

The Effectiveness of Promotion Expenses of Universitas Advent Indonesia on Gathering Market Size and Market Share from SDA Feeders' Schools (Senior High Schools) in West Indonesia

Ronny Buha Sihotang

Faculty of Economics, Universitas Advent Indonesia, Indonesia

ronny.sihotang@unai.edu

Abstract

Every business must increase its sales by making regular promotions every year. To enable them to survive, they will measure their ability to gather market size and market share on their business lines. The main purpose of this research is to measure the effectiveness of promotion expenses on gathering market size and market share of Universitas Advent Indonesia from all feeders (Senior High Schools) of Seventh-day Adventist Schools in West Indonesia. This study uses an 8 (eight) years sample, starting from school years 2011/2012 – 2018/2019. Using component analysis method. The component is analyzed based on yearly promotion expenses and the result of market size and market share. The result shows that every year the effectiveness of promotion expenses on gathering market size is very effective i.e for school year 2011/2012 = 383.17%; 2012/2013 = 798.31%; 2013/2014 = 651.75%; 2014/2015 = 656.48%; 2015/2016 = 685.92%; 2016/2017 = 444.55; 2017/2018 = 655.95%; 2018/2019 = 543.54%. The average for eight years = 579.14% (very effective). While the effectiveness of promotion expenses on gathering market share is also very effective i.e for school year 2011/2012 = 102.82%; 2012/2013 = 198.65%; 2013/2014 = 168.83%; 2014/2015 = 149.62%; 2015/2016 = 176.42%; 2016/2017 = 122.53%; 2017/2018 = 173.97%; 2018/2019 = 138.35%. The average for eight years = 149.21% (very effective).

Keywords: Effectiveness, Promotion Expenses; Market Size; Market Share; Feeders' School.

INTRODUCTION

The essential of an organization to catch the market share is mandatory. Every organization is compulsory for having a market share. The more market share you have, the more you will grow better compared to your competitors. Therefore, market share is a key aspect that shows that a company with a large market share is a very profitable company (Evgeny Genchev, 2012). Through the market share owned, the organization will know the level or status of the market owned and what level it is compared to the existing market both globally and locally.

In accordance with a general understanding, market share is the percentage of industry sales of a particular company or product (Dictionary of Business Terms, 2nd edition). This understanding shows all the sales on the market in a certain period (usually a year) and how many sales the organization got as a whole. For this reason, an organization always wants to increase the amount of market share it has every year with the hope that the control of market share next year will be greater than the current market share. In order to increase market share control better than the previous year, the organization needs to consistently penetrate the market, namely by making aggressive efforts in sustainable marketing tactics.

Knowing the complete market share position will help the company's work plan in the coming period. For this reason, an organization will try to calculate its market share periodically (usually annually). The results on the calculation of the market share that is owned become a portrait of achievements in the line of business that is being carried out. And at the same time, the results of the calculation of market share become a comparison tool with competitors who are engaged in the same business field. By knowing the current market share, the leadership of the organization, together with the work team, will be able to make work plans and work operational techniques so that the organization can increase or increase its market share better in the coming years.

The component that is closely related to market share is market size. Market size is the number of individuals in a certain market segment who are potential buyers. Companies should determine market size before launching a new product or service (<https://www.google.com/chrome..69i57j0l7.24740j1j7>). If the market share wants to see and know the total market share owned by the organization in detail, then the size of the model will want to know the total number of markets that exist in a certain area and within a certain period (usually per year) – either locally, nationally or internationally. So the market size area depends on the operational area of each organization. The calculation of market size can be measured from the prospective number of markets available in the operational area of each organization (Jose Carlos et al., 2019).

In general, an organization is established because the organization sees a market opportunity through the existing market size in the area that is worthy of inclusion. Considering that from the existing market size, there is an opportunity to seize market share from existing competitors. Of course, the opportunity to obtain market share from the existing market size has been studied as well as possible because the company leadership and its work team see the opportunity to gain market share is very open. That is why a newcomer company wants to open its business operations in the business field that is already in the market because the company sees and feels sure that there is an opportunity to get market share from the existing market size.

One of the basic principles that must be carried out and known by company leaders is to understand the current and future state of the market size. When the principles and measurements of market size are known with certainty, the company's opportunity to obtain better growth can be achieved. For example, the target market to be obtained will be more focused so that from the current market size, the company can make a target for achieving the market share that it wants to have from the existing market size.

One of the common strategic operations carried out by an organization is working on market size and market share is through a promotion approach. Promotion is a tool or effort carried out by an organization in selling or introducing its products (goods or services) to potential customers. This form of promotion can be direct or indirect (Kotler, Keller, 2009). For promotions made to potential customers, the organization expects that prospective customers will know the products (goods or services) being marketed and at some point become customers or buyers of the products offered by the organization.

Promotion efforts used by organizations to introduce their products to the market according to the characteristics of the products (goods or services) owned by each organization to its main customers are very normal. For this reason, it is necessary to ensure that the promotions carried out are on target and more focused according to the characteristics of the products to be promoted. Because the promotion approach based on products (goods or services) owned by one organization can be different from other organizations, for this reason, an organization must ensure that the promotions used are in accordance with the characteristics of its products and, at the same time, the promotion approach is right on target to its potential customers. The right understanding of advice means that the product being promoted is in accordance with the expectations and desires of customers. When the product being promoted is in accordance with the expectations and desires of the customer, then the product becomes a necessity. If the product has become a necessity, then the customer will buy the product.

Promotion used by the organization is a routine cost incurred. As a routine cost, of course, the cost of the promotion needs to be measured for its effectiveness. This means that the principle of expenses is the costs that the organization incurs (promotion expenses) at this time will produce more selling value in the future. For this reason, data on the number of promotional costs spent per year are absolutely accurate and on target, so that they can be compared with the total rate of return in the future.

The object of scientific research on promotion, market share, and market size is the Indonesian Adventist University. The Indonesian Adventist University was established in 1949 with the specific main objective of accommodating all Adventist high school graduates in western Indonesia as feeder schools and, in general, high school graduates in Indonesia.

Research Questions

- What are the Promotional Expenses for the Adventist University of Indonesia?
- What is the Market Size of prospective Adventist University of Indonesia students from Feeder Senior School in West Indonesia?
- What is the Market Share of the Adventist University of Indonesia from Feeders Senior High School in West Indonesia
- How effective is the Promotional Cost on the Market Size and Market Share of the Adventist University of Indonesia?

LITERATURE REVIEW

Promotion

In basic terms, promotion is a tool used by an organization to introduce products (goods or services) to the public so that their products are known by potential buyers of these products in a certain area and time. As a tool, promotion companies must be sharp, targeted, easy to understand, able to convince potential customers so that the products sold are sold and can be accepted by potential customers and previous customers.

Promotional links should be spread perfectly and evenly to various (1) locations - according to the geographical location of an area, (2) countries - especially for global products, (3) segmentation - so that promotions are right on target according to the target market. This promotional approach is carried out for products that have certain characteristics that are open to the public but want to get customers who are niche target markets (Kotler, 2017).

Currently, the types and forms of promotions must refer to the development of customer culture, namely social-cultural and modern-cultural. Social culture refers to historical customers from the past, namely customers who refer to buying products for the results they have enjoyed in the past. This means that the results of the facts they have obtained become a reference for choosing the product being promoted. At the same time, modern cultural promotion refers to current developments in selecting and determining the products to be purchased. The modern approach to cultural promotion is aimed and implemented in accordance with modern developments, namely promotions that are global in nature, by using the latest promotional systems and approaches, namely new millennials. Currently, the modern approach to cultural promotion is carried out through internet technology facilities, both personally and corporately, such as e-commerce, e-books, e-promotion in various forms of approach.

The types of promotions that exist and that will be used still refer to the characteristics or types of products owned by each organization. For example, the types of consumer goods and industrial goods have different promotion principles and concepts. Promotions for industrial goods are more technical and detailed in the implementation of promotions because they must be more detailed, complete with instructions for use, and structured in line with the types of industrial goods themselves. That is why many promotions from industrial use direct promotion because the use of products requires a technical approach. Meanwhile, promotion for consumer goods is simpler and often uses indirect promotion. Because the products used are generally not complicated, there are not too many instructions that must be used when the product is about to be used. Whatever form of promotional approach an organization takes, the definite goal is that the product it has is very well known so that potential customers are interested in buying the product.

Whatever type of product the organization has, it must be ensured that the promotion is right on target. It can convince customers that the products sold to customers are reliable and quality products to convince customers to buy the product being promoted.

Market size

Knowing in detail the potential market size of a business will help company managers identify markets that will be searchable or obtainable through the expected potential buyers and make segmentation of buyers of these products as a reference in developing market acquisitions in the future period. Based on its definition, the market size is made up of total the total number of potential buyers of a product or service within a given market and the total revenue that these sales may generate. In accordance with its understanding, market size is the number of individuals in a certain **market** who are potential buyers and/or sellers of a product or service. Companies are interested in knowing the **market size** before launching a new product or service in an area (<https://www.google.com/search?q=market+size+definition>)

For this reason, an organization must know the current market size on an ongoing basis so that the organization understands the position it has or has on the existing market size. There are several approaches that need to be taken so that organizations know in detail the current market size, namely (1) the number of potential markets, namely those who are in fact buyers or users of the products we sell, (2) the number of types of products the company has in its business. In working on the existing market potential, (3) geographical location is a consideration in order to know the market size structure, (4) from the existing market size, identify the potential market in detail. The four approaches aim to find out in detail a new measure of regional competitiveness about market size (Jose Carlos et al., 2019).

Market size analysis is a reference that must be carried out on an ongoing basis. The analysis can be made through the approach of (1) product characteristics of the organization itself, (2) the current economic situation, (3) market growth potential, (4) the behavior of potential product buyers. All market size analyses must be carried out so that the measured and structured market size calculation is more accurate. The potential market size needs to be well structured according to the geographical layout of the company along with the potential market environment to be worked on so that product innovation based on geography becomes a reference that needs to be understood (Manuel, Yufei, 2018).

Another fundamental approach that needs to be considered in market size is a complete understanding of the product so that it can compete with main competitors and all competitors in general (Mayer et al., 2014). Knowing and understanding the main competitors is the main reference that needs to be considered because they are the same market grabbers as us. The more detailed the company knows the operations of the main competitors, the better the company will be to improve itself in getting a larger market size. Chinese companies make market forecast models to get a better market size (Lixian, Didier, 2014).

Market share

Basically, the definition of market shares is the portion of the market that one company earned for a specific time period. So for organizations that are oriented to get as many customers as possible, knowing the market share is a must to know the market share gained in a certain period. Measurement of the organization's market share is very basic in order to know the market position obtained from the number of existing markets. This means that if it is known the amount of market

share obtained by the organization in a certain time, it will be able to know the development and market share owned by the organization from one period to the next. For this reason, knowing the market share on an ongoing basis is a must for an organization to ensure its market share position at the end of each period (usually measured and assessed at the end of the fiscal year or fiscal year-end of the closing book) of the organization. Market share effectiveness can be measured through the profitability of each organization in their respective business fields (Genchev, 2012, Buzzell et al., 1975)

Another factor that needs to be considered is the current business line of the organization. These business fields need to be analyzed in full in order to know the factors that influence these business fields. Because often the field of business is influenced by the organization's internal policies, it is also influenced by external factors. For example, the field of education business (University or higher education), apart from being influenced by internal factors, is also strongly influenced by external factors such as government policies, Worldwide education policy, Religion education policies. Especially for universities (higher education) managed by private universities, Religion Institution government regulations are a special reference in managing educational institutions. Government policies combined with the policies of Private universities and Religion universities become a special reference and are very influential on the market share of each university. Therefore, the organization's internal policies should refer to the government's regulations. And the policy expands the scope to get market share growth from year to year. A university sees market prospects both internally (referring to the main objective of market share) and externally to obtain market potential in general.

Feeders market

The definition of feeders market is still not widely used in research, although in practice, business relations have occurred a lot. The basic understanding can be seen and understood through the following definitions feeder market' is a term typically used in location-based businesses to describe a market of origin for potential new clients ([https://www.quora.com/What-is-a-feeder -markets](https://www.quora.com/What-is-a-feeder-markets)). The basic understanding of feeders itself shows that organizations that have feeders are organizations that have the main source of a collection of organizations, wherein their establishment there will be mutual benefits so that they support each other in business operations. Feeders can occur because there is cooperation in the fields of business engaged in similar business fields that are mutually supportive and interrelated. The linkage of these business fields occurs because there is a principle of mutual support, but it is not binding, meaning the freedom to choose whether there is in each other. The most important principle is that if it is still possible to support each business, why not? However, there is no written agreement to provide market support.

An example of the application of market feeders for universities is high schools. High school is a feeder market for universities because the main source of students in universities is all graduates of high schools. However, in determining that a university has a feeders market, it can be seen that there is indeed a written or unwritten policy link between graduates of certain high schools and certain universities. This can be seen from the data and historical approach that certain high schools, on average, choose certain universities for places of study. This approach can occur

because (1) it is still within the scope of the organization, (2) there is an agreement, and (3) other factors that have historical (cultural, spiritual, and geographical) relationships.

Measuring effectiveness

Normally, the purpose of measuring effectiveness is to count how effective is its resources to have actual results on a certain period. The period is measured on school year programs such as starting new programs until students are graduated. Effectiveness is the capability of producing the desired result or the ability to produce the desired output. When something is deemed effective, it means it has an intended or expected outcome or produces a deep, vivid impression (<https://www.google.com/search?q=definition+of+effectiveness>).

Therefore, for measuring the level effectiveness for Market Size is formulated as follows:

$$\frac{\text{Realization of Market Size}}{\text{Promotion Expences}} \times 100\% \quad (1)$$

Table 1: Measuring the effectiveness

Percentage	Criteria
> 100%	Very Effective
91% - 100%	Effective
81% - 90%	Quite Effective
61% - 80%	Less Effective
< 60%	Not Effective

Source: Regional Financial Entity Profiles of Mataram City (2018)

Therefore, the level of effective promotion expenses is measured based on how effective the promotion expenses are to find out the total market size and market share every year.

METHODOLOGY

Using component analysis method. The components are analyzed based yearly (1) Promotion Expenses, (2) Market Size of new students, (3) Market Shares of eight years of research data. The sample consist of eight years of data, i.e., started from School years 2011/2012 up to 2018/2019. Data is collected from (1) all feeders (Senior High School – Senior Class) of Seventh-day Adventist Schools in West Indonesia from Sumatera Island, Java Island, Kalimantan Island, Nusa Tenggara Island, dan (2) data's from Universitas Advent Indonesia. The total Market Size and Market Share are converted into Rupiah by assuming that every student will be graduated in seven semesters (average), while tuition, dormitory, and cafeteria are charged every semester.

RESULTS

Promotion expenses

From year to year, the Adventist University of Indonesia consistently spends promotion costs. Here are the promotional costs that have been spent on promotions for eight years, with the intention that the number of students from high schools (feeder schools) in the western part of the

Indonesian Union, and from Indonesia, in general, choose the Indonesian Adventist University as a place to study.

Table 2: Promotion Expenses

N o.	School Year	Total Amount (in Rupiah)
1	2011/2012	113,403,958
2	2012/2013	87,550,466
3	2013/2014	109,625,350
4	2014/2015	113,205,783
5	2015/2016	125,972,742
6	2016/2017	234,884,560
7	2017/2018	157,282,718
8	2018/2019	213,269,408
	AVERAGE	144,399,373

It shows that every year Universitas Advent Indonesia spends promotion expenses regularly. The lowest promotion expenses on the school year 2012/2013 Rp.87,550,466, while the highest promotion expenses on the school year 2016/2017 Rp.234,884,560. The average promotion expense is Rp.144,399,373.

Market size from feeders school

The total market size from feeders (Senior High) schools in West Indonesia is listed below. At the same time, the tuition fees are computed based on two semesters and all fees from the students, such as dormitory expenses, cafeteria, fixed charges, and tuition.

Table 3: Market Size

School Year	Market Size (Student's candidate)	Tuition Fee (including dorm, cafeteria) for Seven Semester (Indonesian Rupiah)
2011/2012	831 (from 23 Schools)	= 831 x 7 x Rp. 7.470.000 = 43,452,990,000
2012/2013	860 (from 23 Schools)	= 860 x 7 x Rp.11.610.000 = 69,892,200,000
2013/2014	857 (from 24 Schools)	= 857 x 7 x Rp.11.910.000 = 71,448,090,000
2014/2015	860 (from 24 Schools)	= 860 x 7 x Rp.12.345.000 = 74,316,900,000
2015/2016	902 (from 25 Schools)	= 902 x 7 x Rp.13.685.000 = 86,407,090,000
2016/2017	945 (from 27 Schools)	= 945 x 7 x Rp.15.785.000 = 104,417,775,000
2017/2018	909 (from 27 Schools)	= 909 x 7 x Rp.16.214.000 = 103,169,682,000
2018/2019	994 (from 28 Schools)	= 994 x 7 x Rp.16.660.000 = 115,920,280,000

AVERAGE	895	= 83,628,125,875
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The total of the market size (students' candidate) is computed based on the list of students who sit in 12 levels (senior high schools) that will graduate at the end of year schools in SDA feeders' school of West Indonesian mission. The average Market Size is 895 students.

Market share from feeders' schools

For the school year 2018/2019, there are 28 (twenty-eight) senior high schools in the Seventh-Day Adventist community in the West Indonesian region. Below is the list of students who are registered or enrolled in Universitas Advent Indonesia for every school year starting from the school year 2011/2012 up to 2018/2019 (eight years).

Table 4: Market Share

School Year	New Enrollment from Feeders' Schools (Market Share)	Tuition Fee (including dorm, cafeteria) for Seven Semester
2011/2012	223 (from 23 Schools)	223 x 7 x Rp 7.470.000 = Rp.11,660,670,000
2012/2013	214 (from 23 Schools)	214 x 7 x Rp.11.610.000 = Rp.17,391,780,000
2013/2014	222 (from 24 Schools)	222 x 7 x Rp.11.910.000 = Rp.18,508,140,000
2014/2015	196 (from 24 Schools)	196 x 7 x Rp.12.345.000 = Rp.16,937,340,000
2015/2016	232 (from 25 Schools)	232 x 7 x Rp.13.685.000 = Rp.22,224,440,000
2016/2017	259 (from 27 Schools)	259 x 7 x Rp.15.875.000 = Rp.28,781,375,000
2017/2018	246 (from 27 Schools)	246 x 7 x Rp.15.890.000 = Rp.27,362,580,000
2018/2019	253 (from 28 Schools)	253 x 7 x Rp.16.660.000 = Rp.29,504,860,000
AVERAGE	231	Rp.21,546,398,125

Based on the three above data such as (1) Promotion Expenses, (2) Market Size, and (3) Market Share.

Table 5: Effectiveness of Promotion Expenses to Market Size from Feeders' School

School Year	Market Size /Promotion Expenses	Effectiveness (%)
2011/2012	= 43,452,990,000/113,403,958	=383.17
2012/2013	= 69,892,200,000/87,550,466	=798.31
2013/2014	= 71,448,090,000/109,625,350	=651.75
2014/2015	= 74,316,900,000/113,205,783	=656.48
2015/2016	= 86,407,090,000/125,972,742	=685.92

2016/2017	= 104,417,775,000/234,884,560	=444.55
2017/2018	= 103,169,682,000/157,282,718	=655.95
2018/2019	= 115,920,280,000/213,269,408	=543.54
AVERAGE	= 83,628,125,875/144,399,373	=579.14

Table 6: Effectiveness of Promotion Expenses to Market Share from Feeders' School

School Year	Market Share /Promotion Expenses	Effectiveness (%)
2011/2012	= 11,660,670,000/113,403,958	=102.82
2012/2013	= 17,391780,000/87,550,466	=198.65
2013/2014	= 18,508,140,000/109,625,350	=168.83
2014/2015	= 16,937,340,000/113,205,783	=149.62
2015/2016	= 22,224,440,000/125,972,742	=176.42
2016/2017	= 28,781,375,000/234,884,560	=122.53
2017/2018	= 27,362,580,000/157,282,718	=173.97
2018/2019	= 29,504,860,000/213,269,408	=138.35
AVERAGE	=21,546,398,125/144,399,373	=149.21

Below is the market share from 28 feeder schools of the total new students (enrollment) for nine years.

Table 7: Market Shares form Feeders Schools

School Year	Market Size from Feeders	Market from Feeders	Market Share (%)
2011/2012	831	223	27%
2012/2013	860	214	25%
2013/2014	857	222	26%
2014/2015	860	196	23%
2015/2016	902	232	26%
2016/2017	945	259	27%
2017/2018	909	246	27%
2018/2019	994	253	25%

AVERAGE	895	231	26%
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CONCLUSION

It is found out that promotion for getting new students for feeders' schools had a positive impact on the university. There are two impacts, i.e. (1) the harmony of the institution itself between University and all Senior Schools in West Indonesia, (2) yearly promotion created four years (eight semesters) tuition fees. Meaning that it is consistent with promoting enabling the university to run operations smoothly. The research finding shows that promotion expenses are "very effective" for gathering market size and market share for Universitas Advent Indonesia.

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