitiveness Performance	**1 Strongly disagree**	**2 Disagree**	**3 Neutral**	**4 Agree**	**5 Strongly Agree**
27.	Compared to our major competitors, I am satisfied with the export sales volume					
28.	Compared to our major competitors, I am satisfied with the export market share					
29.	Compared to our major competitors, I am satisfied with the rate of new export market entry					

THANK YOU VERY MUCH FOR YOUR CO-OPERATION
AND PLEASE CHECK IF YOU HAVE ANSWERED ALL THE QUESTIONS

Appendix 3 : LIST OF TOP 100 MIDSIZED COMPANIES IN KENYA

RANK	COMPANY	CATEGORY	LOCATION
1.	General Cargo Services Ltd	Logistics And Transport	Kijabe Street - NRB
2.	Vivo Active Wear	Clothing	Ngong Rd- Professional Centre
3.	Diamond Property	Real Estate	Ansh Plaza- Biashara Street
4.	Mandhir Construction Ltd	Construction	Githuri Rd- Wangapala Rd-
5.	Trueblaq Limited	Marketing & Events	Kivemia Rd- Off Statehouse Rd
6.	Nywele Creatives	Beauty	Green House Mall- Ngong Rd
7.	Syner Medica (Kenya) Ltd	Pharmaceutical	Masaba Rd- Off Bunyala Rd
8.	Orange Pharma Ltd	Pharmaceutical	Ruaraka- Baba Dogo
9.	Questworks Limited	Construction	Keri Rd- Off Sangalelink Rd
10.	Haji Motors Ltd	Gara	Hyundai- Behind Vision Plaza-
11.	Software Technologies	Computer	Mpaka Road- Parkaland
12.	Floor Décor Kenya Ltd	Wood And Laminate	Kijabe Street - NRB
13.	Graceful Restaurant	Hot	Karen- NRB
14.	Fayaz Bakers Limited	Bakery	Lusaka Rd- Industrial Area
15.	Nationwide Electrical Industries	Electrical Supply	Baba Dogo Rd - Nrb
16.	Babs Security Services Ltd	Security	Waiyaki Way-Nxt To CA Centre
17.	Rural Distributors Limited	Transport And General Service	
18.	Executive Healthcare Solution	Healthcare	Ring Road – Parklands NRB
19.	Eco Steel Africa Limited	Construction	Magadi Tenting Centre- Magadi
20.	I Spy Africa Limited	Fleet Management And Cargo Tracking	Changamwe- Wayani- Mombasa
21.	Username Investment	Real Estate	International House- 6th Floor
22.	Rsa Kenya Limited	Manufacturing	Josh Industrial Estate- Mlolongo
23.	Bluekey Seidor (K) Ltd	It	13th Floor- Padmore Place-
24.	Victoria Courts Trading	Furniture	Mombasa RD
25.	Polyphase Systems Limited	Electrical Engineering	Westlands Lane-Off Ring RD
26.	Bella Safaris Limited	Tours And Travel	Rattansi- Educational-Monrovia
27.	Exon Investments Limited	Transport	Portz-Reitz Rd-Mombasa
28.	Octagon Pension Services	Finance	Mayfair Business Centre-
29.	Prafulchandra & Brothers	Electrical Supply	42 Parklands Road The Centre
30.	Isolutions Associates Ltd	It	Chiromo Ln- Westlands BS Park
31.	Design Partnership Limited	Desi	
32.	Machines Technologies (2006)	Automation	Gigiri Shopping Centre- Limuru RD
33.	Polucon Services (K)	Freight Forwarding	KCB Bldg, 1st Flr, Enterprise Rd
34.	Pathcare Kenya Limited	Health Care	Regal Plaza-Limuru Rd

35.	Hotel Waterbuck Ltd	Hotel	West Rd – Nakuru
36.	Bilashaka Flowers Limited	Floriculture	Moi- North Lake Rd - Naivasha
37.	Smart Sign & Road Furniture Ltd	Road Signs	Road C – Industrial Area
38.	Rup Pharm Ltd	Pharmaceutical	Sirona House- City Square
39.	Chequered Flag Ltd	Car Rental	Opp Christopher Sec. Westlands
40.	Unique Offers Limited	Construction	Koinange Street – Uniafric House
41.	Myspace Properties (Kenya) Limited	Real Estate	Limuru Rd – Muthaiga Kenya Ltd
42.	Komal Construction Co.	Construction	Industrial Area
43.	Metco Limited	Supplies	Lusaka Close- Industrial Area
44.	Ufanisi Freighters (K) Ltd	Freight Forwarding	KQ Cargo Centre Building - JKIA
45.	Elite Offset Limited	Printing	32 Factory Street –Industrial Area
46.	Goodman Agency Limited	Pharmaceutical	Good Man Plaza- Waiyaki Way
47.	Mojo Productions Limited	Audio Visual Production	197 Lenana Place- Lenana Rd
48.	Yogi Corp (Ea) Ltd	Construction	Commercial Street
49.	Novel Technologies E.A. Ltd	It	Park Office Suites- Parklands Rd
50.	North Star Cooling System	Supplies	Enterprise Rd- Road A
51.	Premier Industries Ltd	Manufacturing &	Baba Dogo Rd
52.	Elida Tours & Safaris Ltd	Tours & Travel	Jameson Court – Ngong Rd
53.	United (Ea) Warehouses	Logistics	Mashundu Estate
54.	Riley Falcon Security Services	Security	Huma Rd -Kisumu
55.	The Scott Travel Group	Tours & Travel	Arnold Plaza – 3rd FLR Wood
56.	Parshva Ltd	Supplies	Corner Plaza- Gr Plaza-Parklands
57.	Nova Industries Limited	Agrochemical	Likoni Rd – Industrial Area
58.	Zimele Asset Management	Real Estate	Eco Bank Towers- Standard STRT
59.	Tandu Alarms Systems Ltd	Security	Ole Odume Rd – Off Ngong Rd
60.	Economic Industries Ltd	Manufacturing	East Gate Rd – Off Mombasa Rd
61.	Agro Manufacturing Ltd	Fabricators	Lokituang Rd- Industrial Area
62.	Simba Technology Ltd	Software Solutions	Purshottam Place, 5th
63.	Aquawetts Enterprises Ltd	Contractor	Road A- Industrial Area
64.	Mic Global Risks Insurance Brokers Ltd	Finance	9 West Bldg, 6th Flr, Ring
65.	Super-Broom Services	Cleaning	Utalii Hse, 2nd Flr, Utalii
66.	Express Company Ltd	Clearing & Forwarding	Express House-Road A
67.	Real Auto Spares Ltd	Auto Spares	Kirinyaga Rd
68.	Magnum Engineering & General	Construction	Road C – Off Enterprise Rd
69.	Ashpar Builders Ltd	Engineering	Athi River
70.	Palmhouse Dairies Ltd	Dairy	Kiambu-Githunguri Rd
71.	Jamii Autocare	Autocare	Ngong Rd

72.	Tdf Group Limited	Advertising	Mayfair Business Centre- Westlands
73.	R World Enterprise Ltd	Construction	Butere Rd- Industrial Area
74.	Power Governors Limited	Security	Tigoni Centre- Ngara Rd- 7TH Flr
75.	Sideways Tours & Car Hire	Tours & Travel	Jameson Court – Ngong Rd-2nd Flr
76.	De Ruiter East Africa Ltd	Floriculture	Moi South Lake
77.	Bagda's Auto Spare Ltd	Auto Spare	BASL Hse Kumasi Rd- Kirinyaga
78.	Belva Digital Limited	Advertising	Kims Court, Office 3, Theta
79.	Bollore Transport & Logistics Kenya Ltd	Clearing & Forwarding	Off Mombosa Rd
80.	Varsani Brakelinings Ltd	Autorepair	Dunga
81.	Kaeser Compressors Ltd	Manufacturing	Kibahre Centre, B1 Flr, Mombasa R
82.	Digital City Ltd	Supplies	Jomo Kenyatta
83.	Dominion Engineering Ltd	Contractors	Busia Rd- Entrerprise Rd
84.	Agoma Group Limited	Supplies	Jameson Court, Block 4D, Ngong Rd
85.	Office Dynamics Limited	Automation	Maasai Rd
86.	Citrolam Contractors Limited	Construction	Jameson Court, Ngong
87.	Master Fabricators Ltd	Automotive	Opposite Bat- Industrial Area
88.	Travel Care Limited	Tours & Travel	Hilton Hotel Bldg, Mama Ngina
89.	Classic Mouldings Ltd	Design	Kellico Complex, Mombasa
90.	Intercool Ventilation Ltd	Air Refrigeration	Busia Rd.- Enterprise Rd
91.	Index Modern Living	Furniture	Hughes Bldg, 3rd Flr, Banda
92.	Eurocon Tiles Products Ltd	Furnishing	Opp Transami, Airport North
93.	Newline Limited	Furniture	Wallstreet Bs Park –ICD-MSA
94.	Lekha Trading Company Ltd	Ict	Popman Hse Nyakach- Moi Avenue
95.	Ideal Manufacturing Company	Manufucturing	Addis Ababa/ Likoni Road
96.	Maroo Polymers Ltd	Manufacturing	Addis Ababa – Off Enterprise Rd
97.	East Africa Tea Trade	Auctioning	Tea Trade Centre- Nyerere Rd-Msa
98.	Mann Manufacturing	Exhaust Pipe	Enterprise Rd
99.	Computer Pride Limited	It	Jkuat Towers –Kenyatta Avenue
100.	Viscar Industrial Capacity Limited	Consulting	Kasneb Towers- Upper Hill

Appendix 4: ETHICAL APPROVAL

Final Decision Certificate

This document certifies that the study:

"EFFECT OF EXPORT MARKET ORIENTATION ON EXPORT PERFORMANCE OF MEDIUM SIZED ENTERPRISES IN KENYA"

Principal Investigator: Mr. NJEMBUE, JULIUS MUIRURI
Reference number: SU-IERC0731/20

Was reviewed and received the following status:
"done"
Additional Comments: Final decision: **approved**
Comments sent:

```
-----
Reviewer #1:
'See minor comments above.'
```

Appendix 5: NACOSTI APPROVAL

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **798624**

Date of Issue: **13/April/2020**

RESEARCH LICENSE

This is to Certify that Mr.. JULIUS MUIRURI NJEMBUE of Strathmore University, has been licensed to conduct research in Nairobi on the topic: EFFECT OF EXPORT MARKET ORIENTATION ON EXPORT PERFORMANCE OF MEDIUM SIZED COMPANIES IN KENYA for the period ending : 13/April/2021.

License No: **NACOSTI/P/20/4788**

798624

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

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