The Effect of Marketing Culture on Business Performance
(Case Study: Yazd Ceramic and Tile Industry)

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Abstract

The aim of this study is to evaluate the effect of marketing culture on business performance in the ceramic and tile industry of Yazd. The research methodology is the field and library method, this research in terms of procedures is the correlation type, and in terms of the object is placed as applied research. The statistical population of this study included 146 CEOs, marketing managers, financial managers of ceramic and tile companies in Yazd. Finally, 106 people were selected as sample according to the criteria of sampling by using simple random sampling. Measuring instrument was a questionnaire. Finally, the data collection was performed by analyzing data with appropriate statistical methods such as correlation analysis and regression analysis by using statistical software LISREL. The results showed that the quality of service, the sales function, organization, innovation, internal communications and senior management on business performance of ceramic and tile companies in Yazd has a positive and significant impact.

Keywords: marketing, marketing culture, business performance, Yazd ceramic and tile industry

Introduction

Modern business environment is characterized by rapid changes and increasing competition. As a result, organizations must be evaluated and, if necessary, they should adapt their culture and their way of doing business (Posterozenik and Moretti, 2012). The organization culture has a tremendous impact on employee's behavior and efficiency on the organizational (Pascal, 1984; Locke, 1997). In addition, the organizational culture will affect the organization ability and approach, including technical and administrative procedures, to deal with the external environment (Webster, 1990; Locke, 1997). Marketing theorists consider the organizational culture as a focal point to concentrate (McNeil et al., 2001). Enough research in marketing literature, has created interest in the culture and develop and maintain the organization (eg Conrad and Brown, 1997; Harrison and Shaw, 2004; Singh, 2005; Biloslav and Trenaswitch, 2011; Posterozenik and moretti, 2012). Accordingly, the marketing culture concept has been introduced as follows "the whole organization element of the culture in relation to the value pattern and common beliefs that help people understand and feel 'marketing function" (Webster, 1993).

Substantial empirical evidence is focused on the impact of marketing culture on organizational performance and profitability (Webster, 1993; Hamburg and Felser, 2000; Harrison and Shaw, 2004; Biloslave and Trenaswitch, 2011; Postrozonik and Morreti, 2012). However, there are two important issues in this regard: first, the concept of marketing culture is ambiguous and has not been carefully defined (Logue, 1997; Singh, 2005). Consensus on a definition of the concept of marketing culture is not created yet (Webster, 1993; Luke, 1997; Symberva, 2007; Zostantin and Vaykyolnight, 2010). In addition, a universal definition of the concept is still not operational, also due to the different concepts, the distinction between marketing culture and other marketing concepts such as "market orientation" and "marketing concept" is not always easy (Singh, 2005;

Biloslave and Trenaswitch, 2011; Postrozonik and Morreti, 2012). Several authors have attempted to distinguish between these three concepts (eg Conrad and Brown, 1997; Luke, 1997; Harrison and Shaw, 2004; Singh, 2005; Biloslave and Trenaswitch, 2011; Postrozonik and Morreti, 2012). Haines (2000), for example, suggested that the implementation of marketing is related to the market-organization orientation. In addition, Singh (2005) suggested that the concept of marketing should be considered as a business philosophy that place the customer in the center of overall organization activities, and the market orientation (or market-oriented behavior) will be used as a field indicator that the organization is implementing the marketing concept. Singh (2005) clarified Meldram (1996) argument that is stated the difference between marketing culture and market orientation will be the cultural characteristics that will affect the degree of market orientation, that is, in what way the marketing tasks will be done. Harrison and Shaw (2004) stated that marketing culture would consider a higher-level abstraction of market orientation, and culture is not simply the individual's revealing behavior within the organization; instead, it implies on assumptions and basic attitudes that will form the behavior of individuals in the organization.

This study will be done in terms of adding reliability and Webster's marketing culture measurement credit (1990), in the previous empirical research. In addition, this paper examines the impact of marketing culture, and its dimensions on Yazd ceramic and tile industry's performance. Using Webster's marketing culture measurement credit in the industry is relatively new, and it is forecasted to increase the reliability and validity of the advocated scale by Webster (1990. Most importantly, this research should provide more insights towards marketing culture influence on the performance of Yazd ceramic and tile industry. This issue is remarkable due to the competitive nature of the industry. Finally, and in relation to the previous discussion, this study will help the attempts related to provide a global and operational context of marketing culture. Hence, the aim of this study is to evaluate the influence of marketing culture on the performance of ceramic and tile producing companies' business in Yazd.

Theoretical Foundations
Marketing concept
Marketing concept was introduced officially in McKitterick notes in 1957, Felton2 in 1959 and Keith in 1960. These authors defined the concept of marketing as a coherent and coordinated mental and thinking in all the marketing duties and performances that is penetrated in another organization function area and thus will ensure and facilitate the maximum profitability achievement in the long term (Tse & et al. 2003: 230). The concept of marketing defines a particular organizational culture: a set of beliefs and common values that are rounded about the importance of considering the client in organization strategy and operations.

Marketing culture refers to a model of common values and beliefs that help people understand the role and function of marketing. In other words, a company's marketing culture refers to the way in which marketing "affairs" will be done in the company (Hamburg and Flesher, 2000).

By combining and integrating different definitions related to marketing culture and concept, a vision of marketing concept is presentable as a culture. In this view, an organization that has adopted such a point of view:

1) Has a department or departments that are involved in activities related to the development and understanding of the current and potential customers' needs and factors that will affect them.

2) Will disseminate and share of this understanding across the departments.

3) Has different departments that are involved in activities to meet the specific and selected needs of customers.

A Marketing culture concept should not be confused with the concept of market orientation. A company is market oriention that runs marketing concept. Marketing culture is a more basic and most fundamental concept that can focus on marketing, innovation, and technical progress and … concepts. While the concept of marketing involved the profitability, it is expected that the profitability is a result of strong, proper and stable marketing culture.

Two perspectives about market orientation or market trend are distinct: the behavioral perspective and the cultural perspective.

While behavioral perspective is explained about the market orientation based on specific behaviors associated with the marketing, for example production and dissemination of market intelligence and sensitivity and responding to it. Cultural perspective is related to more fundamental features and characteristics of the organization.

Goods and services marketing culture

A general consensus among researchers is that due to four unique characteristics of services, meaning non-tangibile, corruption, production and consumption non-separatable and disparation, services marketing is different from commodity marketing and its analysis is perhaps more difficult. These features, in turn, can also lead to management problems and can create opportunities and threats. Although every single aspect of marketing culture is relatively considered important for both types of companies (services and manufacturing), but each of these aspects is significantly more important for services companies. One reason that marketing culture is specifically important for service companies is that receiving and delivering services simultaneously (production and consumption) will cause physical and psychological closeness between staff and customers. Policies and procedures for the staff have voluntary and involuntary consequences because they are not far from the eyes of customers. In other words, there are no chance and space for "quality control of employee's behavior and customer's buying behavior". Marketing culture is a service organization for clear customers that the service will be provided to them.

Market orientation

Maybe Shapiro, in 1988, is the first person who defined various aspects of the market-orientation and introduced a market-oriented company in which the important information about all affecting elements in the market and customer buying process in all roles and company's function will be penetrated. The strategic and tactical decisions will be made jointly between the departments and the organization units and there are committed to implement these decisions between the departments and organizational units (Harrison-Walker, 2001: 147). Since then, the effort to operationalize this concept began by numerous researchers in behavioral and cultural approaches.

Market orientation is one of the aspects of organizational culture in which staff prefers the highest value to business profitability and customer retention through creating value. Market orientation is a normal behavior that spread throughout the organization and through innovation respond to the current and future market and customer's needs. Market-oriented companies have a competitive advantage in responding speed to market and customers' needs. In addition, in response to market opportunities and threats, they act effectively. Value-centered in marketing orientation is making the organization ready to deal with new business conditions and could obtain the necessary information from the market and become ready to meet the needs of the market. This type of market orientation culture is for the organization as a competitive advantage, when it will be inimitable, rare and valuable (Slater, 2001: 230).

Cultural approach in the field of Market orientation

The desire to create superior value for customers and to achieve a sustainable competitive advantage will lead a business to the cultural creation and preservation that evokes certain behaviors; market orientation is an organizational culture that creates necessary behaviors

effectively and efficiently in order to make superior value for customers and finally leads to superior performance.

A market orientation company will understand this important matter that through various tools for creating additional advantages for customers, with a variety of savings in the overall costs of acquisition and use of the product in the interest of the customer, there are many potential sources for getting SCA in the interest of the company; so it evaluates continuously these alternatives to determine how to create a sustainable superior value to current and future customers with the most effectiveness; so to achieve the highest levels of performance and its long-term preservation, will effort to create and maintain a mutually beneficial relationship with customers and in this regard it will consider three key activities of customer orientation, competitor orientation and inter-functional coordination and will consider two long-term focus decision and profitability criteria. (Narver and Slater, 1990: 21).

Organizational performance

In total, the organizational performance is referred to how to do missions and functions and organizational activities and their results. Professor sink (1985) knew the organizational performance as a function of seven related criteria as follows:

1- Effectiveness is the actual output ratio of the expected output.

2- Performance is referred to how to use resources in order to achieve the defined goals.

3- Quality. Quality will be considered from five dimensions: 1. Inputs resources quality management before the activity, 2. Ensuring the equality of inputs with the organizational needs, 3. Ensuring from adding value process that will cause efficiency and innovation and the quality of work life improving, 4. Ensuring the outputs equality or to be more than the internal and external customers' need, and finally, 5. Ensuring the outputs quality content equality or to be more according to customers' demands.

4- Efficiency is a combination of performance and effectiveness.

5-The quality of working life. The degree of employee satisfaction of meeting their needs of the organization

6- Innovation. A creative effort to improve steadily operations in an organization

7- Profitability and budgeting ability. Profitability is defined as the ratio of income and expenses in the profit centers. Profitability is different from the budgeting because budgeting refers to the actual expenditures ratio to the expected expenditures in cost centers.

Different definitions of performance evaluation have been presented that below some of the definitions are referred to:

-assessment complex process, evaluation and judging about performance.

-measurement and assessment process and comparing the amount and how to achieve the desired and considered state.

-In Administrative Organizations Performance Assessment Regulations, it has been listed that performance evaluation is "the comprehensive performance assessing process of administrative organization in terms such as efficiency, effectiveness, empowerment and accountability, within the framework of scientific management principles and concepts for the realization of the goals and organizational tasks and in the form of executive programs (Anvari et al., 2008, p. 5).

Research Methodology

This research in terms of methodology is descriptive and in terms of classification is a research; in terms of the data collecting method are a field research and a survey, and in terms of goal is an applied research. The statistical population of the study is CEOs, marketing managers, financial managers of Yazd ceramic, and tile companies. According to the Statistics and information

about Yazd department of industrialized towns, the total number of ceramic and tile companies in the city of Yazd is announced 48 companies (department of industrialized towns of Yazd department, 2016). Thus, the number of executives and marketing managers and financial managers of ceramic and tile companies in Yazd will be 146 people.

Due to the limited number of population members, the Cochran's formula will be used to determine the sample size, which is as follows:

$$n = \frac{\frac{z^2 pq}{d^2}}{1 + \frac{1}{N}\left(\frac{Z^2 pq}{d^2} - 1\right)}$$

By placing the population (146 people) in Cochran's formula, the sample size was determined 106 individuals.

$$n = \frac{\frac{(1.96)^2 \, (0.5)(0.5)}{0.05^2}}{1 + \frac{1}{146}\left(\frac{(1.96)^2 \, (0.5)(0.5)}{0.05^2} - 1\right)} = 106$$

In this study, questionnaires were distributed through random sampling. Due to the use of Simple random sampling, the total statistical population will have an equal chance of selection in the sample. In this research the data were collected by field method. Data collecting instrument was a questionnaire. The content validity of the questionnaires was approved by using modified and specialized comments of teachers and some thematic experts. In order to determine the reliability of the survey instrument, the Cronbach's alpha method was used that the questionnarie reliability of Webster's standard marketing culture (1990) was calculated 0.803, for a standard questionnaire, Holly et al. business performance components was calculated 0.892. With regard to the matter that the minimum reliability coefficient is 0.7 for research questionnaires, it is noted that obtained Cronbach's alpha coefficient is higher than this value and is appropriate. In order to analyze the data, proper statistical tests such as correlation analysis and regression analysis were used, which in this context the statistical software LISREL was used.

Research Findings

In the following, in order to check the research hypothesis, the regression analysis is used that the results will be expressed in detail.

The first main hypothesis: The service quality will affect the performance (financial, market, customer) of ceramic and tile companies in Yazd.

Table 1: Summary results of the first hypothesis model

Model	The correlation coefficient	The coefficient of determination	t	F	sig
Quality of service and financial performance	0.471	0.222	5.447	29.669	0.000
Quality of service and market performance	0.832	0.693	15.322	234.791	0.000
Quality of service and customer performance	0.837	0.698	15.625	244.127	0.000

The First subsidiary hypothesis: The service quality will affect the financial performance of ceramic and tile companies in Yazd.

The correlation coefficient (R) between two variables of service quality and financial performance is 0.471, which due to the significance level (0.000) shows a significant and positive

relation between two variables. The determination Coefficient (R2) indicates that the service quality variable can explain 22.2% of the financial performance variable changes.

The Second subsidiary hypothesis: the service quality will affect the Market performance of ceramic and tile companies in Yazd.

The correlation coefficient (R) between two variables of service quality and market performance is 0.832, which due to the significance level (0.000) shows a significant and positive relation between two variables. The determination Coefficient (R2) indicates that the service quality variable can explain 69.3% of the market performance variable changes.

The Third subsidiary hypothesis: The service quality will affect the Customer performance of ceramic and tile companies in Yazd.

The correlation coefficient (R) between two variables of service quality and customer performance is 0.837, which due to the significance level (0.000) shows a significant and positive relation between two variables. The determination Coefficient (R2) indicates that the service quality variable can explain 69.8% of the customer performance variable changes.

The second main hypothesis: the interpersonal relationships will affect the performance of ceramic and tile companies in Yazd.

Table 2: Summary results of the second hypothesis model

Model	The correlation coefficient	The coefficient of determination	t	F	sig
The interpersonal relationships and financial performance	0.098	0.010	1.003	1.006	0.318
The interpersonal relationships and market performance	0.122	0.015	1.254	1.573	0.213
The interpersonal relationships and customer performance	0.044	0.008	0.450	0.203	0.653

The First subsidiary hypothesis: The interpersonal relationships will affect the financial performance of ceramic and tile companies in Yazd.

The correlation coefficient (R) between two variables of the interpersonal relationships and financial performance is 0.098, which due to the significance level (0.318) it can be said that this correlation is weak and is not significant and the used model is not a good predictor for interpersonal relationships variable. The determination Coefficient (R2) shows the interpersonal relationships variable can not explain the financial performance variable changes.

The Second subsidiary hypothesis: The interpersonal relationships will affect the Market performance of ceramic and tile companies in Yazd.

The correlation coefficient (R) between two variables of the interpersonal relationships and market performance is 0.122, which due to the significance level (0.213) it can be said that this correlation is weak and is not significant and the used model is not a good predictor for interpersonal relationships variable. The determination Coefficient (R2) shows the interpersonal relationships variable can not explain the market performance variable changes.

The Third subsidiary hypothesis: The interpersonal relationships will affect the Customer performance of ceramic and tile companies in Yazd.

The correlation coefficient (R) between two variables of the interpersonal relationships and market performance is 0.044, which due to the significance level (0.683) it can be said that this correlation is weak and is not significant and the used model is not a good predictor for interpersonal

relationships variable. The determination Coefficient (R2) shows the interpersonal relationships variable can not explain the market performance variable changes.

The third main hypothesis: The sale task will affect the performance of ceramic and tile companies in Yazd.

Table 3: Summary results of the third hypothesis model

Model	The correlation coefficient	The coefficient of determination	t	F	sig
The sale task and financial performance	0.008	0.001	0.080	0.006	0.936
The sale task and market performance	0.412	0.162	4.615	21.300	0.000
The sale task and customer performance	0.792	0.624	13.252	175.610	0.000

The First subsidiary hypothesis: the sale task will affect the financial performance of ceramic and tile companies in Yazd.

The correlation coefficient (R) between two variables of the sale task and financial performance is 0.008, which due to the significance level (0.936) it can be said that, this correlation is weak and is not significant and the used model is not a good predictor for the sale task variable.

The determination Coefficient (R2) shows the sale task variable can not explain the financial performance variable changes.

The Second subsidiary hypothesis: The sale task will affect the Market performance of ceramic and tile companies in Yazd.

The correlation coefficient (R) between two variables of the sale task and market performance is 0.412, which due to the significance level (0.000) it can be said that, the correlation is strong between two variables and this relation is significant and the used model is a good predictor for the market performance variable. The determination Coefficient (R2) shows the sale task variable can explain 16.2 % of the market performance variable changes.

The Third subsidiary hypothesis: The sale task will affect the Customer performance of ceramic and tile companies in Yazd.

The correlation coefficient (R) between two variables of the sale task and customer performance is 0.792, which due to the significance level (0.000) it can be said that, the correlation is strong between two variables and this relation is significant and the used model is a good predictor for the customer performance variable. The determination Coefficient (R2) shows the sale task variable can explain 62.4 % of the customer performance variable changes.

The fourth main hypothesis: the organization will affect the performance of ceramic and tile companies in Yazd.

Table 4: Summary results of the fourth hypothesis model

Model	The correlation coefficient	The coefficient of determination	t	F	sig
The organization and financial performance	0.445	0.190	5.061	25.610	0.000
The organization and market performance	0.923	0.851	24.47	598.977	0.000
The organization and customer performance	0.636	0.398	8.39	70.511	0.000

The first subsidiary hypothesis: The organization will affect the financial performance of ceramic and tile companies in Yazd.

The correlation coefficient (R) between two variables of the organization and financial performance is 0.445, which due to the significance level (0.000) it can be said that, the correlation is strong between two variables and this relation is significant and the used model is a good predictor for the financial performance variable.

The determination Coefficient (R2) shows the organization variable can explain 19 % of the financial performance variable changes.

The Second subsidiary hypothesis: The organization will affect the Market performance of ceramic and tile companies in Yazd.

The correlation coefficient (R) between two variables of the organization and market performance is 0.923, which due to the significance level (0.000) it can be said that, the correlation is strong between two variables and this relation is significant and the used model is a good predictor for the market performance variable.

The determination Coefficient (R2) shows the organization variable can explain 85.1 % of the market performance variable changes.

The Third subsidiary hypothesis: The organization will affect the Customer performance of ceramic and tile companies in Yazd.

The correlation coefficient (R) between two variables of the organization and customer performance is 0.636, which due to the significance level (0.000) it can be said that, the correlation is strong between two variables and this relation is significant and the used model is a good predictor for the customer performance variable.

The determination Coefficient (R2) shows the organization variable can explain 39.8 % of the customer performance variable changes.

The fifth main hypothesis: The innovation will affect the performance of ceramic and tile companies in Yazd.

Table 5: Summary results of the fifth hypothesis model

Model	The correlation coefficient	The coefficient of determination	t	F	Sig
The innovation and financial performance	0.549	0.295	6.70	44.909	0.000
The innovation and market performance	0.166	0.018	1.722	2.964	0.008
The innovation and customer performance	0.133	0.083	0.139	0.001	0.002

The first subsidiary hypothesis: The innovation will affect the financial performance of ceramic and tile companies in Yazd.

The correlation coefficient (R) between two variables of the innovation and financial performance is 0.549, which due to the significance level (0.000) it can be said that, the correlation is strong between two variables and this relation is significant and the used model is a good predictor for the financial performance variable.

The determination Coefficient (R2) shows the innovation variable can explain 29.5 % of the financial performance variable changes.

The Second subsidiary hypothesis: The innovation will affect the Market performance of ceramic and tile companies in Yazd.

The correlation coefficient (R) between two variables of the innovation and market performance is 0.166, which due to the significance level (0.008) it can be said that, there is a medium and significant relation between two variables and the used model is a good predictor for the market performance variable.

The determination Coefficient (R2) shows the innovation variable can explain 1.8 % of the market performance variable changes.

The Third subsidiary hypothesis: The innovation will affect the Customer performance of ceramic and tile companies in Yazd.

The correlation coefficient (R) between two variables of the innovation and customer performance is 0.133, which due to the significance level (0.002) it can be said that, there is a medium and significant relation between two variables and the used model is a good predictor for the customer performance variable.

The determination Coefficient (R2) shows the innovation variable can explain 8.3 % of the customer performance variable changes.

The sixth main hypothesis: The internal communications will affect the performance of ceramic and tile companies in Yazd.

Table 6: Summary results of the sixth hypothesis model

Model	The correlation coefficient	The coefficient of determination	t	F	sig
The internal communication and financial performance	0.089	0.002	0.912	0.831	0.364
The internal communication and market performance	0.505	0.248	5.970	35.645	0.000
The internal communication and customer performance	0.383	0.138	4.226	17.860	0.000

The First subsidiary hypothesis: The internal communications will affect the financial performance of ceramic and tile companies in Yazd.

The correlation coefficient (R) between two variables of the internal communications and financial performance is 0.089, which due to the significance level (0.364) it can be said that, this correlation is weak and is not significant and the used model is not a good predictor for the internal communications variable.

The determination Coefficient (R2) shows the internal communications' variable can explain t0.2% of the financial performance variable changes.

The Second subsidiary hypothesis: The internal communications will affect the Market performance of ceramic and tile companies in Yazd.

The correlation coefficient (R) between two variables of the internal communications and market performance is 0.505, which due to the significance level (0.000) it can be said that, the correlation is strong between two variables and this relation is significant and the used model is a good predictor for the market performance variable.

The determination Coefficient (R2) shows the internal communications' variable can explain 24.8 % of the market performance variable changes.

The Third subsidiary hypothesis: The internal communications will affect the Customer performance of ceramic and tile companies in Yazd.

The correlation coefficient (R) between two variables of the internal communications and customer permance is 0.383, which due to the significance level (0.000) it can be said that, the correlation is strong between two variables and this relation is significant and the used model is a

good predictor for the customer performance variable. The determination Coefficient (R^2) shows the internal communications' variable can explain 13.8 % of the customer performance variable changes.

The seventh main hypothesis: An excellent management will affect the performance of ceramic and tile companies in Yazd.

Table 7: Summary results of the seventh hypothesis model

Model	The correlation coefficient	The coefficient of determination	t	F	sig
An excellent management and financial performance	0.071	0.004	0.729-	0.531	0.468
An excellent management and market performance	0.434	0.109	3.719	13.830	0.000
An excellent management and customer performance	0.546	0.292	6.654	44.282	0.000

The First subsidiary hypothesis: An excellent management will affect the financial performance of ceramic and tile companies in Yazd.

The correlation coefficient (R) between two variables of the excellent management and financial performance is 0.071, which due to the significance level (0.468) it can be said that, this correlation is weak and is not significant and the used model is not a good predictor for the excellent management variable. The determination Coefficient (R^2) shows the excellent management's variable can explain 0.04% of the financial performance variable changes.

The Second subsidiary hypothesis: An excellent management will affect the Market performance of ceramic and tile companies in Yazd.

The correlation coefficient (R) between two variables of the excellent management and market performance is 0.434, which due to the significance level (0.000) it can be said that, the correlation is strong between two variables and this relation is significant and the used model is a good predictor for the market performance variable. The determination Coefficient (R^2) shows the excellent management's variable can explain 10.9 % of the market performance variable changes.

The Third subsidiary hypothesis: An excellent management will affect the Customer performance of ceramic and tile companies in Yazd.

The correlation coefficient (R) between two variables of the excellent management and customer performance is 0.546, which due to the significance level (0.000) it can be said that, the correlation is strong between two variables and this relation is significant and the used model is a good predictor for the customer performance variable.

The determination Coefficient (R^2) shows the excellent management's variable can explain 29.2 % of the customer performance variable changes.

Conclusion

This study aimed to investigate the effect of marketing culture on business performance in the ceramic and tile industry in Yazd province. In this study, 7 main hypotheses are tested and evaluated that each of them contained three sub-hypotheses. The results showed that the service quality has a positive and significant effect on the performance of business and its components (financial, market, customer) in ceramic and tile companies in Yazd. But the results of the second hypothesis showed the interpersonal relationships have not a significant effect on business performance and its components. The results of the third hypothesis showed that although the sale task does not effect on financial performance, but has a positive and significant effect on the market

performance and customer performance. Also, according to the research findings, it can be seen that the organization has a positive and significant effect on business performance and its components (financial, market, customer). Fifth hypothesis testing showed that the innovation has a significant and positive effect on business performance that this effect is stronger on the financial performance component.

According to the results of sixth hypothesis test, the internal communications has not a significant effect on the financial performance of ceramic and tile companies in Yazd, but it has a significant and positive effect on the market performance and the customer performance. Also, the results of the seventh hypothesis showed that, although the excellect management has not a significant effect on the financial performance of ceramic and tile companies in Yazd, but it has a significant and positive effect on the market performance and the customer performance.

In today's world, a vast majority of things and our activities are based on the information and there is less time available to experience and acquire knowledge and in these circumstances, organizations will compete with each other based on their knowledge and meanwhile, the management of knowledge with possessing the necessary tools is a good opportunity to create improvement in the performance of human resources and also provide competitive advantages. Merlo and Oh (2009), in a research, assessed the effect of market orientation on business performance in six hundred medium and large manufacturer organizations in Australia. They concluded that marketing culture has a significant effect on business performance that is consistent with research results.

Sabra manian (2010) in a research, examined the relationship between market orientation and business performance in one hundred and fifty-nine intensive care hospitals in the United States. Hypothesis testing research results indicate a positive relationship between market orientation and business performance in these hospitals.

Ticitoso (2010) in a study examined the effect of market orientation on setvices' performance in three hundred and twenty-nine tourism industry in Greece and Lithuania. After the hypothesis test, the results showed a direct relationship between customer orientation and service performance and indirect relationship between competitor orientation and intersection coordination with service performance.

Verhyz and Milenberg (2004) in a study entitled "Market orientation, innovation and performance in small companies" offered a model to study the combined effect of market orientation and product innovation and company performance for small firms. The results showed that market orientation has a significant effect on the business performance of small and medium sized.

Saeid Jafari (2013) in his research examined the excellent relationships and ranking intermediate factors affecting in market orientation on business performance in Iran Khodro Company. Finally, after distributing and collecting questionnaires and their software analysis, the existence of a positive relationship between market orientation and business performance was seen in the Iran Khodro company.

According to the results of the study, it is suggested that businesses' firms consider increasing market orientation as an important and the priority goal in order to improve their performance in many areas of activity and for this purpose, they should use the model presented in this study that was approved by the local authorities. With regard to confirmed relations in this model, commercial businesses in the country need to use this relation in order to improve their performance and to increase their level of market orientation.

Regarding the role of marketing capabilities in performance, it is recommended that ceramic and tile companies study constantly their target markets by using the existing tools and modify existing gaps immediately.

Weaknesses related to competition in the field of marketing culture should be corrected through responding to competitors, identify the competitors' strategies, and identify the market opportunities based on competitiveness. Weaknesses in the relation with customer in the marketing capabilities area via conscious to customers' comments, close partnership with customers and creating commitment and trust towards customers from the company should be corrected.

Through regular review of customer satisfaction, increase profits and reduce customer costs, identify current and future needs of the customer and the company's commitment to the customer, the greater emphasis on customer orientation should be done.

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