**MARKET ORIENTATION AND PERFORMANCE OF POULTRY BUSINESSIN**

**MINNA METROPOLIS.A CONCEPTUAL REVIEW.**

KOLO Amina Mohammed and Isah I.Paiko

Department of Entrepreneurship.

Federal University of Technology Minna, Niger State,

Nigeria.

minucykolo@gmail.com

08139768221.

**Abstract**

*Poultry production is one of the important components of the livestock subsector in the Nigerian economy,*

*which can be embarked upon by the people with small or no land capital. Despite these assertion,Challenges*

*persist in the poultry production sector in Minna metropolis. Hence, the paper adopts a conceptual review from*

*reputable data base that examined different dimensions of market orientation in relations to performance of*

*poultry business with a view to have synthesis of commentaries on the concept and theory from existing*

*literature. The major gap of the review were identified in order to justify the need for further studies. The study*

*was premised on market orientation theory. A conceptual framework that outline the relationship between*

*variables in the review created. The findings of this study provide recent update on dimension of market*

*orientation as it positively influences the performance of poultry business in Minna metropolis.It is*

*recommended that poultry businesses should invest in robust data collection and analysis systems to better*

*understand market trends, customer preferences, and competitor strategies.*

**Keywords**: Market Orientation, Performance, Poultry Business, Market Orientation Theory.

**Introduction**

In today's competitive business landscape, the rivalry among firms has reached

unprecedented levels, making the acquisition and maintenance of a competitive edge essential

for survival (Peterson and Crittenden, 2020). Every firm's primary objective is to attain

sustainable competitive advantage (SCA) and maintain a leading position in the market

(Zhao, 2022). The increasing competition globally underscores the importance of integrating

effective market orientation for the survival and growth of entrepreneurial businesses (Baber

*et al.,* 2020).

Poultry production is one of the important components of the livestock subsector in the

Nigerian economy, which can be embarked upon by the people with small or no land capital

(Omisakin, 2019). Nigeria's poultry industry is composed of local unimproved breeds and the

high performing commercial breeds (Thoumrungroje and Racela, 2022). Over the last 50

years, the exotic breed has made an aggressive incursion into the production economy of the **FEDERAL UNIVERSITY OF**

**TECHNOLOGY, MINNA**

**CONFERENCE PROCEEDING OF THE 1 ST INTERNATIONAL**

**CONFERENCE OF SCHOOL OF INNOVATIVE TECHNOLOGY**

249 ***Theme:***| Innovative Technology: Panacea for Sustainable Socio-Economic Growth

National Development

country, while the local chicken is driven by traditional system management, the exotic

breeds have stimulated an industrial advancement of the poultry industry through

specialization as egg or meat type strains to satisfy the increasing demand for poultry

commodity in the food market (Dada et al, 2023). It provides direct employment for a large

number of rural and urban people and indirect employment to suppliers of products and

services such as grain farmers, feed mill operators as well as those producing various goods

and services used to support poultry production and marketing activities (Omisakin, 2019;

Dada et al, 2023).

In addition, Poultry is considered to be a means of livelihood and a way of achieving a certain

level of economic independence in Nigeria (Omisakin, 2019). The primary purpose for

keeping poultry in all parts of the country is for both dietary and economic reasons (Dada et

al, 2023). Poultry as an aspect of livestock production is important to the biological needs,

economic and social development of the people in any nation (Omisakin, 2019).

More so, for poultry businesses to thrive in this global competitive market environment, firms

must operate efficiently to reduce costs, enhance product value, retain existing customers,

attract new ones, and ultimately improve profitability in order to achieve desirable

organisational goal (Yeo *et al.,* 2019). As competition intensifies with the proliferation of

poultry businesses, the rivalry for survival becomes fiercer, driving firms to adopt diverse

market orientation strategies to optimize operations and maximize returns on investment

(Palazón*et al.,* 2022). Consequently, the competitiveness of firms is reflected in their strategic

business approaches, with market leaders commanding the largest market share (Morales and

Ruiz-Alba, 2019).

Market orientation is recognized as pivotal to the performance of business firms, providing a

strategic framework for understanding and satisfying customer needs effectively (Habel *et*

*al.,*2020). Firms embracing market orientation outperform their counterparts by gaining

deeper insights into customer preferences, competitors, and distribution channels (Chong *et*

*al.,* 2018). Furthermore, effective market strategy empowers an organizations to outperform

competitors by fostering stronger customer relationships and driving positive performance

outcomes such as increased sales, market share, and profitability (Morales Mediano and

Ruiz-Alba, 2020).

However, Firm performance is gauged by the extent of its achievements, including profits,

market share growth, sales performance, and strategic objectives attainment. Moreover, **FEDERAL UNIVERSITY OF**

**TECHNOLOGY, MINNA**

**CONFERENCE PROCEEDING OF THE 1 ST INTERNATIONAL**

**CONFERENCE OF SCHOOL OF INNOVATIVE TECHNOLOGY**

250 ***Theme:***| Innovative Technology: Panacea for Sustainable Socio-Economic Growth

National Development

market orientation significantly contributes to firm performance by instilling behaviours

conducive to maximizing customer value (Alt *et al.,* 2019). More so, Challenges persist in the

poultry production sector in Minna metropolis. These challenges have slowed down the rate

of production in the industry. This was due to supply of poor quality chicks, most farmers do

not have an idea of the farms that hatch the chicks they buy, as they buy from road side

hawker, mortality mostly occur at brooding stage, High cost of poultry feeds was identified,

Inadequate poultry extension services, Lack of technical knowledge and high cost of

Veterinary services is another major challenge posing a trait to the industry (Al-Hakimi *et al.,*

2023).

Managers in such industries must possess profound market orientation knowledge to swiftly

adapt to market dynamics and continually enhance firm performance (Murtini*et al.,* 2022). It

is against this backdrop, that this study aims to examine the effect of market orientation on

performance of poultry businesses in Minna Metropolis, Niger State, Nigeria.

**2.0Literature Review**

**2.1Market Orientation**

According to Moellering (2019) defines market orientation as the comprehensive gathering of

market intelligence concerning present and future customer needs throughout an

organization, followed by the dissemination of this intelligence across departments and a

company-wide responsiveness to market trends. More so, Savabieh et al., (2020) noted that

market orientation influences a company's ability to obtain and act upon feedback from both

customers and competitors, emphasizing the importance of specific processes that

consistently deliver superior value to customers. Furthermore, Dwyer, (2022) asserted that

market orientation is instrumental in helping firms achieve sustainable competitive

advantage.

Torres *et al.,* (2021) defines market orientation as the organizational culture that firms most

imbibe in order to create superior value for buyers, thereby driving continuous superior

performance for their business. This definition identifies four key behavioral components of

market orientation: customer orientation, competitor orientation, E-market orientation and

entrepreneur orientation. Managers, as highlighted by Al Asheq *et al.* (2021), require deep

market knowledge to promptly respond to market dynamics and continually enhance firm **FEDERAL UNIVERSITY OF**

**TECHNOLOGY, MINNA**

**CONFERENCE PROCEEDING OF THE 1 ST INTERNATIONAL**

**CONFERENCE OF SCHOOL OF INNOVATIVE TECHNOLOGY**

251 ***Theme:***| Innovative Technology: Panacea for Sustainable Socio-Economic Growth

National Development

performance, making it challenging for competitors to replicate market orientation due to the

presence of firm-specific information and strategic management.

However, Firms embracing market orientation outperform their counterparts by gaining

deeper insights into customer preferences, competitors, and distribution channels. Market

orientation, coupled with market capabilities, empowers organizations to outperform

competitors by fostering stronger customer relationships and driving positive performance

outcomes such as increased sales, market share, and profitability (Savabieh et al., 2020;

Dwyer, 2022).

Nevertheless, market orientation, as characterized by Widayati*et al.* (2023), is the degree to

which an organization acquires and utilizes customer information to develop and execute

strategies that meet customer needs and desires. This concept is also viewed as an internal

driving force that shapes market actions and influences the relationship between employees

and customers (Hoang and Bui Thanh, 2021). The significance of market orientation in

driving organizational actions and performance is emphasized by Hari Adi and Adawiyah

(2018), with researchers such as Chong *et al.* (2018) and Dwyer, (2022) highlighting its

importance as a precursor to high performance, facilitating growth through the development

of trust with stakeholders and an integrated market approach.

Conversely, market orientation is indispensable for businesses as it aligns strategies with

customer needs and market trends, facilitating long-term success (Motsepe, 2019). By

prioritizing understanding and meeting customer needs, businesses can tailor products and

services to enhance customer satisfaction and loyalty (Tehci and Şenbursa, 2021). Moreover,

businesses with a strong market orientation can differentiate themselves from competitors by

consistently delivering superior value and fostering a culture of innovation (Murtini*et al*.,

2022). This customer-centric approach contributes to long-term profitability by cultivating

customer loyalty and advocacy, driving increased sales and revenue (Hamzah *et al.,* 2023).

In this study, market orientation is conceptualized based on four components: customer

orientation, competitor orientation, E-market orientation, and entrepreneur orientation,

positing that adherence to these components promotes performance and productivity. Overall,

market orientation is essential for businesses to thrive in today's competitive landscape,

enabling them to create value, drive growth, and achieve sustainable success by placing the

customer at the forefront of their strategies.**FEDERAL UNIVERSITY OF**

**TECHNOLOGY, MINNA**

**CONFERENCE PROCEEDING OF THE 1 ST INTERNATIONAL**

**CONFERENCE OF SCHOOL OF INNOVATIVE TECHNOLOGY**

252 ***Theme:***| Innovative Technology: Panacea for Sustainable Socio-Economic Growth

National Development

**2.1.2 Dimension of market orientation**

**2.1.2.1 *Customer orientation***

According to Mahmutovic (2021), market orientation involves identifying the targeted

consumers, understanding their needs, and efficiently utilizing company resources to meet

those needs through strategic development. Customer orientation, as highlighted by Reimann

*et al*. (2022), focuses on thoroughly understanding target customers to provide superior value,

necessitating a comprehensive grasp of buyers' entire value chain. Nuryakin and Maryati

(2022) emphasize that market customer orientation requires access to various types of

information about customers' current and latent needs, as well as the factors affecting their

fulfillment. Ipek and Bıçakcıoğlu-Peynirci, (2020) suggests that once this information is

available, mobilizing company-wide efforts to satisfy customers' needs becomes paramount,

making the availability of customer needs information a significant aspect of market

orientation (Adams *et al*., 2019).

Similarly, Crick *et al*. (2021) define a customer-oriented firm as one capable and willing to

identify, analyze, understand, and respond to customers' expressed needs, emphasizing the

importance of listening to customer feedback to deliver superior value (Cuevas-Vargas *et al*.,

2022). This orientation prioritizes customer interests and beliefs, as outlined by Chang *et al*.

(2018). Gathering customer intelligence is crucial for firms adopting a customer orientation,

enabling them to gather information directly from customers through preference and behavior

analysis and customer satisfaction surveys.

Without a doubt, senior managers' commitment to market orientation and their understanding

of the role of market information are vital for strategy formulation and implementation,

involving active participation and commitment from staff across the organization (Crick,

2021). Gathering technological intelligence is also crucial, requiring both formal processes

and informal systems involving employees and senior managers (Saleh *et al.,* 2021). The

ability to access and integrate knowledge from various sources fosters problem-solving

discussions and innovation within the organization (Nwekeala and Opara, 2023).

Similarly, Customer orientation in market orientation, is indispensable for businesses for

several reasons. By prioritizing understanding and fulfilling customer needs, businesses can

enhance satisfaction, differentiate themselves from competitors, foster strong relationships, **FEDERAL UNIVERSITY OF**

**TECHNOLOGY, MINNA**

**CONFERENCE PROCEEDING OF THE 1 ST INTERNATIONAL**

**CONFERENCE OF SCHOOL OF INNOVATIVE TECHNOLOGY**

253 ***Theme:***| Innovative Technology: Panacea for Sustainable Socio-Economic Growth

National Development

and ultimately drive profitability and growth (Mařík *et al.,* 2022; Royo-Vela *et al.,* 2022;

Ikramuddin*et al*., 2021). Furthermore, actively listening to customers and adapting to their

feedback enables businesses to make data-driven improvements, remain adaptable to market

changes, and ensure long-term success (Riswanto et al., 2019; Mehralian, 2022; Shaukat and

Ming, 2022). Therefore, in this study, customer orientation is conceptualized as a factor that

enhances firm business performance through understanding customer‘s needs.

**2.1.2.2 *Competitor orientation***

Competitor orientation emphasizes understanding of the strengths and weaknesses of existing

and potential competitors and at the same time monitoring competitor behaviors in order to

meet the latent and potential needs of the target customer (Omar *et al.*, 2022). Muya and

Tundui, (2023) suggests that to understand current and potential competitors, a firm can

assess its position, develop appropriate strategies, and respond quickly to competitors‘

actions with prompt precise actions in the short run and at the same time modify market

programmes in the long run. They noted that the capabilities arising from a market

orientation enable the business to identify and exploit discontinuities in its current markets as

well as un-served markets. As a form of business culture, a market orientation is difficult for

competitors to observe and understand, much less to imitate and, thus, is a competitive

advantage (El Manzani, 2021). Therefore, a business‗s opportunities for success will be

maximized when all organizational members recognize that they can contribute to create

buyer value and are motivated and empowered to do so.

Similarly, Suleiman *et al.,* (2022) noted that for a company to gain sustained advantages over

competitors it is not enough to collect market intelligence and share it throughout the

company. What is needed is an organization‘s effective response capability based on

intelligence and knowledge. They note that customer orientation need not necessarily result

in customer response capability if the propensity to respond is not matched by the

corresponding ability to respond. It can be concluded that the market orientation effect is

determined by the company‘s customer response capability and vice versa.

Therefore, Peterson and Crittenden (2020) opined that inter-sectorial coordination that the

coordinated use of company resources to create superior value for customers. So anyone in

the company could potentially contribute to create value for the buyer. This integration of

business resources is synchronized in line with customer-orientation and competitor

orientation. Using the information produced in two parts, customer orientation and **FEDERAL UNIVERSITY OF**

**TECHNOLOGY, MINNA**

**CONFERENCE PROCEEDING OF THE 1 ST INTERNATIONAL**

**CONFERENCE OF SCHOOL OF INNOVATIVE TECHNOLOGY**

254 ***Theme:***| Innovative Technology: Panacea for Sustainable Socio-Economic Growth

National Development

competitor-oriented and dissemination of information throughout the fabric of the

organization, the coordination of corporate resources is possible.

However, Competitor orientation enables businesses to benchmark their performance against

industry peers. By comparing key performance indicators such as market share, profitability,

and customer satisfaction with competitors, businesses can assess their relative strengths and

weaknesses and identify areas for improvement (Al Asheq *et al.,* 2021). By monitoring

competitors, businesses can identify potential risks and threats to their market position and

take proactive measures to mitigate them. This may include diversifying product offerings,

strengthening customer relationships, or investing in defensive market tactics to protect

market share. Studying competitors can provide valuable insights into customer preferences,

behaviors, and trends. By analyzing competitor customer bases and feedback, businesses can

gain a deeper understanding of market needs and preferences, informing product

development and market strategies (Widayati*et al.,* 2023).

In conclusion, Competition often drives innovation as businesses seek to differentiate

themselves and gain a competitive advantage (Hoang and Bui Thanh, (2021). By monitoring

competitor innovations and industry trends, businesses can identify opportunities for product

or service improvements, process enhancements, or disruptive innovations that can drive

growth and market leadership. Overall, competitor orientation is important for businesses to

stay competitive, anticipate market changes, identify growth opportunities, and make

informed strategic decisions that drive long-term success and profitability. In this study,

competitor orientation is conceptualized as a factor fostering firm business performance

through understanding the strength and weakness of your competitor.

**2.1.2.3 *E-market orientation***

The significance of e-market is expanding rapidly, playing a pivotal role in the success of

firms across various sectors within the business environment. E-market involves leveraging

information and communication technologies to achieve market objectives strategically

(Yousef *et al.,* 2018). Al Asheq *et al*. (2021) define e-market as the use of the internet and

interactive technologies to facilitate communication between firms and identified customers,

essentially supplementing traditional online and digital market activities. The adoption of e

market activities is poised to minimize costs and enhance reach to a larger customer base.**FEDERAL UNIVERSITY OF**

**TECHNOLOGY, MINNA**

**CONFERENCE PROCEEDING OF THE 1 ST INTERNATIONAL**

**CONFERENCE OF SCHOOL OF INNOVATIVE TECHNOLOGY**

255 ***Theme:***| Innovative Technology: Panacea for Sustainable Socio-Economic Growth

National Development

Undoubtedly, Murtini et al. (2022) indicate that market activities, coupled with internet

alignment, may indirectly influence firm performance through market orientation. Integration

of the internet facilitates transaction-oriented business activities such as order placement and

payment settlement, thereby enhancing firm performance (Hamzah *et al*., 2023). In the digital

age, e-market orientation, also known as digital market orientation, is crucial for businesses

to reach a global audience efficiently and cost-effectively.

As a result, e-market orientation is essential for businesses to leverage digital channels

effectively, reach a global audience, personalize market efforts, engage customers, gain a

competitive edge, and drive growth in the digital age. Thus, this study views E-market as an

essential catalyst for firm business performance through the use of information and

communication technology.

**2.1.2.4 *Entrepreneur orientation***

Entrepreneurial orientation encompasses the processes, practices, and decision-making

activities that drive entrepreneurial decisions and actions within an organization (Adams et

al., 2019). Characteristics associated with entrepreneurial orientation include autonomy,

innovativeness, risk-taking, pro-activeness, and competitive aggressiveness (Crick *et al*.,

2021). These dimensions can be defined as follows: competitive aggressiveness involves

adopting a combative stance towards rivals and employing high levels of competitive

intensity to surpass them; innovativeness entails embracing creativity, experimentation, and

technological leadership in products and processes; pro-activeness relates to forward-looking

efforts to shape the environment by introducing new products or processes ahead of the

competition; risk-taking involves committing resources to projects with uncertain outcomes

and entering unknown markets; and autonomy refers to actions aimed at establishing new

business concepts, ideas, or visions.

In the same way, entrepreneurial orientation influences strategic decision-making and is

positively related to firm performance (Chang *et al.,* 2018; Cuevas-Vargas *et al*., 2022). The

adoption of a brand orientation is considered an entrepreneurial activity (Somjai and

Sangperm, 2019; Nuseir and Aljumah, 2022), but it is a resource-intensive process with

significant opportunity costs (Pratama and Adhitya, 2021). Managers must be willing to take

risks, be proactive, and engage in innovative activities to be successful, adopting an

entrepreneurial orientation (Saleh *et al.,* 2021). Entrepreneurial orientation enables firms to **FEDERAL UNIVERSITY OF**

**TECHNOLOGY, MINNA**

**CONFERENCE PROCEEDING OF THE 1 ST INTERNATIONAL**

**CONFERENCE OF SCHOOL OF INNOVATIVE TECHNOLOGY**

256 ***Theme:***| Innovative Technology: Panacea for Sustainable Socio-Economic Growth

National Development

develop innovation capabilities and identify new opportunities more easily than firms with

lower levels of entrepreneurial orientation (Yousef *et al.,* 2018).

Consequently, Entrepreneurial orientation combines market orientation and entrepreneurial

orientation as crucial for overcoming resource disadvantages and amplifying the benefits of

both orientations (Nwekeala and Opara, 2023). By engaging in entrepreneurial market

behaviours, businesses can create customer value, develop new goods and services, pursue

new opportunities, and enhance their economies of scale (Crick *et al.,* 2021). Entrepreneurial

orientation encourages businesses to innovate, think creatively, and prioritize customer needs,

fostering loyalty and driving satisfaction and retention (Hamzah *et al.,* 2023).

In the same way, Entrepreneurs are agile, adaptable, and willing to take calculated risks,

enabling them to navigate uncertainty and capitalize on emerging opportunities (Hari Adi and

Adawiyah, 2018). Resilience and perseverance are essential for overcoming setbacks and

failures, ensuring long-term success and sustainability (Crick *et al.,* 2021). Overall,

entrepreneurial orientation is vital for fostering innovation, adaptability, risk-taking, and pro

activeness, essential traits for success in today's dynamic and competitive business landscape.

Therefore, in this study, entrepreneur orientation is going to be conceptualized in the study as

innovativeness.

**2.1.3 Performance**

Performance is defined as the level of achievement attained by an enterprise, typically

expressed through metrics such as profit growth, market share, sales achievement, and

strategic objectives (Mehrez et al., 2021; Al Naqbia*et al.,* 2020). Scholars have discussed

performance from various perspectives and orientations (Ilham, 2018; Guterresa*et al.,* 2020),

with recent research indicating that the relationship between market orientation and firm

performance remains robust regardless of the external environment (Tajvidi and Karami,

2021). Market-oriented strategies enable firms to adapt successfully to external changes by

gathering market feedback and responding innovatively (Ilham, 2018; Boiko, 2022).

Performance assessment encompasses both financial and non-financial measures, with

financial measures relying on monetary instruments to evaluate overall firm outcomes (Sri

Guru and Jaskaran, 2014). Objective financial measures include indicators like return on

assets, operating income, profit levels, return on investment, and market share, often derived **FEDERAL UNIVERSITY OF**

**TECHNOLOGY, MINNA**

**CONFERENCE PROCEEDING OF THE 1 ST INTERNATIONAL**

**CONFERENCE OF SCHOOL OF INNOVATIVE TECHNOLOGY**

257 ***Theme:***| Innovative Technology: Panacea for Sustainable Socio-Economic Growth

National Development

from secondary data or subjective perceptions gathered from managers, customers, and

stakeholders (Pucheta-Martínez and Gallego-Álvarez, 2020; Dewi, 2020).

Non-financial measures, on the other hand, utilize non-monetary instruments to assess firm

performance, often influencing financial measures despite lacking direct financial attributes

(Al Naqbia*et al.,* 2020). These measures include indicators such as increased in volume of

output, increased sales output, employee satisfaction, service quality, and productivity, as

perceived by departmental managers and stakeholders (Al Naqbia*et al.,* 2020; Khan *et al.,*

2018).

For this study, non-financial performance measures based on increased in volume of output

were chosen, as they are considered primary indicators affecting financial measures without

direct financial attributes (Dewi, 2020). This approach aligns with the understanding that

non-financial measures play a crucial role in shaping overall firm performance, alongside

financial metrics. For the purpose of this study, poultry business performance will be

conceptualized in term of increase in volume of output. The rational for the selection is based

on the fact that the goal of an organization can only be achieve if a business firm is market

oriented.

**3.0 Conceptual Framework**

The conceptual framework outlines the independent and dependent variables as discussed in

the literature review and elaborated in the figure 1.0 below**FEDERAL UNIVERSITY OF**

**TECHNOLOGY, MINNA**

**CONFERENCE PROCEEDING OF THE 1 ST INTERNATIONAL**

**CONFERENCE OF SCHOOL OF INNOVATIVE TECHNOLOGY**

258 ***Theme:***| Innovative Technology: Panacea for Sustainable Socio-Economic Growth

National Development

**Figure 1.0 –social capital**

**Source: authors (2020)**

It can be observed from Figure 1.0 that this study expects the respondents‘ perception about

market orientation in terms of customer orientation, competitor orientation-market orientation

and entrepreneur orientation to determine their overall level of business firm performance.

**4.0 Market Orientation Theory**

Narver and Slater, are often credited with popularizing the concept of market orientation in

the academic literature through their seminal work published in the Journal of Market in

1990. In their paper titled "The Effect of Market Orientation on Business Profitability,"

Narver and Slater defined market orientation as the organizational culture that emphasizes the

**Customer**

**Orientation**

**Firm performance**

✓**Increase in volume of output**

**Market**

**Orientation**

**Competitor**

**Orientation**

**E-market**

**Orientation**

**Entrepreneur**

**OrientationFEDERAL UNIVERSITY OF**

**TECHNOLOGY, MINNA**

**CONFERENCE PROCEEDING OF THE 1 ST INTERNATIONAL**

**CONFERENCE OF SCHOOL OF INNOVATIVE TECHNOLOGY**

259 ***Theme:***| Innovative Technology: Panacea for Sustainable Socio-Economic Growth

National Development

importance of continuously gathering and disseminating information about customers and

competitors, and using this information to create superior value for customers (Voges and

glaser-segura, 2016). According to Lloyd (1996) posit that market orientation theory is a

strategic approach that emphasizes the importance of focusing on customers and markets in

guiding a company's actions and decisions. It is based on the belief that understanding and

satisfying customer needs and preferences is essential for achieving long-term success and

competitiveness in the marketplace. At its core, market orientation theory suggests that

companies should:

i.

Gather Market Intelligence: Continuously collect information about customers,

competitors, and the overall market environment. This includes understanding customer

needs, preferences, and behaviours, as well as monitoring competitor actions and market

trends.

ii.

Disseminate Intelligence Internally: Share market intelligence throughout the

organization, ensuring that all departments and employees are informed about customer

insights and market dynamics. This helps align the entire organization towards a customer

centric mind-set.

iii.

Respond to Market Intelligence: Use the gathered intelligence to make informed

decisions and take actions that are responsive to customer needs and market trends. This may

involve developing new products or services, adjusting pricing strategies, or refining market

tactics.

iv.

Create Superior Value for Customers: Focus on delivering superior value to

customers by offering products or services that meet their needs and preferences better than

competitors. This may involve innovation, quality improvements, or personalized customer

experiences. Market orientation theory suggests that companies that adopt a market-oriented

approach are better positioned to adapt to changing market conditions, anticipate customer

needs, and maintain a competitive advantage over time. By placing customers at the center of

their strategies, these companies are more likely to achieve sustainable growth and

profitability in the long run.

Critics argue that market orientation theory often focuses on understanding and responding to

current customer needs, rather than providing strategic guidance for long-term success. Some

argue that market orientation may lead firms to be reactive rather than proactive in

anticipating future market trends and opportunities.**FEDERAL UNIVERSITY OF**

**TECHNOLOGY, MINNA**

**CONFERENCE PROCEEDING OF THE 1 ST INTERNATIONAL**

**CONFERENCE OF SCHOOL OF INNOVATIVE TECHNOLOGY**

260 ***Theme:***| Innovative Technology: Panacea for Sustainable Socio-Economic Growth

National Development

**4.2 Theory selection process for the study**

As earlier explained in this paper, market orientation was conceptualized based on four

generic strategies ofTorres*et al.,* (2021) that are the fundamental basics that an organization

needs in in improving business firm performance; customer, competitor, E-market and

entrepreneur. Using this conceptualization as bedrock, the theory that is most suitable for the

context of this study will be the one that most excellently elucidate the impact of the four

market orientation components on business performance. A detailed examination of each of

the three theories showed that market orientation theory most excellently meet this

requirement.

Market orientation theory best suit the context of this study as it explicitly looks

comprehensively for reasons that are liable for a firm business performance through

customer. Market orientation theory provides insights into the processes, practices, and

organizational culture necessary to effectively identify, understand, and respond to customer

needs and preferences. In conclusion, to understand the impact of market orientation on

business firm performance, this study adopts market orientation theory as its theoretical

background.

**5.0 Limitation and Future Research Direction.**

The current study has some limitation: limited sample sizes and are restricted to specific

geographical areas, making it difficult to generalize findings globally,consistent data can be a

significant limitation. Many poultry businesses, especially smaller or family-owned

operations, may not maintain detailed records or may be reluctant to share sensitive business

information.By addressing these limitations and pursuing these research directions, future

studies can provide more comprehensive and actionable insights into the relationship between

market orientation and performance in the poultry business.

**6.0 Conclusion and Recommendation.**

The relationship between market orientation and performance in the poultry business is

critical for achieving competitive advantage and long-term success. Market orientation,

characterized by a strong focus on customer needs, competitor strategies, and inter-functional

coordination, has been shown to positively influence various performance metrics, including

financial outcomes, customer satisfaction, and operational efficiency. However, the degree of **FEDERAL UNIVERSITY OF**

**TECHNOLOGY, MINNA**

**CONFERENCE PROCEEDING OF THE 1 ST INTERNATIONAL**

**CONFERENCE OF SCHOOL OF INNOVATIVE TECHNOLOGY**

261 ***Theme:***| Innovative Technology: Panacea for Sustainable Socio-Economic Growth

National Development

impact can vary based on factors such as market conditions, technological adoption, and

regulatory environments.

Studies indicate that poultry businesses with a high degree of market orientation are better

positioned to adapt to market changes, innovate effectively, and meet consumer demands.

Despite the demonstrated benefits, the extent of market orientation's impact can be influenced

by limitations such as sample size, data quality, and the rapidly changing dynamics of the

poultry industry. It is recommended that poultry businesses should invest in robust data

collection and analysis systems to better understand market trends, customer preferences, and

competitor strategies. Utilizing advanced data analytics can provide deeper insights and

support more informed decision-making.

**REFERENCES**

Adams, P., Freitas, I. M. B., & Fontana, R. (2019). Strategic orientation, innovation

performance and the moderating influence of market management. *Journal of*

*Business Research*, *97*, 129-140.

Al Asheq, A., Tanchi, K. R., Kamruzzaman, M., & Karim, M. M. (2021). The impact of e

market orientation, technological orientation and learning capacity on online SME

performance. *Innovative Market*, *17*(3), 168.

Al Naqbia, E., Alshuridehb, M., AlHamadc, A., & Al, B. (2020). The impact of innovation

on firm performance: a systematic review. *International Journal of Innovation,*

*Creativity and Change*, *14*(5), 31-58.

Al Naqbia, E., Alshuridehb, M., AlHamadc, A., & Al, B. (2020). The impact of innovation

on firm performance: a systematic review. *International Journal of Innovation,*

*Creativity and Change*, *14*(5), 31-58.

Al-Hakimi, M. A., Saleh, M. H., Borade, D. B., Hasan, M. B., & Sharma, D. (2023).

Competitor orientation and SME performance in competitive environments: the

moderating effect of marketing ethics. *Journal of Entrepreneurship in Emerging*

*Economies*, *15*(6), 1490-1511.

Alt, R., Demirkan, H., Ehmke, J. F., Moen, A., & Winter, A. (2019). Smart services: The

move to customer orientation. *Electronic Markets*, *29*, 1-6.

Baber, R., Kaurav, R. P. S., & Paul, J. (2020). Impact of individual market orientation on

selling and customer orientation. *Journal of Strategic Marketing*, *28*(4), 288-303.

Boiko, K. (2022). R&D activity and firm performance: mapping the field. *Management*

*Review Quarterly*, *72*(4), 1051-1087.

Chong, W. K., Man, K. L., & Kim, M. (2018). The impact of e-market orientation on

performance in Asian SMEs: a B2B perspective. *Enterprise Information*

*Systems*, *12*(1), 4-18.**FEDERAL UNIVERSITY OF**

**TECHNOLOGY, MINNA**

**CONFERENCE PROCEEDING OF THE 1 ST INTERNATIONAL**

**CONFERENCE OF SCHOOL OF INNOVATIVE TECHNOLOGY**

262 ***Theme:***| Innovative Technology: Panacea for Sustainable Socio-Economic Growth

National Development

Chong, W. K., Man, K. L., & Kim, M. (2018). The impact of e-market orientation on

performance in Asian SMEs: a B2B perspective. *Enterprise Information*

*Systems*, *12*(1), 4-18.

Crick, J. M. (2021). The dimensionality of the market orientation construct. *Journal of*

*Strategic Marketing*, *29*(4), 281-300.

Crick, J. M., Karami, M., & Crick, D. (2021). The impact of the interaction between an

entrepreneurial market orientation and coopetition on business

performance. *International Journal of Entrepreneurial Behavior & Research*, *27*(6),

1423-1447.

Cuevas-Vargas, H., del Rocío Esparza-Durón, M., & González-Acolt, R. (2022). Sustainable

market orientation and sustainability performance of Mexican small firms. The

moderating role of firm age. *Procedia Computer Science*, *214*, 376-383.

Dada, S. O., Akintoye, I. R., &Alawode, O. P. (2023). Financial Re-Engineering and

Financial Performance of Poultry Business in Nigeria. *European Journal of*

*Accounting, Auditing and Finance Research*, *11*(4), 60-86.

Dewi, N., &Wibow, R. (2020). The effect of leadership style, organizational culture and

motivation on employee performance. Management Science Letters, 10(9), 2037-

2044.

Dwyer, T. (2022). Conceptualisations of market orientation in the higher education

literature. *Journal of Marketing for Higher Education*, 1-23.

El Manzani, Y. (2021). Understanding the synergy between quality management and market

orientation: a systematic literature review and identification of research

avenues. *International Journal of Business Excellence*, *1*(1), 1.

Guterresa, L. F. D. C., Armanu, A., &Rofiaty, R. (2020). The role of work motivation as a

mediator on the influence of education-training and leadership style on employee

performance. Management Science Letters, 10(7), 1497-1504.

Habel, J., Kassemeier, R., Alavi, S., Haaf, P., Schmitz, C., &Wieseke, J. (2020). When do

customers perceive customer centricity? The role of a firm‘s and salespeople‘s

customer orientation. *Journal of Personal Selling & Sales Management*, *40*(1), 25-42.

Hamzah, M. I., Crick, J. M., Crick, D., Ali, S. A. M., & Yunus, N. A. M. (2023). The nature

of the relationship between an entrepreneurial market orientation and small business

growth: evidence from Malaysia. *International Journal of Entrepreneurship and*

*Small Business*, *50*(3), 355-391.

Hari Adi, P., & Adawiyah, W. R. (2018). The impact of religiosity, environmental market

orientation and practices on performance: A case of Muslim entrepreneurs in

Indonesia. *Journal of Islamic Market*, *9*(4), 841-862.

Hari Adi, P., & Adawiyah, W. R. (2018). The impact of religiosity, environmental market

orientation and practices on performance: A case of Muslim entrepreneurs in

Indonesia. *Journal of Islamic Market*, *9*(4), 841-862.**FEDERAL UNIVERSITY OF**

**TECHNOLOGY, MINNA**

**CONFERENCE PROCEEDING OF THE 1 ST INTERNATIONAL**

**CONFERENCE OF SCHOOL OF INNOVATIVE TECHNOLOGY**

263 ***Theme:***| Innovative Technology: Panacea for Sustainable Socio-Economic Growth

National Development

Hoang, C. L., & Bui Thanh, T. (2021). Market orientation, corporate social responsibility,

and firm performance: The moderating role of relationship market orientation. *Cogent*

*Business & Management*, *8*(1), 1926212.

Ikramuddin, I., Matriadi, F., Iis, E. Y., &Mariyudi, M. (2021). Market Performance

Development: Application Of The Concept Of Digital Market And Market

Orientation Strategy In The Msme Sector. *International Journal of Educational*

*Review, Law And Social Sciences (IJERLAS)*, *1*(2), 181-190.

Ilham, R. (2018). The impact of organizational culture and leadership style on job satisfaction

and employee performance. Journal of Advanced Management Science, 6(1), 50-53.

Ipek, I., &Bıçakcıoğlu-Peynirci, N. (2020). Export market orientation: An integrative review

and directions for future research. *International Business Review*, *29*(4), 101659.

Khan, S. N., Busari, A. H., Abdullah, S. M., & Mughal, Y. H. (2018). Followership

moderation between the relationship of transactional leadership style and employees

reactions towards organizational change. *Polish Journal of Management Studies*, *17*.

Lloyd C. Harris,(1996)," Benchmarking against the theory of market orientation",

Management Decision, Vol. 34 Iss 2 pp. 25-29. *Research in the Sociology of*

*Work*, *17*, 465-496.

Mahmutovic, K. (2021). The impact of digital marketing orientation on hotel marketing

performance. In *Interdisciplinary Management Research Conference XVII* (pp. 1211-

1232).

Mařík, J., Karlíček, M., &Mochtak, M. (2022). The interplay of market performance

measurement and market orientation leading to high business performance in

manufacturing SMEs. *Journal of Strategic Market*, 1-15.

Mehralian, M. M. (2022). Effect of internet of things on market performance: the mediating

role of entrepreneurship orientation. In *25th Iranian Conference on Business*

*Development and Digital Transformation*.

Mehrez, A. A. A., Alshurideh, M., Kurdi, B. A., & Salloum, S. A. (2021). Internal factors

affect knowledge management and firm performance: a systematic review.

In *Proceedings of the International Conference on Advanced Intelligent Systems and*

*Informatics 2020* (pp. 632-643). Springer International Publishing.

Moellering, L. (2019). The Relationship between Market Function Development and Market

Orientation on Firm Performance of Manufacturing Business-to-Business

SMEs (Master's thesis, University of Twente).

Morales Mediano, J., & Ruiz-Alba, J. L. (2019). New perspective on customer orientation of

service employees: a conceptual framework. *The Service Industries Journal*, *39*(13-

14), 966-982.

Morales Mediano, J., & Ruiz-Alba, J. L. (2020). Customer orientation in highly relational

services. *Marketing Intelligence & Planning*, *38*(2), 209-223.

Motsepe, E. M. (2019). The impact of learning and market orientation on the performance of

small and medium enterprises in Msukulagwa Municipality, Mpumalanga

Province (Doctoral dissertation).**FEDERAL UNIVERSITY OF**

**TECHNOLOGY, MINNA**

**CONFERENCE PROCEEDING OF THE 1 ST INTERNATIONAL**

**CONFERENCE OF SCHOOL OF INNOVATIVE TECHNOLOGY**

264 ***Theme:***| Innovative Technology: Panacea for Sustainable Socio-Economic Growth

National Development

Murtini, N. N., Kusuma, I. G. A. T., Tahu, G. P., Widyani, A. A. D., &Linaugo, L. A. L.

(2022). Market Orientation And Product Innovation Capabilities As An Improvement

Of Small Medium Business Market Performance. *Journal of Positive School*

*Psychology*, *6*(8), 2885-2900.

Murtini, N. N., Kusuma, I. G. A. T., Tahu, G. P., Widyani, A. A. D., &Linaugo, L. A. L.

(2022). Market Orientation And Product Innovation Capabilities As An Improvement

Of Small Medium Business Market Performance. *Journal of Positive School*

*Psychology*, *6*(8), 2885-2900.

Muya, F., &Tundui, H. (2023). The Effects of Market Orientation on the Performance of

Higher Learning Institutions in Tanzania: Staff and Students‘ Perceptions. In *State of*

*the Art in Partial Least Squares Structural Equation Modeling (PLS*

*SEM)Methodological Extensions and Applications in the Social Sciences and*

*Beyond* (pp. 409-433). Cham: Springer International Publishing.

Nuryakin, N., &Maryati, T. (2022). Do green innovation and green competitive advantage

mediate the effect of green market orientation on SMEs‘ green market

performance?. *Cogent Business & Management*, *9*(1), 2065948.

Nuryakin, N., &Maryati, T. (2022). Do green innovation and green competitive advantage

mediate the effect of green market orientation on SMEs‘ green market

performance?. *Cogent Business & Management*, *9*(1), 2065948.

Nuseir, M. T., &Aljumah, A. (2022). The impact of entrepreneur orientation on sustainable

entrepreneurship among SMEs in the UAE: mediating effects of the sustainability

orientation and bricolage behaviours of entrepreneurs. *International Journal of Trade*

*and Global Markets*, *16*(1-3), 250-264.

Nwekeala, B. B., & Opara, B. C. (2023). Entrepreneurial market orientation and business

success of cement firms in south-south, Nigeria. *BW Academic Journal*, 11-11.

Nwekeala, B. B., & Opara, B. C. (2023). Entrepreneurial market orientation and business

success of cement firms in south-south, Nigeria. *BW Academic Journal*, 11-11.

Omar, N. A., Md. Aris, H., Nazri, M. A., Jannat, T., & Shah Alam, S. (2022). Does the

relationship market orientation of an entrepreneur support agency improve

performance? Evidence from small-and medium-size enterprises in Malaysia. *Plos*

*one*, *17*(6), e0269319.

Omisakin, A. (2019). Business plan for establishing a poultry farm in Nigeria: A General

Overview for an Entrepreneur.

Palazón, M., López, M., Sicilia, M., & López, I. (2022). The customer journey: a proposal of

indicators to evaluate integration and customer orientation. *Journal of Marketing*

*Communications*, *28*(5), 528-559.

Peterson, R. A., & Crittenden, V. L. (2020). Exploring customer orientation as a marketing

strategy of Mexican-American entrepreneurs. *Journal of Business Research*, *113*,

139-148.**FEDERAL UNIVERSITY OF**

**TECHNOLOGY, MINNA**

**CONFERENCE PROCEEDING OF THE 1 ST INTERNATIONAL**

**CONFERENCE OF SCHOOL OF INNOVATIVE TECHNOLOGY**

265 ***Theme:***| Innovative Technology: Panacea for Sustainable Socio-Economic Growth

National Development

Pratama, N., & Adhitya, M. (2021). The effect of human capital, market orientation, and

digital market technology on business performance in optical SMEs in East

Java. *Technium Soc. Sci. J.*, *20*, 486.

Pratama, N., & Adhitya, M. (2021). The effect of human capital, market orientation, and

digital market technology on business performance in optical SMEs in East

Java. *Technium Soc. Sci. J.*, *20*, 486.

Pucheta-Martínez, M. C., & Gallego-Álvarez, I. (2020). Do board characteristics drive firm

performance? An international perspective. *Review of Managerial Science*, *14*(6),

1251-1297.

Reimann, C. K., Carvalho, F. M. P. D. O., & Duarte, M. P. (2022). Adaptive market

capabilities, market orientation, and international performance: the moderation effect

of competitive intensity. *Journal of Business & Industrial Market*, *37*(12), 2533-2543.

Riswanto, A., Hurriyati, R., Wibowo, L. A., & Gaffar, V. (2019). Effect of Market

Orientation on Business Performance in MSMEs as Mediating by Dinamic Market

Capabilities. *Quality-Access to Success*, *20*(172).

Royo-Vela, M., Amezquita Salazar, J. C., & Puig Blanco, F. (2022). Market orientation in

service clusters and its effect on the market performance of SMEs. *European Journal*

*of Management and Business Economics*, *31*(1), 1-21.

Savabieh, S., Nayebzadeh, S., Abghari, R., & Hatami-Nasab, S. H. (2020). A systematic

review and a Synthesis Research on Market Orientation Studies. *International*

*Journal of Information Science and Management (IJISM)*, *18*(2), 245-261.

Shaukat, F., & Ming, J. (2022). Green market orientation impact on business performance:

Case of pharmaceutical industry of Pakistan. *Frontiers in psychology*, *13*, 940278.

Somjai, S., &Sangperm, N. (2019). Exploring the nexus between entrepreneur orientation,

entrepreneur education, entrepreneur self-efficacy and entrepreneur intention among

university students in Thailand. *International Journal of Innovation, Creativity and*

*Change*, *6*(10), 319-338.

Sri-Guru. G.S andJaskaran, S.D (2014). Challenges of Organizational Behaviour: Leadership

and its Impact on Performance of Employees: A case Study of a Public Sector Bank

in Mohali*. Journal of Business Management & Social Sciences Research*, 3 (11), 33-

50.

Suleiman, A., Aliyu, M. S., & Na-Allah, S. R. (2022). Is market orientation a prerequisite for

firm financial performance? Evidence from Poultry Firms in Nigeria. *Journal of*

*Research in Administrative Sciences (ISSN: 2664-2433)*, *11*(1), 1-12.

Tajvidi, R., & Karami, A. (2021). The effect of social media on firm performance. *Computers*

*in Human Behavior*, *115*, 105174.

Tehci, a., &Şenbursa, n. (2021). Relationship market orientation and perceived organizational

performance of employees: A case of maritime business organization. *The Journal of*

*International Scientific Researches*, *6*(3), 261-270.**FEDERAL UNIVERSITY OF**

**TECHNOLOGY, MINNA**

**CONFERENCE PROCEEDING OF THE 1 ST INTERNATIONAL**

**CONFERENCE OF SCHOOL OF INNOVATIVE TECHNOLOGY**

266 ***Theme:***| Innovative Technology: Panacea for Sustainable Socio-Economic Growth

National Development

Thoumrungroje, A., & Racela, O. C. (2022). Innovation and performance implications of

customer-orientation across different business strategy types. *Journal of Open*

*Innovation: Technology, Market, and Complexity*, *8*(4), 178.

Torres, G., Robledo, S., &Berrío, S. R. (2021). Market orientation: importance, evolution,

and emerging approaches using scientometric analysis. *Criterio libre*, *19*(35), 326-

340.

Voges, k. W., &glaser-segura, d. (2016). Integrating Institutional Theory with Market

Orientation to Study SMEs in Transition Economies: a Conceptual Model. *Strategic*

*approaches in economy, governance and business*, 43.

Yeo, C., Hur, C., & Ji, S. (2019). The customer orientation of salesperson for performance in

Korean market case: A relationship between customer orientation and adaptive

selling. *Sustainability*, *11*(21), 6115.

Yousef, Z., Sahar, N., Majid, A., & Rafiq, A. (2018). The effects of e-market orientation on

strategic business performance: Mediating role of e-trust. World Journal of

Entrepreneurship, Management and Sustainable Development, *14*(3), 309-320.

Zhao, X. (2022). Customer orientation: A literature review ba