
Mapping the Literature on influence of Market Orientation & Marketing Practices on the Performance of SMEs: A Bibliometric review

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Abstract

The focus of this research is to provide a critical analysis of the marketing orientation and marketing practices in small and medium-sized businesses (SMEs). Bibliometric review is selected for the study to understand the most significant countries engaging in the marketing orientation research between 1996 and 2022. This study includes 474 papers from Scopus listed journals during stated time. Study focuses on the citations and publication details of the articles and research papers based on marketing orientation and marketing practices in SMEs. In this study a Bibliometrix, an open source 'R' software used as a mapping and visualization tool to perform intricate bibliometric analyses. It has been observed that maximum research papers are published with Journal of Small Business Management and Journal of Business Research. Research author Gilmore A and O'Dwyer M has published maximum documents 11 and 10 respectively. It has been observed that after 2012 till 2020 more number of publications done in this area.

Keywords: Market Orientation, Customer Orientation, Marketing Practices in SMEs, Bibliometric Analysis, Small and Medium Enterprises

Introduction

The contribution of small and medium-sized businesses to socioeconomic growth is substantial. SMEs are a major contributor for employment generators and hence poverty alleviation around entire world (Aziz, Samad, 2016). SMEs are responsible for economic growth, which also triggers employment opportunities. Central Statistics Office (CSO) and Ministry of Statistics and Programme Implementation (MOSPI) had reported that in 2016–17, the MSME sector contributed 31.8% of total Gross Value Added (GVA). According to information recorded by the Directorate General of Commercial Intelligence and Statistics (DGCIS), 48.10 percent of India's overall exports in 2018–19 involved products produced by micro, small, and medium enterprises. Romano and Ratnatunga(1995) have emphasized the growing importance of marketing for the success of SMEs, suggesting that the implementation of both a marketing orientation and strategies could benefit SMEs in achieving a long-term competitive advantage. From last few decades most of the authors got attracted to understand marketing concepts and execution of marketing practices in SMEs and its impact on performance.

Market orientation is defined in several aspect by numerous authors. Market orientation (MO) is referred as implementing marketing practices based on marketing concepts, Market orientation illustrated as a set of behaviours and procedures (Kohli and Jaworski (1990)). Market orientation is described from the aspect of culture to provide impeccable customer value by (Narver and Slater, 1990). Market-orientation is thus a cognitive, behavioural, and cultural component of a company's marketing philosophy that places the consumer at the heart of the organisation and its development (Deshpande and Webster, 1989).

This study attempts to fill gaps in the literature based on SCOPUS database publications over the last two decades (1996-2022) associated to management and focused on the word "Market Orientation," enabling for the identifying of publications closely correlated to the term MO.

This study also focuses on understanding the concept of Market orientation in SMEs and its impact on performance of small businesses. To achieve the said purpose, we have following objectives

1. To understand publication pattern in Market Orientation and Performance in SMEs
2. To identify the trends in research and the most mentioned journals for the publications on Marketing Orientation in SMEs
3. To check most cited articles and researchers contributing to Marketing orientation
4. To discover the most influential countries in publishing on market orientation
5. To check total number of citations and quality and stature measuring h-index

This study includes introduction of the topic and concise review on literature for Market orientation and then focuses on research methodology used to perform convoluted bibliometric analyses of information followed by discussions on the same.

Literature Review

Many researchers have started understanding implementation of marketing practices in SMEs and adoption of market orientation in SME domain (Golann 2006; Tang and Hull 2012; Roach et al. 2014)) has linked marketing concept to Market orientation, the extent to which businesses are likely to implement the marketing concept has been referred to as market orientation. Market orientation makes a substantial contribution to numerous aspects of business activities.

The concept of market orientation has been considered as a culture that primarily creates superior customer value through customer orientation, competitor orientation, and inter coordination (Narver and Slater 1990). Gray et. al. 1998 have developed the scale with combination of many other researchers work to study the market orientation. Their submissions were, if performance is evaluated in terms of increased profitability, brand awareness, customer satisfaction, and loyalty, then a successful execution of the marketing concept should result in enhanced benefits for both customers and businesses.

Lado et.al. 1998 have defined market-orientation - the degree to which businesses coordinate and implement strategic initiatives based on information about their stakeholders. Thus, the theoretical model of market orientation integrates environmental orientation and distributor orientation. By combining the end users, intermediaries, competitors, and environment with primary stages of the market orientation process (those are analysis and strategic actions), as well as the intermediate stage (inter-functional co-ordination), the theoretical model was integrated into nine components. According to a study by Kumar, Jones, Venkatesan, and Leone (2011), organizations with a positive market orientation have better business performance than those with a lower market orientation.

Market orientation and its implications on performance have been the subject of extensive investigation, with scholars arriving at a consensus on the positive outcome. Most of the

researchers had worked on large scale companies but lately most of the researchers started learning application in SMEs (Blankson, Motwani, & Levenburg, 2006; Keskin, 2006)

Research Methodology

This study applies bibliometric analysis. The impact of a publication can be effectively measured by bibliometric analysis, which is the statistical evaluation of Research papers, articles, books, or book chapters etc. The bibliometric approach includes the use of quantitative procedures like citations analysis (Broadus, 1987; Pritchard, 1969).

A bibliometric analysis is an exceptionally valuable method since it permits the establishment of a research field-specific summary. Utilizing diverse bibliometric markers, such as citations or the number of publications, bibliometric studies enable the discovery of major publishing trends (Lopes et al., 2018; Martinez-Lopez et al., 2020).

Bibliometrix, an open source 'R' software, was employed as a mapping and modelling tool in this work to undertake detailed bibliometric analysis. With Biblioshiny's user-friendly interface, researchers may do useful bibliometric and visual studies with minimal manual effort.

Following steps are executed for the study.

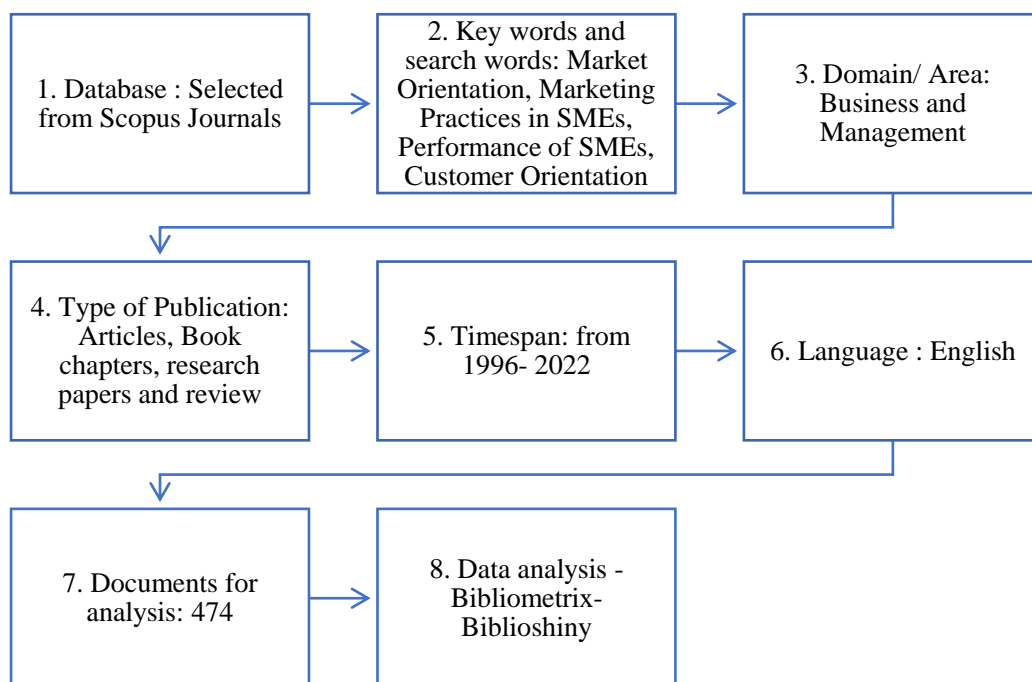


Figure 1: Research methodology- steps

This study includes publications during timespan of 1996 to 2022. 474 articles, research papers and book chapters obtained from scopus source database, and that has been examined in the current study. Scopus is reliable databases with the greatest number of distinguished worldwide journals. Reputable journals are those that are indexed by vast international databases and have an impact index that is widely acknowledged by the international academic/scientific community (Lopez-Bonilla and Lopez-Bonilla, 2020).

Data is selected with “market orientation”, “Marketing Practices in SMEs”, “Performance of SME”, “Customer Orientation” etc. keywords. Figure 2 indicates the summary of Scopus database which is selected for the study.

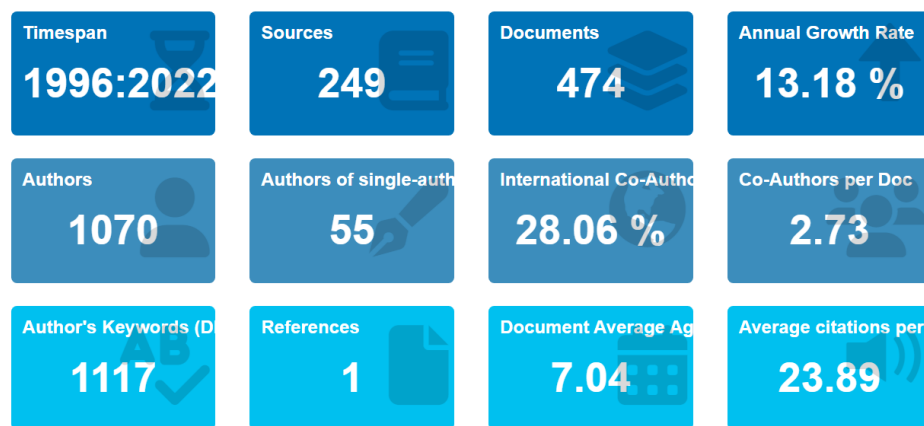


Figure 2: Summary of Scopus database, selected for the study

Data Analysis and Result Discussion

In this study shows the analysis of 474 articles extracted from the Scopus database. Data analysis is divided into three parts to understand trends and patterns of publications, Impact of Authors and highest number of citations and influential countries for the research on market orientation.

Understanding the trends and patterns of publication:

Annual Scientific production for the articles published during the year 1996 to 2022 is represented in figure 3. It has been clearly visible that after 2008 there is consistent growth in the production and its 13.18 % growth per year is recorded.

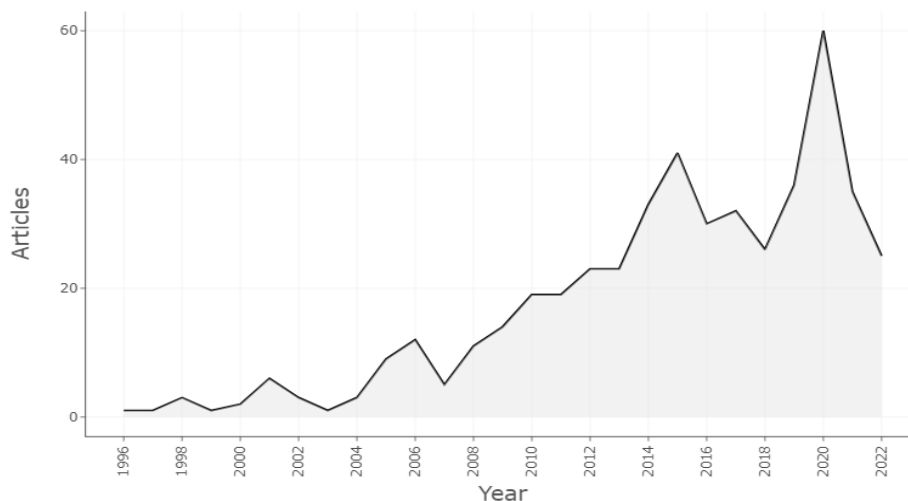


Figure 3: Annual Scientific Production: Publication Summary Timespan 1996-2022

Average citation per year

Very high citation rates in 2004 are shown from 1996 through 2022. 3 articles were cited with 180.67 mean of total citations (TC) per article and 10.04 mean TC per year. In the year 2009, 14 articles got second highest citations with 71.86 mean TC per art and 5.53 mean TC per year. Now again in 2021 it was increased to 5.20 mean TC per year.

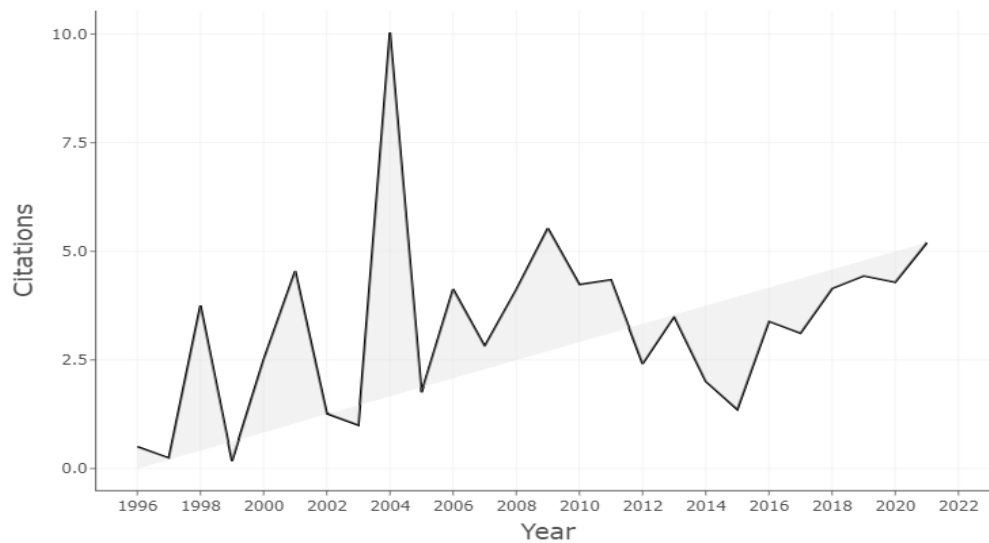


Figure 4: Average citations per year

Publication patterns in different Journals

Total 474 articles studied which are based on Market orientation and performance in SMEs and these were published with 209 different Journals. Journal of Business Research has ranked one based on h-index, followed by Journal of Small Business and Enterprise Development and Journal of Strategic Marketing.

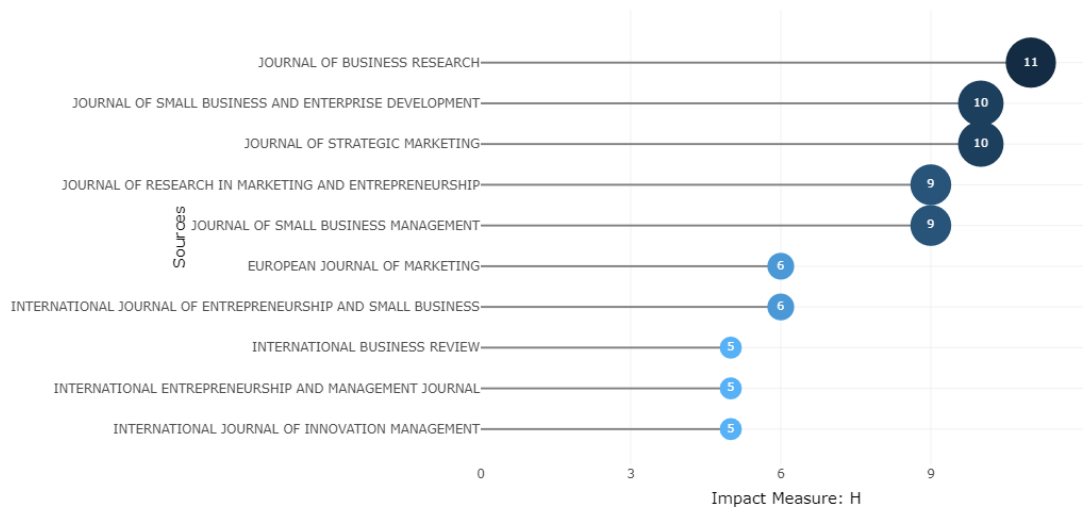


Figure 5: Most impactful Journals

Highest articles based on Market orientation were published with the Journal of Business Research i.e.,14, followed by Journal of Research in Marketing and Entrepreneurship, 13 articles and Journal of Strategic Marketing, 12 articles. Top 20 journals with highest publication number are mentioned in the table 1.

Table 1: Number of articles published with journals

Sources	Articles
Journal of Business Research	14
Journal of Research in Marketing and Entrepreneurship	13
Journal of Strategic Marketing	12

Journal of Small Business and Enterprise Development	11
Journal of Small Business Management	10
Developments in Marketing Science: Proceedings of the Academy of Marketing Science	9
International Journal of Entrepreneurship and Small Business	9
Journal of Business and Industrial Marketing	8
European Journal of Marketing	6
International Business Review	6
International Entrepreneurship and Management Journal	6
Journal of Small Business Strategy	6
Asia Pacific Journal of Marketing and Logistics	5
Industrial Marketing Management	5
International Journal of Innovation Management	5
Journal of Small Business and Entrepreneurship	5
Management Decision	5
Management Science Letters	5
Mediterranean Journal of Social Sciences	5
Small Enterprise Research	5

Impact of Authors and highest number of citations

Gilmore A. has published 11 articles (4.92 fractionized number) with 10 h-index, 11 g-index, 0.435 m-index, with highest citations 825. followed by O'Dwyer M with 10 articles published with 475 total citations with 9 h-index, 10 g-index, 0.600 m-index. Then Carson D has published 9 articles with 713 total citations with 8 h-index, 9 g-index, 0.348 m-index.

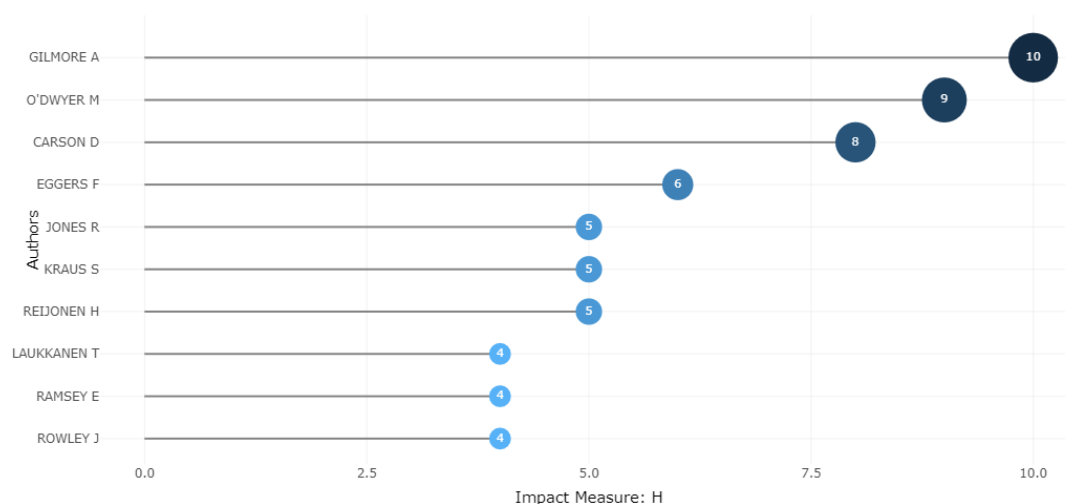


Figure 6: Most Relevant authors

Authors' Production over Time

Over the years what are the trends authors are following and the number of publications done on similar topics can be analysed with figure 7.

The highlighted dot represents number of articles published with the author in that specific year.

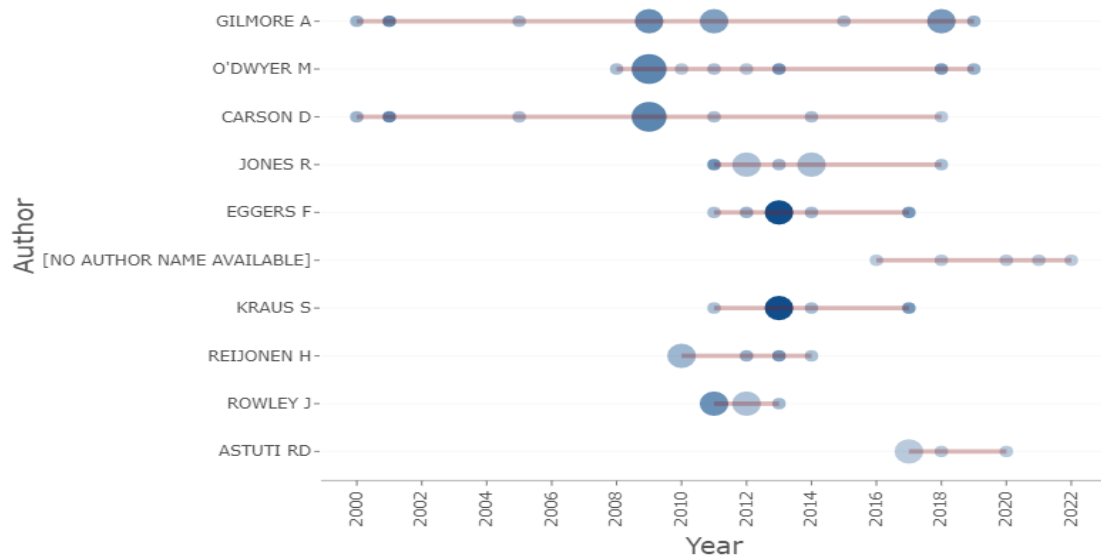


Figure 7: Author's Production over time

Table 2 represents the detail information for a single author's publication journey from 2001 to 2019. It includes 10 publications of Gilmore A with article publication details.

Table 2: Gilmore A details of production over time

year	Title of the article	Name of the Journal	DOI	TC	TC per Y
2019	"Competitor Orientation in Successful SMEs: An Exploration of The Impact on Innovation"	Journal of Strategic Marketing	10.1080/0965254X.2017.1384040	21	5.25
2018	"Value And Alliance Capability and The Formation of Strategic Alliances in SMEs: The Impact of Customer Orientation and Resource Optimisation"	Journal of Business Research	10.1016/j.jbusres.2018.02.020	50	10
2018	"SME Marketing: Efficiency in Practice"	Small Enterprise Research	10.1080/13215906.2018.1521740	1	0.2
2015	"A Framework for SME Retail Branding"	Journal of Marketing Management	10.1080/0267257X.2015.1063531	15	1.875
2011	"Entrepreneurial And SME Marketing"	Journal of Research in Marketing and Entrepreneurship	10.1108/14715201111176426	76	6.333
2011	"Strategic Alliances as An Element of Innovative Marketing in SMEs"	Journal of Strategic Marketing	10.1080/0965254X.2010.537765	29	2.417
2009	"Innovative Marketing in SMEs"	European Journal of Marketing	10.1108/03090560910923238	147	10.5
2009	"Innovative Marketing in SMEs: A Theoretical Framework"	European Business Review	10.1108/09555340910998805	29	2.071

2005	“Developing Strategic Marketing through the use of Marketing Networks”	Journal of Strategic Marketing	10.1080/0965254050008293	43	2.389
2001	“SMEs Marketing in Practice”	Marketing Intelligence & Planning	10.1108/02634500110363583	305	13.864

Citation analysis

Citation analysis is done by bibliometrics software and highest citations received for the research paper Verhees F.J.H.M., Meulenber M.T.G. with 497 citations, which was published in 2004. Top 10 authors with highest citations are indicated in the figure 8.

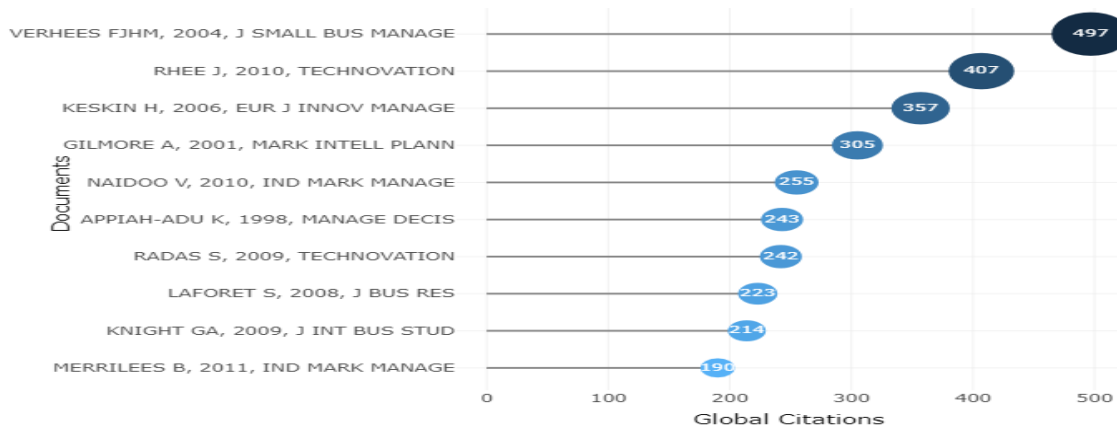


Figure 8: Global Citation details for top 10 Authors

Understanding Author’s keywords Co-occurrence Network and word cloud

Figure 9 indicates the construct of co-occurrence network with keywords used in research papers. Market orientation is linked with many other keywords like customer orientation, entrepreneurial orientation, Small and medium sized organizations, firms’ performance, organizations performance, learning orientation, marketing orientation etc. Figure 10 shows frequency of the keywords appeared in different research papers.

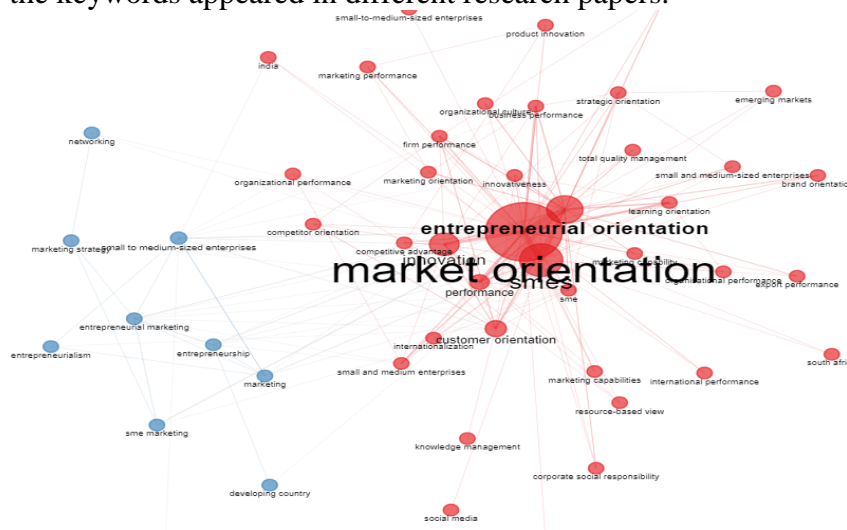


Figure 9: Co-occurrence Network



Figure 10: Word cloud

Highly influential countries for the research on market orientation:

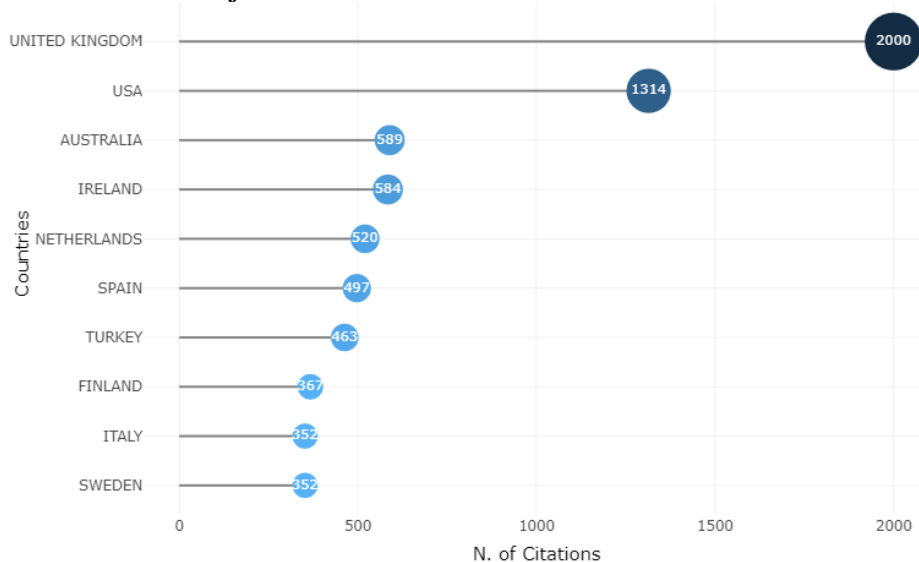


Figure 11: Country and number of citations

United Kingdom has highest influence for working on research market orientation with 45 articles and more than 2000 citations also it has 29 publications under single country publications (SCP) and 16 publications with multiple country publications (MCP).

Figure 11 is indicating the number of citations received for articles country wise. USA has second highest citations with 1314 number. Figure 12 has shown the relationship in terms of research publication and collaboration with multiple countries. Some articles are done with single country but many of them collaborated with multiple countries. Details also given in table 3.

Table 3: Analysis of Number of citations as per country

Country	Articles	SCP	MCP	Freq	MCP_Ratio
UNITED KINGDOM	45	29	16	0.095	0.356
INDONESIA	26	25	1	0.055	0.038
USA	30	17	13	0.063	0.433
MALAYSIA	21	12	9	0.044	0.429

ITALY	16	12	4	0.034	0.25
FINLAND	15	12	3	0.032	0.2
INDIA	10	10	0	0.021	0
IRELAND	13	7	6	0.027	0.462
SWEDEN	8	7	1	0.017	0.125

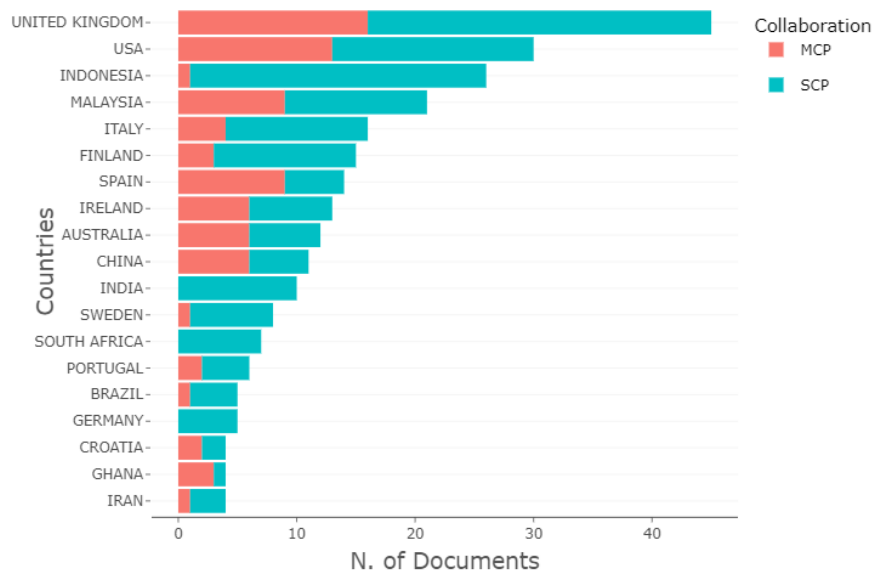


Figure 12: collaboration for research with different countries

Conclusion

This study aimed to explore the patterns and trends in the publication of the articles on the topic Market orientation. The bibliometric analysis is done with the help of Bibliometrix with open algorithm software in 'R'. The Scopus data base of 474 articles published during 1996 to 2022, are used for the same and analysis is done based on authors citation, the average annual production, global citations, country wise analysis for citations and collaborations. Market orientation and marketing practices with large scale companies are studied very often but very recently most of the authors have started learning market orientation concept with small and medium scale industries. Bibliometric analysis is done to study the pattern in publications based on market orientation in SMEs. Consistent growth in the scientific production of publication is found and its 13.18 % per year. During year 2004 sudden upsurge was noticed in number of citations but again in the year 2009 and after 2017 number of citations was improved. Journal of Business Research has published highest publications with 14 articles and has high impact. Journal of Research in Marketing and Entrepreneurship has published 13 articles. To understand the contribution of publications of individual author bibliometric analysis is very useful. Gilmore A. has highest number of articles which has been published with highest citations. One can even check the publications done with single country publications or with multiple country contributions in the publication. This study highlights on a single country contribution in publications by India and South Africa. Rest of the countries shows the multiple country contributions in the publications. United Kingdom has most influence on publications followed by USA.

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