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## Market Orientation in the Sudanese Manufacturing Firms
## (An Empirical Study)

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### ABSTRACT

The literature review indicates that the market orientation (MO) literature still lacks a comprehensive applied MO model specifically in developing countries; therefore, the purpose of this research is to propose a model of MO and to test its applicability in Sudan, as a developing country. To date, no researches conducted in Sudan to develop an applied model of MO that provides guidelines on the conditions required to determine the level of MO. In addition, no researches undertaken to investigate whether implementing the marketing concept leads to better business success. This research investigates the extent to which the Sudanese manufacturing companies apply the marketing concept and how the degree of MO affects the performance of the business. To test the applicability of the proposed model the data obtained from high officials of marketing or non-marketing departments of the manufacturing companies in Sudan.

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 The researcher used the stratified random sampling method. A total number of 91 companies out of 114companies participated (with a response rate of 80%).To analyze the data, the researcher used descriptive statistics including methods like tables, frequencies, and averages to assess the were tested using sophisticated methods like multiple regression analysis (stepwise regression analysis) and multivariate analysis of variance (MANOVA). The findings of this study confirm the applicability of the empirical model in Sudan. Ten antecedents/factors determine the market orientation of the manufacturing companies in

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Sudan that including, top management emphasis, management training, risk aversion, formalization, market based reward system, interdepartmental conflict, interdepartmental connectedness, competition, market turbulence, and general economy. Only three antecedents, formal marketing education, centralization and technological turbulence are not effective in determining the MO and its components in Sudan. The findings also confirm that the MO significantly contributes to the achievement of superior performance, both the economic and non-economic. The most important recommendations of this research indicate that the model of MO developed for Sudan makes a significant contribution to the MO literature in that country particularly, to the manufacturing companies. The Sudanese organizations can use this model as a guide for their businesses. This model confirms that both superior economic and non-economic performance of business are determined by the level of MO of an organization. The empirical findings of this investigation have policy implications for large companies in developing countries in general and Sudan in particular. It is expected that this model will be used as a starting point for further researches and to be tested in other countries in the world, both developed and developing.

التوجهات التسويقية في الشركات الصناعية السودانية

( دراسة تطبيقية)

**ملخص الدراسة**

أوضحت ألأدبيات  يف مجال التوجه التسوي يق أن هذا المجال يفتقر إلى وجود نموذج شامل للتوجه التسوي يق خاصة  يف الدول النامية، لذلك كان الغرض من هذه الدراسة اق تاح نموذج للتوجه التسوي يق و اختبار إمكانية تطبيقه يف السودان كدولة نامية. لا توجد بحوث  يف السودان لتطوير نموذج عن التوجه التسوي

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يق، كم ا انه لا توجد بحوث أثبتت ما إذا كان التوجه التسوي يق يؤثر على أداء ال شكات. قام الباحثان بدراسة المدى الذي تطبّق فيه ال شكات الصناعية السودانية مفهوم التوجه التسوي يق وما إذا كان تطبيق هذا المفهوم يؤثر على أداء ال شكات. لاختبار تطبيق مفهوم التوجه التسوي ي ق يف السودان تم جمع البيانات من مديري التسويق والإدارات الأخرى بال شكات قيد الدراسة. استخدمت هذه الدراسة أسلوب العينة الطبقية العشوائية ، 91 من 114 شكة ساهمت يف الإجابة على الاستبانة بنسبة استجابة 80%. لتحليل البيانات استخدمت هذه الدراسة الطرق الإحصائية المختلفة مثل الجداول، النسب المئوية، والمتوسطات لقياس درجة التوجه التسوي يق يف منشآت القطاع الصنا يع بالسودان. لاختبار الفرضيات عن العلاقات بر ي التوجه التسوي يق و العوامل الداخلية و الخارجية و الأداء الاقتصادي و غرت الاقتصادي تم استخدام الطرق الإحصائية الحديثة مثل تحليل الانحدار و التحليل متعدد التباين. من أهم نتائج هذه الدراسة، أن درجة التوجه التسوي يق يف منشآت القطاع الصنا يع بالسودان متوسطة. دعمت نتائج الدراسة الفرضيات و أكدت تطبيق نموذج التوجه التسوي يق المق تح ع شة عوامل(أسبقيات) تتمثل يف تأكيد الإدارة العليا، تدريب الإدارة، تجنب المخاطر، الحوافز على أساس الانجازات التسويقية، ال تاع بر ي الأقسام، الارتباط بر ي الأقسام، المنافسة، التغرتات التسويقية، والاقتصاد العام فعالة يف تحديد التوجه التسوي يق يف منشآت القطاع الصنا يع بالسودان. فقط ثلاثة عوامل(أسبقيات) ،التعليم التسوي يق الرس يم، المركزية، و التغرتات التكنولوجية لم تكن فعّالة يف تحديد التوجه التسوي يق ومكوّناته يف السودان. أكدت الدراسة على قوة تأثرت التوجه التسوي يق و مكوناته على كل من الأداء الاقتصادي و غرت الاقتصادي يف منشآت القطاع الصنا يع بالسودان. أوضحت توصيات هذه الدراسة انه يمكن إن يكون لها مساهمة هامّة يف أدبيات التوجه التسوي يق يف السودان، وخصوصا ال شكات الصناعية السودانية. مديرو ال شكات الصناعية يف السودان يمكنهم

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استخدام النموذج المق تح كدليل لأعمالهم التجارية كما يمكنهم تحديد نسبة المنفعة إلى التكلفة بالنظر إلى كلفة المصادر

المطلوبة لتطبيق مفهوم التوجه التسوي يق، بالإضافة إلى، المنافع ال يت يمكن أن تتحقق نتيجة تطبيق هذا المفهوم . نتائج هذه الدراسة لها تداعيات سياسية للدول النامية عموما و للسودان بشكل خاص.  هذا النموذج يمكن

أن يكون نموذج عام ، و ل يك يتحقق تطبيقه العام من المتوقع أن يكون هذا النموذج نقطة بداية لدراسات أخرى

واختباره  يف دول أخرى نامية ومتطورة .

## 1-Introduction

The marketing concept has been of substantial importance for many years in marketing and is one of the most significant and popular concepts that has been developed in the marketing literature [Svensson, (2001)]. Despite the importance of this concept and organizations' effort to achieve success through being oriented to their customers, it was not until the 1970s and 1980s that attempts were made to clarify implementation issues [Kotler, (1977); Shapiro, 1988]. In the recent years, market orientation (MO) has been considered a critical issue for business success. In this connection, Narver and Slater's (1990) study was the first to identify MO as the determinant of a company's profitability and later (Slater and Narver, 1994a) even identified a stronger relationship between the MO and business performance (profitability, customer retention, sales growth, and new product success). Jaworski and Kohli (1993) also found MO to be an important determinant of business success and declared it as the key to business success.

Brownlie and Saren (1992); and Gummesson (1987) suggested that revising, updating, and revisiting market orientation should be done on a continuous basis. Thus, there is a need for revision of the different market orientation perspectives and for a new work to be made in order to avoid these criticisms and drawbacks. Despite the criticisms

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and inherent differences among the different perspectives, today market orientation has been well implemented by the developed countries. However, with few exceptions, developing countries are far behind. In order to understand the current scenario of market orientation in a developing country, examination of market orientation in a country like Sudan, which was established as an independent nation in 1956, is necessary. In this respect, the literature review indicates that, to date, no study has been conducted in Sudan to develop a model of MO that provides guidelines on the conditions required for implementing the marketing concept or to determine the level of MO. Further, there has been no research undertaken to investigate whether implementing the marketing concept leads to better business success. The lack of quality, detailed research in this area not only hinders the policy makers in developing effective strategies but it also hinders the manufacturing companies in Sudan who are still not aware about the conditions for becoming market-oriented, and are not realizing even if they are market-oriented. Therefore, this paper tries to answer the following questions:

- What are the factors/antecedents that foster or hinder the level of MO in Sudanese manufacturing firms?

- Is the level of MO in the Sudanese manufacturing firms' leads to better business success?

Accordingly, the research hypotheses could be stated as follows:

- $H_1$: The Market orientation components in the Sudanese manufacturing companies are determined by the internal and external factors/antecedents.

- $H_2$: The market orientation in the Sudanese manufacturing companies is determined by internal and external factors/antecedents.

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- H$_3$**:**  The consequences (the economic and non-economic performance of the business) are determined by the market orientation components of the Sudanese manufacturing companies.

-H$_4$*:* The consequences are determined by the overall market orientation of the Sudanese manufacturing companies.

## 2- The Proposed Model of Market Orientation

The proposed model of market orientation embodies a company philosophy or organizational culture Kotler and Levy (1969), and Marinov et al. (1993) argued that the adoption of marketing is a gradual process, which starts from the agnostic stage and passes through production orientation and sales orientation stages towards a well-developed MO stage. The most important factors that represent the constructs of MO model (see figure1), are:
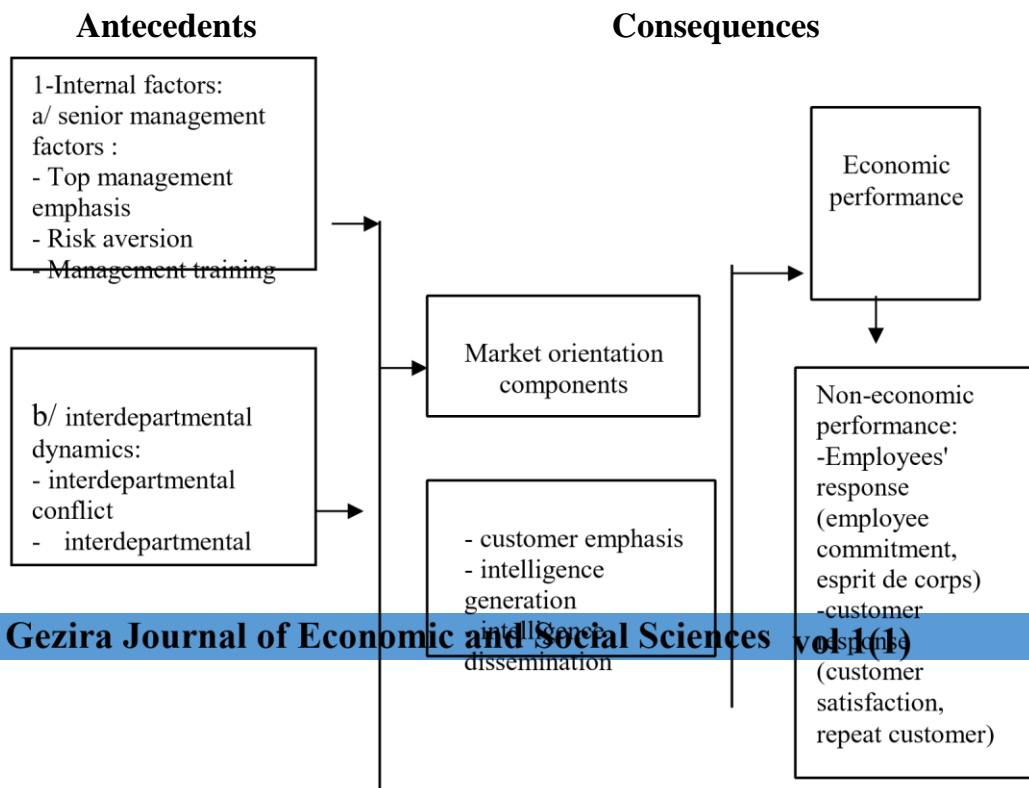
1-      The market orientation and its components of customer emphasis (MO1), intelligence generations (MO2), intelligence dissemination (MO3), and intelligence

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responsiveness (MO4), has two roles. It works as a dependent variable affected by internal and external antecedents and works as an independent variable which affects both the economic and non-economic performance of the business.

2-      The antecedents of market orientation represent the independent variables of the model and include, the internal antecedents of top management emphasis, risk aversion, management training,  formal marketing education; organizational characteristics of centralization, formalization, and market based reward system; interdepartmental dynamics of interdepartmental conflict and interdepartmental connectedness while, the external antecedents consist of  competition, market turbulence, technological turbulence, and general economy.

3-      the  overall market orientation and its components, MO1, MO2, MO3, MO4; represent an independent variable affects both economic performance (EP) and noneconomic performance [employees' organizational commitment (OC), employees' esprit de corps (EC), customer satisfaction (CS), and repeat customer (RC)] of the business.

**Antecedents**                    **Consequences**

1-Internal factors:
a/ senior management
factors :
- Top management
emphasis
- Risk aversion
- Management training

Economic
performance

b/ interdepartmental
dynamics:
- interdepartmental
conflict
-  interdepartmental

Market orientation
components

Non-economic
performance:
-Employees'
response
(employee
commitment,
esprit de corps)
-customer
response
(customer
satisfaction,
repeat customer)

- customer emphasis
- intelligence
generation
intelligence
dissemination

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| C/organizational system:<br>  - formalization<br>  - centralization<br>  - market based reward system |
|---|

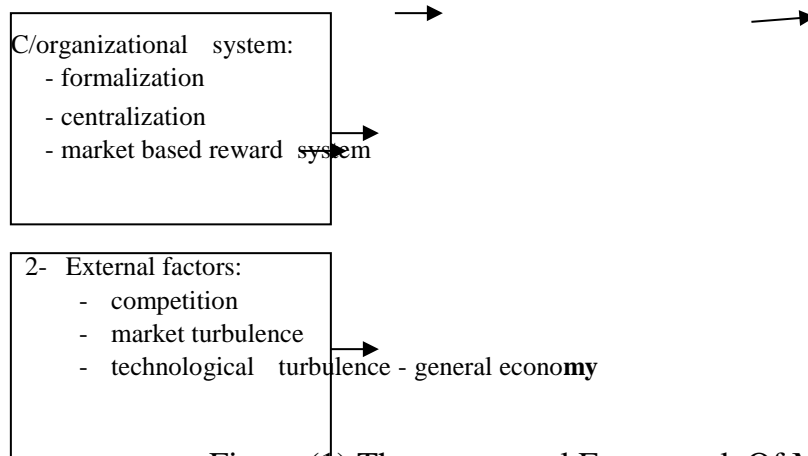| 2- External factors:<br>  - competition<br>  - market turbulence<br>  - technological turbulence - general economy |
|---|

Figure (1) The conceptual Framework Of Market Orientation

*Source: Adapted and extended on the basis of the large body of literature e.g.* Kumar, K. (2002). *Journal of American Academy of Business,* **Vol. 1**, No. (2), pp. 371.

### 3- **The Methodology:**

Data were collected from tow sources, which are the secondary and primary ones. The population of interest in this study is the manufacturing sector in Sudan (Khartoum state) this sector has been selected because of its importance and valued contribution to the general economy of the Sudan. The sample size is usually calculated based on simple random sampling. What is required here is an educated guess for the anticipated population proportion (p). In this study, the **p** is the average productivity in the industrial sector in Khartoum state. Statisticians usually use a figure 0.5 for **p** because this figure gives the maximum possible sample. The structure of the equation is as follows :

$n = z^2 \, p \, q / d^2$ , where n = the provisional estimate of the sample size p = the anticipated population proportion ( p) taken as = 0.5 q = the complement of p = q = 0.5 d = the deviation on either side of the anticipated population proportion taken as =

0.1 ( the level of precession) z = the confidence interval = 100( 1-α ) taken as = 0.05 ( i.e., t- value at 0.05 = 1.96)

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Therefore, the equation becomes: $n = ((1.96)^2 \times 0.5 \times 0.5) / (0.1)^2 = 96$

In this study the researcher uses the stratified sampling method because of the nature of the population that are classified into groups of industries homogeneous from within and heterogeneous from without. Each industry includes a number of companies.. Therefore, the sample size should be doubled for the design effect Kumar(2002). Therefore, **n\* = 96 x 2 = 192** however, since the sampling fraction ( n/N = 192/ 280 = 0.685) is greater than 5% ( rule of thumb), the following correction formula from Monette et.al ( 1990 p 149) was applied in order to get an actual required sample size  n final = n/ (1+n/N)  = 192/ ( 1+0.69 ) = 113.6 = 114

Therefore, the final sample size is 114 companies and is distributed according to the weight of each sub sector. The sampling distribution according to stratified sampling with probability proportional to size is given in the table(1) below and is calculated as follows:

$n^{**} = (n_1/N) \times n^*$  where,   $n^{**}$ =the maximum

possible size per stratum,   $n_1$  = the total number of companies

in each stratum

N  = the total population

| The sector ( stratums) | The total No. of companies ($n_1$) | The weight of stratum ($n_1$/N) | The sample size ( $n$ ) |
|---|---|---|---|
| 1\manufacture of food  products and soft drinks | 76 | 0.27 | 31 |
| 2/Manufacture of other non-metallic mineral products | 64 | 0.23 | 26 |
| 3\Manufacture of chemicals & chemical products | 40 | 0.14 | 16 |
| 4\Manufacture of fabricated metal products. | 17 | 0.06 | 7 |
| 5\Manufacture of rubber & plastics products | 27 | 0.10 | 11 |
| 6\Publishing, printing and reproduction of recorded media | 18 | 0.06 | 7 |

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Table (1) The Sample Size for each Sector (stratum)

| | | | |
|---|---|---|---|
| Total | 280 | 114 | - |

Source: prepared by the authors from the survey data (2009).

According to sample size, there are 114 manufactured companies to be visited. The total number of the companies that were agreed to answer the questionnaire is (91) out of (114) with response rate of 80% that seem good for similar researches.

| | | | |
|---|---|---|---|
| 7\Tanning & dress. Of leather; manufacture of footwear. | 10 | 0.04 | 5 |
| 8\Manufacture of textiles | 9 | 0.03 | 3 |
| 9\Manufacture of wood, cork, plaiting & Furniture | 4 | 0.01 | 1 |
| 10\Manufacture of wearing apparel; dressing & dyeing . | 5 | 0.02 | 2 |
| 11\Manufacture of paper & paper products | 6 | 0.02 | 2 |
| 12\Manufacture of basic metals | 3 | 0.01 | 1 |
| 13\ Manufacture of tobacco products | 1 | 0.00 | 0 |

The statistical packages for social science (SPSS) were used to analyze the data. The descriptive statistical methods include frequencies, percentages and averages are used to assess the degree of market orientation in the Sudanese manufacturing companies. Each market orientation component; MO1, MO2, MO3, MO4, and overall MO has a number of items (statements). The statements are of a likert-type scale, respondents are asked to score each statement along a five- point scale, ranging from strongly disagree to strongly agree as follows:

| Strongly disagree | Disagree | neutral | agree | Strongly agree |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |

In this, study the researcher uses the scaled-response questions, which are closed-ended questions where the response choices are designed to capture intensity of feeling. The advantage of using this type is that scaling permits measurement of the intensity of

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respondent's answers. Also, many scaled response forms incorporate numbers which can be used directly as codes.

The questionnaire consists of three main parts:

(i)     This part of questionnaire contained a number of questions or statements that measure the degree of market orientation practiced by the sampled organizations.

(ii)     The second part is the internal and external antecedents of market orientation (MO), contained a numbers of questions or statements that reflect whether the antecedents foster or hinder the MO of the organizations under study.

(iii)     The third part is the consequences of MO contained a numbers of questions or statements that determine the economic and non-economic performance of the organizations under study.

In this study, the stepwise regression analysis was used to test hypotheses one, tow, and three. For the testing of hypothesis four multivariate analysis of variance (MANOVA) was used. (MANOVA) is a statistical technique that provides a simultaneous significance test of mean difference between groups, made for two or more dependent variables (Zikmund, 1994). Tabachnick and Fidell (1989) stated that multivariate analysis of variance is a generalisation of analysis of variance to a situation in which there are several dependent variables.

**4- Results and discussion**

This part discusses the degree or the level of MO in Sudanese manufacturing firms as well as the test of the different hypotheses.

**1- The Degree of Market Orientation in Sudanese Manufacturing Firms:**

The following table indicates the summary of the degree of the overall market orientation and its components in the Sudanese manufacturing firms.

Table (2). The Degree of MO in Sudanese Manufacturing Companies

| Variables | Cumulative disagree (%) | Neutral | Cumulative agree (%) | The degree of MO |
|-----------|-------------------------|---------|----------------------|------------------|

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| | | | | |
|-----|-------|-------|-------|--------|
| MO1 | 32.0% | 33.1% | 34.9% | Low |
| MO2 | 42.7  | 8.2   | 49.1  | Middle |
| MO3 | 42.0  | 8.5   | 49.5  | Middle |
| MO4 | 25.4  | 11.1  | 63.5  | High |
| TMO | 34.6  | 15.2  | 50.2  | Middle |

Source: prepared by the authors from the survey data (2009)

It is clear from the table that, the exercises of the MO and its components in the Sudanese manufacturing companies is moderate. However, for taking action(MO4) as component of MO there is a more favorable attitude towards the adoption of this component. It involves developing, designing, implementing, and altering products and services in response to customers' current and future needs. Therefore, it is clear from the table that the Sudanese manufacturing companies highly exercised these activities, while exercising customer emphasis (MO1) is low. Regarding the total MO (TMO), it is obvious from the table that the degree of overall MO is moderate.

## 2- The test of Hypotheses:

### 2.1. Market Orientation Antecedents in Sudanese Manufacturing Companies:

Table (3) indicates the summary of the results of testing hypotheses, one, and tow.

**-**The results of testing hypothesis one which is, the Market orientation components in the Sudanese manufacturing companies are determined by the internal and external antecedents.

The internal antecedents that significantly determine the first component of MO customer emphasis (MO1) are risk aversion, formalization, and departmental conflict, and one external antecedent that is competition. Tow internal antecedents significantly determine the second component of MO intelligence generation (MO2) include management emphasis, and departmental connectedness and one external antecedent, which is general economy. Five internal antecedents determine the third component of MO intelligence dissemination (MO3) include management emphasis, risk aversion, formalization, marketing reward system, and departmental connectedness, and one external

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antecedent that is general economy. Four components determine the antecedent of the fourth component of MO include, management emphasis, risk aversion, formalization, and departmental connectedness, and one external antecedent that is general economy. Some antecedents have insignificant contribution to the MO components (see table 3) therefore, the research give partial support to hypothesis one

Regarding hypothesis two, which is the total market orientation in the Sudanese manufacturing companies, is determined by internal and external antecedents.

As clearly from table (3) the internal antecedents that significantly determine the overall market orientation (TMO) include management training, and formalization, while the external antecedents include competition, and market turbulence. The other antecedents (see table 3) have insignificant contribution to the overall market orientation, therefore, the search give partial support to hypothesis tow.

Table (3) the results of the relationship between the MO and its components and the related antecedents

| The independent variable | MO1 | MO2 | MO3 | MO4 | TMO |
|---|---|---|---|---|---|
| 1-Management emphasis | | 0.157 (4.909) | 0.413 (6.866) | 0.157 (5.121) | |
| 2-Risk aversion | -0.150 (-2.923) .004 | | 0.539 (12.640) .000 | (2.774) .006 | |
| 3-Management training | | | | | 0.294 (8.182) .000 |
| 4-Formal market education | | | | | |
| 5-Centralization | | | | | |
| 6-Formalization | 0.215 (8.281) .000 | | -0.431 (-6.702) .000 | -0.121 (-2.771) .000 | -0.127 (-6.565) |
| 7-Marketing reward system | | | -0.411 (-8.376) .000 | | |

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| | | | | | |
|---|---|---|---|---|---|
| 8-Departmental conflict | - 0.335 (-5.620) .000 | | | | |
| 9-Departmental connectedness | | 0.351 (9.744) .000 | 0.196 (3.219) .002 | 0.505 (12.158) | |
| 10-Competition | 0.499 (8.624) .000 | | | | 0.400 (9.726).000 |
| 11-Market turbulence | | | | | -0.278 (-10.379) |
| 12-Technology | | | | | |
| 13-General economy | | -0.00556 (-2.366) | 0.319 (6.386) | -0.129 (-3.748) | |
| | | .019 | .000 | .000 | .000 .000 |
| R | 0.830 | 0.941 | 0.954 | 0.951 | 0.892 |
| R² | 0.690 | 0.885 | 0.909 | 0.904 | 0.795 |

.000

0.005969

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*Source:* prepared by the authors from the survey data (2009)

In summary and based on the examination of the company's internal and external antecedents that significantly determine the level of the total market orientation and its components, the research provides partial support to hypothesis one and two. Only ten antecedents significantly determine the levels of the MO components seven internal antecedents including management emphasis, risk aversion, formalization, management training, marketing reward system, interdepartmental conflict, interdepartmental connectedness , and three external antecedents including competition, market turbulence, and general economy. Three antecedents are excluded from the model two internal, formal market educations, and centralization and one external antecedent's technology because of their insignificant contribution to the dependent variable.

**2.2. The Consequences of Market Orientation components in Sudanese Manufacturing Companies:**

For testing hypothesis, three of the consequences are determined by the market orientation components of the Sudanese manufacturing companies.

It is clear from table (4) that all the components of MO are significantly related to the economic performance of the business except the intelligence dissemination (MO3) where no relation exist. The value R2= 23% indicates a very low relationship. Also all the components of MO are significantly related to non-economic indicators except customer emphasis(MO1) with spirit de corps, intelligence dissemination(MO3) with customer satisfaction, and intelligence responsiveness (MO4) with repeat customer are insignificant. The value of $R^2$ range between 0.7 to 0.9 indicates a very strong relationship between the dependent and independents variables, therefore, this hypotheses is partially supported.

Table (4) Results of the relationship between economic and non- economic performance and the components of MO

| Independent variables | E P | EC | ED | CS | RC |
|---|---|---|---|---|---|
| | B(t) | B(t) | B(t) | B(t) | B(t) |

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| | | | | | |
|---|---|---|---|---|---|
| MO1 | .889 | 0.699 | -0.0069 | .161 | .501 |
| | (.000) | (.000) | (.685) | (.051) | (.000) |
| MO2 | | | 0.917 | .454 | .673 |
| | 1.172 | 1.114 | (.000) | (.000) | (.000) |
| | (.000) | (.000) | | | |
| MO3 | - | -0.111 | 0.6 67 | -.0003 | .478 |
| | | (.053) | (.000) | (.966) | (.000) |
| MO4 | -.081 | 0.475 | 0.552 | .548 | .198 |
| | (.000) | (.000) | (.008) | (.000) | (.130) |
| R 2 | .225 | .900 | .771 | .780 | .798 |

*Source:* prepared by the authors from the survey data (2009)

Regarding hypothesis four that is, the consequences are determined by the overall market orientation of the Sudanese manufacturing companies. Table (5) shows the multivariate effects for the overall market orientation(TMO) on economic and noneconomic performance of business (employees' organizational commitment, esprit de corps, customer satisfaction, and repeat customer).

Table (5) Wilks' Lambda and F Test for the Multivariate Main Effect (Overall Market Orientation)

| Dependent Variables | F | Sig ( p-value) |
|---|---|---|
| Economic performance | 0.901 | .343 |
| Employee Commitment | 43.306 | .000 |
| Esprit de Corps | 165.964 | .000 |
| Customer Satisfaction | 130.062 | .000 |
| Repeat Customer | 61.041 | .000 |

*Source:* prepared by the authors from the survey data (2009) Alpha= .05

It is clear from the above table that, the dependent variables of the economic and noneconomic performance were significant at an alpha level of 0.05. For the economic performance [F (.901), p = 0.343] while for the non-economic performance is that, employee commitment [F (43.306), p = 0.000], esprit de corps [F(165.964) ,p = 0.000], customer satisfaction [F (130.062), p = 0.000], repeat customer [F (61.041), p = 0.000].

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While for the economic performance [F (.901), p = 0.343], is statistically not significant.

Table (6) Univariate Effect of Overall Market Orientation on Economic and non-economic performance (EC, ED, CS, and RC):

| Dependent variables | F | Sig( P ) | Eta2 |
|---|---|---|---|
| Economic performance | 16.918 | .000 | .060 |
| Employee Commitment | 169.113 | .000 | .389 |
| Esprit de Corps | 303.911 | .000 | .533 |
| Customer Satisfaction | 100.815 | .000 | .275 |
| Repeat Customer | 358.014 | .000 | .574 |

*Source:* prepared by the authors from the survey data (2009) Alpha= .05

The results of the examination of the univariate effect of TMO on each dependent variable as shown in table (6) above indicates that TMO is significantly affecting the noneconomic performance. for non-economic performance, organizational commitment [F (169.113), p = 0.000], esprit de corps [F (303.911), p = 0.000], customer satisfaction [F (100.815), p = 0.000], and repeat customer [F (358.014), p = 0.574]. While for the economic performance [F (16.918), p = 0.060], is statistically significant but the value of Eta2 is disturbance. These univariate findings indicate that all the dependent variables for the economic and non-economic performance are significant at an alpha levels 0.05. Thus, the findings of the significant effect of TMO on all the dependent variables are highly acceptable. The findings indicate that the TMO has a significant effect on each of the
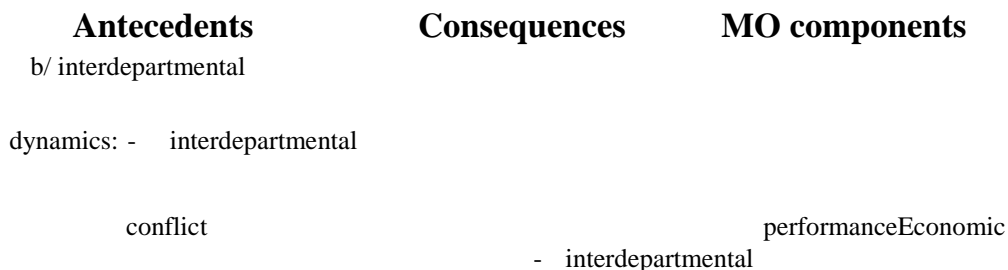
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dependent variables that are, economic performance, and non-economic performance of the business.

In short, it is clear from the above MANOVA results that overall market orientation has a significant effect on the economic and non-economic performance of business .In addition; univariate analysis also supports the MANOVA findings by identifying a significant overall market orientation effect on each of the dependent variables. Thus, it can be confirmed that hypothesis four is fully supported. That means, overall market orientation of the Sudanese manufacturing companies has a significant effect on both the economic and the non-economic performance of business.

**5-The Empirical Model of Market Orientation in the Sudanese Companies:**

The researcher has developed the empirical model of market orientation in the Sudanese manufacturing companies as shown in figure (2) below. The model indicates that ten antecedents including seven internal antecedents of top management emphasis, management training, risk aversion, formalization, and market based reward system, interdepartmental conflict, interdepartmental connectedness, and three external antecedents of competition, market turbulence, and general economy contribute to the level of overall market orientation and MO components of the Sudanese manufacturing companies. However, three antecedents' two internal antecedents of, centralization, formal marketing education, and one external antecedents of technology have insignificant contribution to the MO and its components.
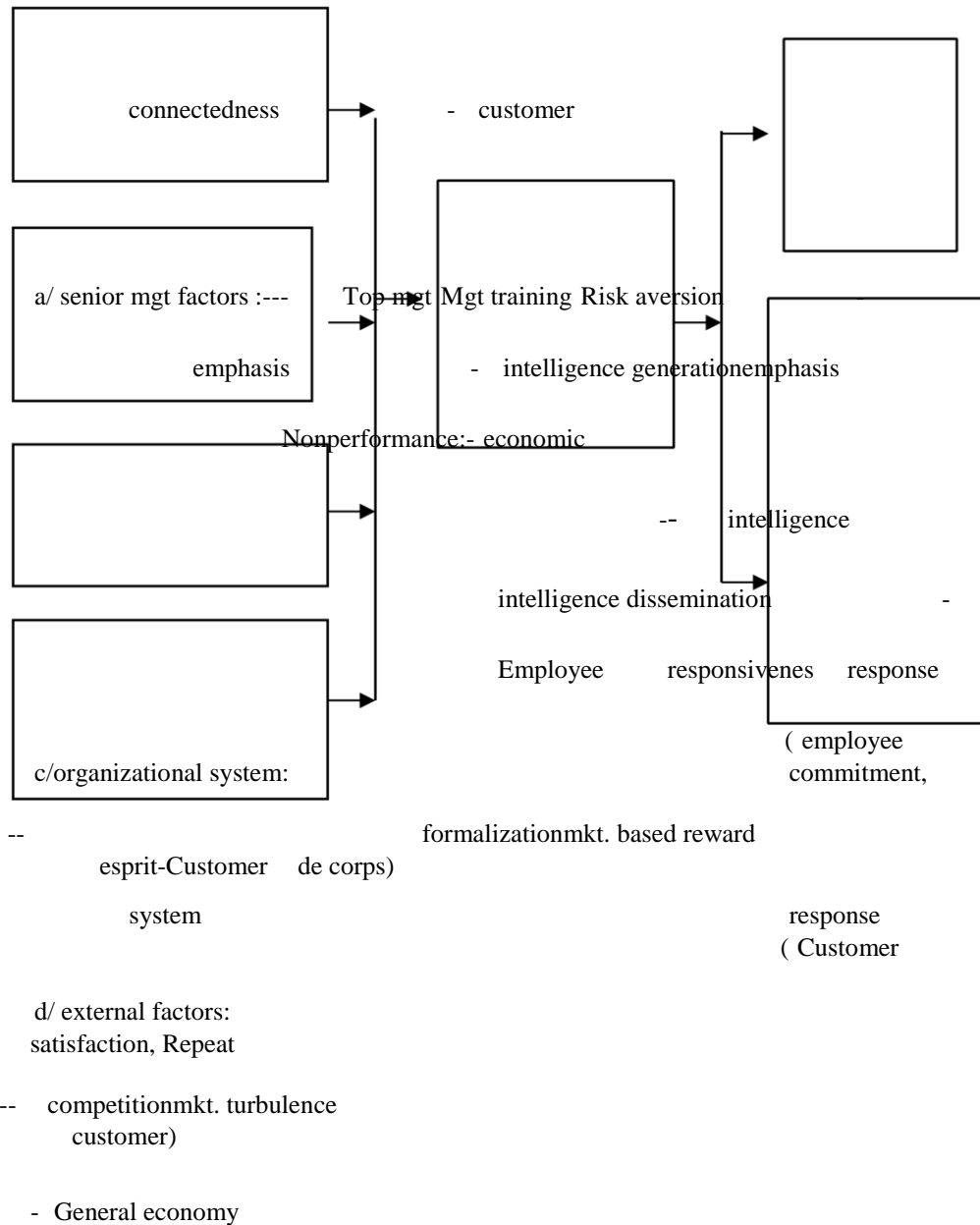
**Antecedents**          **Consequences**          **MO components**

b/ interdepartmental

dynamics: -    interdepartmental

conflict                                                      performanceEconomic

-    interdepartmental

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connectedness

- customer

a/ senior mgt factors :---

emphasis

Top mgt Mgt training Risk aversion

- intelligence generationemphasis

Nonperformance:- economic

-- intelligence

intelligence dissemination -

Employee responsivenes response

( employee commitment,

c/organizational system:

-- formalizationmkt. based reward

esprit-Customer de corps)

system response
( Customer

d/ external factors: satisfaction, Repeat

-- competitionmkt. turbulence customer)

- General economy

Figure (2) The Empirical Model of Market Orientation in The Sudanese Companies (Antecedents and Consequences).

*Source: Developed by author, based on the previous studies, interviewing experts persons in the industry as well as the results of the analysis. (2009).*

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The conclusions of this study are; the exercise of the MO and its components in the Sudanese manufacturing companies is moderate. However, for taking action (MO4) as component of MO there is a more favorable attitude towards the adoption of this component. The findings of this study confirm the applicability of the empirical model in Sudan. It indicates that seven internal antecedents management emphasis, risk aversion, formalization, management training, marketing reward system, interdepartmental conflict, interdepart-mental connectedness, and three external antecedents including competition, market turbulence, and general economy determine the MO and its components in the Sudan. Only three antecedents, two internal (formal marketing education, and centralization) and one external (technological turbulence) are not found effective in determining the MO and its components in Sudan. The findings also confirm that the MO significantly contributes to the achievement of superior performance, both the economic and non-economic performance of business. The entire MO component have very low significant relationships with the economic performance of the Sudanese manufacturing companies except MO3 (intelligence dissemination) where no relation exist. The recommendations of this study can be summarized as follows:

1- The first model of MO (figure 2), which developed for Sudan from the results of this study makes a significant contribution to the MO literature in that country, and also, particularly, to the manufacturing companies. This model is significant because it can be used to identifying the antecedents that foster and discourage MO, and to identify the contribution MO makes to the economic and non-economic performance of business.

2- This empirical model can be used as a guideline for companies that want to be market-oriented, because it suggests the detailed activities under each of the market orientation components. This means that an organization will know what to do in order to accomplish each of the market oriented-activities.

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3-Since the empirical model confirms that both superior economic and non-economic performance of business are determined by the level of MO of an organization, the manufacturing companies in Sudan will be able to project the cost-benefit ratio by looking at the cost of the resources in becoming market-oriented, as well as, the benefits that they may get from their adopted market-oriented behavior.

4-The empirical findings of this investigation have policy implication for large companies in developing countries in general and Sudan in particular.

In general, there is no complete research study, which provides answers for all questions in a selected topic. Therefore, the examination of the application of the marketing concept in this study gives rise to other research questions. Thus, it would be useful to propose some topics that deserve further research in the field of market orientation. The conceptual framework of market orientation in this study is tested by investigating the market orientation of the large and some medium manufacturing companies in Sudan. The reason for selecting large companies is that it is thought that the market orientation might be more clearly reflected in large companies than in small companies. Future MO studies in Sudan should include a sample incorporating all sizes including large, medium, and small companies and compare the market orientation between these three. The conceptual framework of market orientation in this study is proposed as a generic framework that can be applied to any country, developed or developing but considering the time and cost involved, only one developing country can be studied. Therefore, further study needs to be carried out in more developing countries as well as in developed countries to examine the applicability of this framework.

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