

# Customer Orientation's Vital Importance to Achieve Sales Effectiveness

Ken Grant<sup>1</sup> Hanny Nasution<sup>2,\*</sup> Bill Pickett<sup>3</sup>

<sup>1</sup> *Ken Grant & Associates, Australia*

<sup>2</sup> *Monash University, Australia,*

<sup>3</sup> *Pickett Consulting, Australia*

\*Corresponding author. Email: [hanny.nasution@monash.edu](mailto:hanny.nasution@monash.edu)

## ABSTRACT

Previous studies have found sales management control, salesforce characteristics and salesforce performance are considered as key drivers of sales organization effectiveness. There is a lack of studies emphasizing the importance of market orientation in relation to sales organization effectiveness, especially in the small and medium enterprises (SMEs) context. The research aims to investigate the relationship between market orientation components (i.e. customer orientation, interfunctional coordination, competitor orientation) and sales organization effectiveness. The respondents for this study were managers of SMEs in charge of the sales team. A descriptive research design was used to collect data from SMEs across Australia. Path analysis was used to test the hypotheses. The results indicate that, for SMEs, customer orientation was found to be the key element of the three components of market orientation in terms of their impact on sales organization effectiveness. The results and managerial implications are discussed.

**Keywords:** *Customer orientation, Interfunctional coordination, Competitor orientation, Salesforce performance, Sales organization effectiveness, SMEs.*

## 1. INTRODUCTION

Australia is predominantly a nation of small and medium enterprises (SMEs). The Australian Bureau of Statistics defines a small business as employing less than 20 people, a medium sized business as employing between 20 and 199 people and a large business as employing more than 200 people. Approximately 97% of the 2,065,523 businesses in Australia employ less than 19 people and 68% of all employees in the workforce [1]. In terms of the number of employees, SMEs play a significant role in the Australian economy. SMEs have unique characteristics compared to large businesses. The characteristics may be based on the values and behaviors of the owner/manager [2], or the company size and company life cycle [3]. SMEs need to prioritize marketing as their central business operation, especially as it is considered as the main driver of SMEs performance [4].

Past studies in sales management include sales management control and salesforce characteristics as the main drivers of sales organization effectiveness [5]. Specifically, sales management control impacts salesforce characteristics and selling team performance

[6]; which then impacts sales organization effectiveness. In addition, market orientation has been found to be an important aspect of small-businesses performance [7]. Several gaps are found in the literature: firstly, whilst previous studies of market orientation are mainly related to business performance, there are few known studies that include market orientation as drivers of sales organization effectiveness [8]. In addition, as sales organization effectiveness research was being initiated from within the United States and European contexts, a number of research gaps were identified in relation to the Australian SMEs context. SMEs are therefore the focus of this study. This research aims to examine the impact of the components of market orientation (i.e. customer orientation, interfunctional coordination, competitor orientation) in addition to sales management control and salesforce characteristics as predictors of salesforce performance and sales organization effectiveness.

## 2. LITERATURE REVIEW

### 2.1. Market Orientation

The essence of market orientation is delivering superior customer value through an emphasis on customer and competitor analysis, and the dissemination of the findings throughout the company [9]. Market orientation is an organizational culture that generates certain behaviors for the development of superior customer value and continuous superior business performance [10]. Three components of market orientation as defined by Narver and Slater [10] are customer orientation, competitor orientation, and interfunctional coordination. According to Kohli and Jaworski [11] market orientation mainly focuses on the generation, dissemination, and responsiveness to market intelligence. Market orientation has a significant impact on (a) profitability and overall business performance [12], [13], [14], (b) market performance [15], and (c) customer value and customer satisfaction [15]. Various past studies emphasize the importance of market orientation as a fundamental marketing concept for the SMEs performance [16]. The Kasim et al., [17] study of SMEs in hospitality indicates that market orientation impacts on companies' growth. Similarly, Udriyah et. al., [18] suggests market orientation and innovation were found to be main predictors of SMEs performance. In general, SMEs with higher levels of market orientation have a strong positive relationship with business performance [19].

Customer orientation is about understanding a company's target market in order to be able to create continuous superior customer value [10]. It is at the center of market orientation because it reflects the core of the marketing concept [20]. In order to generate higher levels of satisfaction, loyalty, innovation, and performance, a company should focus on understanding and creating customer value [21]. Customer orientation is a central element for companies to build long-term relationships with their target market [22] as this leads to overall customer relationship performance [23]. A company that facilitates a customer-oriented culture, such as understanding customer needs and creating offerings that deliver value, develops a solid long term relationship with their target market, which eventually enables the creation of a competitive advantage [23].

The main theme of competitor orientation is understanding a company's major competitors' short-term strengths and weaknesses, and long-term capabilities and strategies [10]. Apart from customer orientation, the analysis of current and potential competitors is essential in developing and delivering superior customer value [24]. Competitor orientation is a major force that should be well analyzed in order to survive in the context of industrial competitiveness. A study on SMEs conducted by O'Dwyer and Gilmore

[25] suggests that SMEs should understand their competitors in pursuing optimal organizational performance in the short-term, and developing sustainable competitive advantage in the long-term.

Interfunctional coordination is about how a company coordinates their resources in developing superior customer value [10]. Every function of an organization needs to relate to each other so as to consolidate the overall organizational objectives. Effective interfunctional coordination produces a synergistic effect for the organization. The Auh and Menguc [26] study highlights the role of interfunctional coordination in explaining the relationship between senior management, diversity and innovativeness in an organization.

### 2.2. Sales Management Control and Salesforce Characteristics

Sales management control is essential to the success of an organization [6]. It plays a significant role in sales organizations by encouraging and influencing the attitude and behavior of the salesforce towards meeting organizational objectives [5]. Management control in marketing is defined as the influence of managers on the behavior and activities of personnel to meet their targets [27]. More specifically, sales management control involves establishing procedures in an organization for monitoring, directing, evaluating, and compensating its employees [28]. The salesforce characteristics refer to specific characteristics of a company's salespeople. These characteristics include the traits they possess as well as their behavior or actions. Such characteristics could be considered as elements that lead to their performance [29]; and, include professional competence (e.g. excellent selling skills), salesforce motivation (e.g. stability and maturity of emotion, feelings) and a sales support orientation (e.g. non-selling activities performance).

### 2.3. Sales Performance and Sales Organization Effectiveness

Salesforce performance can be defined as "a function of individual salesforce performance in individual situations" [30]. Another definition of salesforce performance is an evaluation of an employee's work activities and accomplishments, relative to the organization's objectives [31].

Sales organization effectiveness is defined as a summary of overall organizational outcomes [30]. Sales organizational effectiveness and salesforce performance are related but conceptually different constructs. Sales organizational effectiveness can be measured by total sales volume, sales growth, market share and profitability [30]. Sales organizations are responsible for the implementation of business and marketing

strategies which impact on the effectiveness of the sales organization [32].

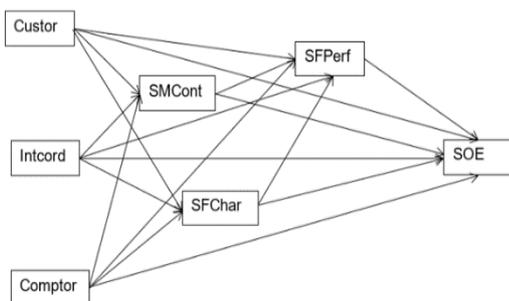
### 3. CONCEPTUAL FRAMEWORK AND HYPOTHESES

Previous studies indicate that organizational factors, in addition to sales force characteristics and sales management control, are considered as antecedents of salesforce performance [33]. Rangarajan et al., [34] propose a conceptual model which includes market orientation and entrepreneurship as antecedents to sales team characteristics, and outcomes, respectively. This research proposes a conceptual framework that includes the three components of market orientation as significant drivers of sales management control, salesforce characteristics and salesforce performance. All these constructs lead to sales organization effectiveness (see Figure 1)

According to Kumar et al. [9], possessing a high degree of market orientation can enable a company to achieve short-term improvements in several aspects including profitability, market share, new product success, customer satisfaction, etc. Rapp et al., [23] suggest the elements of market orientation (i.e. coordination and customer orientation) were influenced by salesforce structure. The study of Lai [35] indicates that individual market orientation is related to sales performance. More specifically, customer orientation is found to have a significant impact on sales performance [36], [37], [38]. Hence, the proposition is derived from these studies and is formulated as follows:

*H1: There is a significant impact of customer orientation on (a) sales management control, (b) salesforce characteristics, (c) salesforce performance, and (d) sales organization effectiveness.*

*H2: There is a significant impact of interfunctional coordination on (a) sales management control, (b) salesforce characteristics, (c) salesforce performance,*



**Note:** Custor (customer orientation), Intcord (interfunctional coordination), Comptor (competitor orientation), SMCont (sales management control), SFChar (salesforce characteristics), SFPerf (salesforce performance), SOE (sales organisational effectiveness).

*and (d) sales organization effectiveness.*

**Figure 1** Conceptual Framework.

*H3: There is a significant impact of competitor orientation on (a) sales management control, (b) salesforce characteristics, (c) salesforce performance, and (d) sales organization effectiveness.*

The drivers of salesforce performance can be categorized into individual factors or organizational factors [39]. Sales management control and salesforce characteristics are recognized as drivers of salesforce performance [29], which subsequently impact on sales organization effectiveness [32]. Piercy et al. [40] support the importance of sales management control to superior salesforce performance. Chen et al. [41] also postulate a significant impact of sales management control on salespeople’s innovativeness, which then leads to new product sales performance. Furthermore, the relationship between salesforce performance and sales organization effectiveness was supported by Babakus et al. [42] and Churchill et al. [32]. Therefore, the following hypotheses are offered:

*H4: there is a significant impact of sales management control on (a) salesforce performance, and (b) sales organization effectiveness*

*H5: there is a significant impact of salesforce characteristics on (a) salesforce performance, and (b) sales organization effectiveness*

*H6: Salesforce performance is related to sales organization effectiveness.*

### 4. RESEARCH METHODOLOGY

#### 4.1. Sampling and Data Collection

The unit of analysis of this study was at the organizational level, i.e. SMEs in Australia, and the respondents were managers of SMEs who are in charge of the sales team. The sampling frame was a list of business to business (B2B) industries in Australia. A descriptive research design was used to collect data from SMEs across Australia. The companies were chosen from across a list of B2B industries. Potential respondents were contacted to explain the purpose of the research and explore the respondent’s willingness to participate. After mailing the questionnaires, follow-up contact was made. The final sample size was 103 valid respondents. The main known reasons for non-responses were concerns about the individual’s time constraints, the voluntary nature of participation and changes in company structure and personnel.

#### 4.2. Data Analysis

Path analysis was used in this study. The reason for using path analysis to examine the relationship among the variables is that the sample size for this study is 103 cases. As suggested in the literature, the generally accepted rule is that reliable parameter estimates for

structural equations models can only be achieved if in every single distinct parameter to be estimated there are five respondents in order to measure a construct in the model [43]. Since the number of samples in this study is 103, therefore, path analysis is the best method to examine the hypotheses, and the integrated model.

**4.3. Measurement**

The scale for market orientation was adopted from Narver and Slater [10] which consists of competitor orientation, interfunctional coordination, and customer orientation. The scales of salesforce characteristics, management control, salesforce performance, and sales organization effectiveness were adopted from the work of Cravens et al. [29], and Baldauf et al. [33].

The salesforce characteristics scale consists of three components: competence, motivation, and support orientation. The sales management control measure includes monitoring, evaluating, directing, and rewarding. Salesforce performance consists of five components: meeting targets, technical knowledge, communication skills, providing information, and controlling expenses.

The adequacy of the measurement model was assessed through examining construct reliability and validity of the constructs. In this study, content validity can be confirmed as most of the measurement items have been validated and also the scale development was based on a thorough review of the literature. Bollen [44] suggests that content validity is met if the domain of the concept is clear and the measures represent the domain.

Table 1 presents the results of the reliability and validity test. An examination of reliabilities reveals that all constructs demonstrate good reliability as indicated by the Cronbach Alpha values which are all above the recommended standard of 0.70 suggested by Nunnally [45]; thus, providing evidence that the measures were reliable. To assess discriminant validity, the average variance extracted (AVE) from each construct was compared to the squared correlation of all pairs of constructs [46]. The square root of the AVE is consistently greater than corresponding correlations, thus suggesting the evidence for discriminant validity of all constructs.

**5. RESULT AND DISCUSSION**

The majority of respondents were marketing managers (70%) from SME's having less than 50 employees (60%). Most SMEs have operated their business for more than 20 years (60%), and the majority of SMEs were in the manufacturing sector (53%).

Table 2 shows that customer orientation is related to sales management control, salesforce performance, and sales organization effectiveness. Interfunctional coordination relates to salesforce characteristics; and competitor orientation relates to sales management control and sales organization effectiveness. Salesforce characteristics impact on salesforce performance; finally, salesforce performance has a significant impact on sales organization effectiveness. Generally, these results are in line with studies which indicate that market orientation is positively related to sales management control [40], salesforce characteristics [8], and sales performance [39]. Wang and Miao's study

**Table 1.** Construct means, standard deviations, correlations, and Cronbach alpha

Constructs	<i>α</i>	1	2	3	4	5	6	7
1. Custor	.84	<i>.66</i>						
2. Comptor	.86	<i>.36**</i>	<i>.65</i>					
3. Intcord	.86	<i>.76**</i>	<i>.45**</i>	<i>.66</i>				
4. SMCont	.92	<i>.44**</i>	<i>.53**</i>	<i>.39**</i>	<i>.76</i>			
5. SFChar	.85	<i>.47**</i>	<i>.30**</i>	<i>.56**</i>	<i>.38**</i>	<i>.70</i>		
6. SFPerf	.89	<i>.55**</i>	<i>.32**</i>	<i>.42**</i>	<i>.37**</i>	<i>.43**</i>	<i>.64</i>	
7. SOE	.94	<i>.42**</i>	<i>.34**</i>	<i>.23*</i>	<i>.38**</i>	<i>.28**</i>	<i>.50**</i>	<i>.85</i>
Mean		5.26	4.56	4.97	4.42	5.62	4.91	5.02
Std deviation		.98	1.19	.92	1.27	.71	.77	.87

\*\* = p < 0.01. The diagonal (in italics) shows the Average Variance Extracted for each construct.

**Table 2.** Hypotheses Testing Results

RELATIONSHIPS	H	(β)	RESULTS
CUSTOR -> SMC	H1a	.32**	Accepted
CUSTOR -> SFC	H1b	.11	Rejected
CUSTOR -> SFP	H1c	.50***	Accepted
CUSTOR -> SOE	H1d	.38**	Accepted
INTCORD -> SMC	H2a	-.05	Rejected
INTCORD -> SFC	H2b	.46***	Accepted
INTCORD -> SFP	H2c	-.16	Rejected
INTCORD -> SOE	H2d	-.13	Rejected
COMPTOR -> SMC	H3a	.43***	Accepted
COMPTOR -> SFC	H3b	.06	Rejected
COMPTOR -> SFP	H3c	.11	Rejected
COMPTOR -> SOE	H3d	.23*	Accepted
SMC -> SFP	H4a	.07	Rejected
SMC -> SOE	H4b	.13	Rejected
SFC -> SFP	H5a	.22*	Accepted
SFC -> SOE	H5b	.06	Rejected
SFP -> SOE	H6	.34***	Accepted
Cmin/df=3.71; GFI=.99; AGFI=.72; NFI=.99; TLI=.79; CFI=.99; RMSEA=.16			

\* =  $p < 0.05$ , \*\* =  $p < 0.01$ , \*\*\* =  $p < 0.001$

CUSTOR: Customer orientation, INTCORD: Interfunctional coordination, COMPTOR: Competitor orientation, SMC: Sales Management Control, SFC: Salesforce characteristics, SFP: Salesforce performance, SOE: Sales organization effectiveness.

[47] indicates that each component of market orientation has a direct impact on the creativity of salespeople. Specifically, Frambach et al. [20] provide support for the importance of customer orientation, as it is consistently part of high-performance companies. In the context of SMEs, market orientation can also help to improve business performance [48]. Dubihlela and Dhurup [11] suggest that owners/managers of SMEs are encouraged to adopt market orientation, as it influences their business performance. Pelham [8] argues that the effects of market orientation on business performance tend to be stronger in SMEs. Baker and Sinkula [49] suggest that SMEs with simpler organization structures enable top management to be highly involved in business practices and processes.

A firm with a high degree of market orientation tends to focus on understanding and meeting customer needs [48]. In addition, salespeople are required to adapt to

demands of the customers' situation in order to implement those strategies and build an understanding of customer needs [8]. The study of Brockman et al. [50] further supports the overall positive influence of customer orientation on performance.

A further examination which was to split the respondents based on the number of employees, found that customer orientation has a significant impact on sales organization effectiveness regardless of the number of employees. However, there is a significantly lower level of customer orientation in firms with a small number of employees compared to firms with a high number of employees.

The findings further indicate that sales management control is not significantly related to salesforce characteristics. The non-significance of sales management control on salesforce performance and sales organization effectiveness could be explained as SMEs are businesses that do not necessarily need the same emphasis on sales management control as in large organizations. The structure of SMEs can be characterized as more flexible and organic, with little or no formal rigid procedures in their businesses.

In summary, these results for SMEs do provide support to the prior research conducted in large companies, indicating the strong relationship between salesforce performance and sales organization effectiveness [51], [52].

## 6. CONCLUSION

The theoretical contributions are important as they highlight the impact of customer orientation on sales organization effectiveness. The findings here provide further insights of the sales organization effectiveness model in which market orientation components, as antecedents of sales organization effectiveness, have not been included in previous known research with small and medium enterprises. From a practical point of view, managers of SMEs need to be aware of the importance of market orientation. In particular, managers should focus on customer orientation such as understanding customer needs and developing strategies that are driven by the need to create customer satisfaction and customer value. The findings also suggest managers should be actively involved with competitor analyses in focusing on the need to create increasing customer value and customer satisfaction. The interfunctional coordination component of market orientation should also be a focus of managers as it is significantly related to salesforce characteristics. Interfunctional coordination requires managers to manage the coordination of goals and objectives across all functions within an organization.

Several specific limitations are acknowledged. These limitations suggest that caution is needed in interpreting the findings, but they also indicate a number

of potential avenues for future research. This study adopts a descriptive research design with a limited number of respondents. It would be beneficial to research a larger number of respondents using qualitative research. Such research would also deepen the understanding of the importance of market orientation to sales organization effectiveness in SMEs. A cross sectional research design was applied due to time and cost constraints. Since the nature of causality is much more difficult to infer, it would be advantageous for future research to use a longitudinal approach to examine the current level of market orientation and sales organization effectiveness and observe the changes over time. Such an approach may provide more insight into the relationship among the variables in the conceptual model. Finally, it would be beneficial to duplicate the research in a different context to enrich the insights gained. This could provide a clearer explanation of the relationships of market orientation's components as additional antecedents of sales organization effectiveness in SMEs. Specifically, further research needs to be conducted to examine the relationships among the non-significant variables.

## REFERENCES

- [1] Australian Small Business and Family Enterprise Ombudsman, *Small Business Counts: Small Business in the Australian Economy*, Canberra, Australia, Australian Government Publishing, 2016.
- [2] D. Carson, "Some exploratory models for assessing small firms' marketing performance," *European Journal of Marketing*, vol. 24(11), 1990, pp. 23-34.
- [3] A. Gilmore, D. Carson, and K. Grant, "Small medium enterprise marketing in practice," *Marketing Intelligence and Planning*, vol. 19, 2001, pp. 6-11.
- [4] P. Sok, A. O'Cass, and K.M. Sok, "Achieving superior SME performance: Overarching role of marketing, innovation, and learning capabilities," *Australasian Marketing Journal*, vol. 21, 2013, pp. 161-167.
- [5] M. Theodosiou and E. Katsikea, "How management control and job-related characteristics influence the performance of export sales managers," *Journal of Business Research*, vol. 60, 2007, pp. 1261-1271.
- [6] C.J. Lambe, K.L. Webb, and C. Ishida, "Self-managing selling teams and team performance: The complementary roles empowerment and control," *Industrial Marketing Management*, vol. 38(1), 2009, pp. 5-16.
- [7] P.S. Raju, S.C. Lonial, and M.D. Crum, "Market orientation in the context of SMEs: A conceptual framework," *Journal of Business Research*, vol.64, 2011, pp. 1320-1326.
- [8] A.M. Pelham, "An exploratory study of the influence of firm market orientation on salesperson adaptive selling, customer orientation, interpersonal listening in personal selling and salesperson consulting behaviors," *Journal of Strategic Marketing*, vol. 17, 2009, pp. 21-39.
- [9] V. Kumar, E. Jones, R. Venkatesan, R.P. Leona, "Is market orientation a source of sustainable competitive advantage or simply the cost of competing?," *Journal of Marketing*, vol. 75(January), 2011, pp. 16-30.
- [10] J.C. Narver and S.F. Slater, "The effect of market orientation on business profitability," *Journal of Marketing*, vol. 54, 1990, pp. 20-35.
- [11] A.K. Kohli and B.J. Jaworski, "Market orientation: The construct, research propositions, and managerial implications," *Journal of Marketing*, vol. 54, 1990, pp. 1-18.
- [12] K. Tajeddini, L. Altinay, V. Ratten, "Service innovativeness and the structuring of organizations: The moderating roles of learning orientation and inter-functional coordination," *International Journal of Hospitality Management*, vol. 65, 2017, pp. 100-114.
- [13] M.M. Smirnova, V.A. Rebiyazina, J. Frösén, "Customer orientation as a multidimensional construct: Evidence from the Russian markets," *Journal of Business Research*, vol. 86(May), 2018, pp. 457-467.
- [14] G.W. Ziggers and J. Henseler, "The reinforcing effect of a firm's customer orientation and supply-base orientation on performance," *Industrial Marketing Management*, vol. 52, 2016, pp. 18-26.
- [15] G.K. Sahi, M.C. Gupta, S.C. Lonial, "Relating strategic market orientation and market performance: role of customer value types," *Journal of Strategic Marketing*, vol. 26(4), 2018, pp. 318-338.
- [16] J. Dubihlela and M.R. Dhurup, "Determinants of, and barriers to, market orientation and the relationship with business performance among SMEs," *The Journal of Applied Business Research*, vol. 31(5), 2015, pp. 1667-1678.
- [17] A. Kasim, Y. Ekinici, L. Altinay, and K. Hussain, "Impact of market orientation, organizational learning and market conditions on small and medium-size hospitality enterprises," *Journal of Hospitality Marketing and Management*, vol. 27(7), 2018, pp. 855-875.

- [18] U. Udriyah, J. Tham, and S. Azam, "The effects of market orientation and innovation of competitive advantage and business performance of textile SMEs," *Management Science Letter*, vol. 9(9), 2019, pp. 1419-1428.
- [19] J. Baneke, S. Blampied, N. Dewar, and L. Soriano, "The impact of market orientation and learning orientation on organizational performance: A study of small to medium-sized enterprises in Cape Town, South Africa," *Journal of Research in Marketing and Entrepreneurship*, vol. 1(1), 2016, pp. 90-108.
- [20] R.T. Frambach, P.C. Fiss, and P.T.M. Ingenbleek, "How important is customer orientation for firm performance? A fuzzy set analysis of orientations, strategies, and environment," *Journal of Business Research*, vol. 69, 2016, pp. 1428-1436.
- [21] S. Sarkat and M. Palit, "Strategic orientation and performance of small and medium enterprises in Bangladesh," *International Journal of Entrepreneurship and Small Business*, vol. 24, 2015, pp. 573-586.
- [22] P. Leeftang, "Paving the way for 'distinguished marketing'," *International Journal of Research in Marketing*, vol. 28(2), 2011, pp. 76-88.
- [23] A. Rapp, L.S. Beitelspacher, N. Schillewaert, B.L. Baker," *Industrial Marketing Management*, vol. 65, 2012, pp. 929-936.
- [24] H.N. Nasution, F.T. Mavondo, M.J. Matanda, and N.O. Ndubisi, "Entrepreneurship: Its relationship with market orientation and learning orientation and as antecedents to innovation and customer value," *Industrial Marketing Management*, vol. 40(3), 2011, pp. 336-345.
- [25] M. O'Dwyer and A. Gilmore, "Competitor orientation in successful SMEs: An exploration of the impact on innovation," *Journal of Strategic Marketing*, vol. 27(1), 2019, pp. 21-37.
- [26] S. Auh and B. Menguc. "Top management team diversity and innovativeness: The moderating role of interfunctional coordination," *Industrial Marketing Management*, vol. 34, 2005, pp. 249-261.
- [27] B.J. Jaworski, "Toward a Theory of marketing control: Environmental context, control types, and consequences," *Marketing Intelligence and Planning*, vol. 52(3), 1988, pp. 23-39.
- [28] E.R. Anderson and R.L. Oliver," Perspectives on behavior-based versus outcome-based salesforce control systems," *Journal of Marketing Management*, vol. 51, 1987, pp. 76-88.
- [29] D. W. Cravens, T.N. Ingram, R.W. LaForge, C.E. Young," *Journal of Marketing*, vol. 57, 1993, pp. 47-59.
- [30] T.N. Ingram, R.W. LaForge, R.A. Avila, C.H. Schwenker Jr., and M.R. William, *Sales Management: Analysis and Decision Making*, 2004, USA: Thomson, South-Western.
- [31] D.W. Cravens, N.F. Piercy, and G.S. Low, "Globalization of the sales organization: Sales management control and its consequences," *Organizational Dynamics*, vol. 35, 2006, pp. 291-303.
- [32] G.A. Churchill Jr., N.M. Ford, O.C. Walker Jr., *Salesforce Management*, Illinois: Irwin, 1993.
- [33] A. Baldauf, D.W. Cravens and N.F. Piercy, "Examining business strategy, sales management, and salesperson antecedents of sales organization effectiveness", *Journal of Personal Selling and Sales Management*, vol. 21, 2001, pp.109-122.
- [34] D. Rangarajan, L.B. Chonko, E. Jones and J.A. Roberts, "Organizational variables, salesforce perceptions of readiness for change, learning, and performance among boundary-spanning teams: A conceptual framework and propositions for research," *Industrial Marketing Management*, vol. 33(4), 2004, pp. 289-305.
- [35] C.J. Lai, "The effect of individual market orientation on sales performance: An integrated framework for assessing the role of formal and informal communications," *Journal of Marketing Theory of Practice*, vol. 24(3), 2016, pp. 328-343.
- [36] R. Singh and P. Venugopal, "The impact of salesperson orientation on sales performance via mediating mechanism," *Journal of Business and Industrial Marketing*, vol. 30(5), 2015, pp. 594-607.
- [37] H. Terho, A. Eggert, A. Hass, W. Ulaga, "How sales strategy translates into performance: The role of salesperson customer orientation and value-based selling," *Industrial Marketing Management*, 2015, vol. 45(February), pp. 12-21.
- [38] R.J. Shannahan, A.J. Bush, K.L.J. Shannahan, and W.C. Moncrief, "How salesperson perceptions of customers' pro-social behaviors help drive salesperson performance," *Industrial Marketing Management*, 2017, vol. 62(April), 36-50.
- [39] K. Grant, R. Laney, H. Nasution and B. Pickett, "The sum of sales," *Monash Business Review*, July 2008, pp. 9-10.
- [40] N.F. Piercy, D.W. Cravens, N. Lane, "Sales manager behavior-based control and salesperson

- performance: The effects of manager control competencies and organizational citizenship behavior,” *Journal of Marketing Theory and Practice*, vol. 20(1), 2012, pp. 7-22.
- [41] A. Chen, P. Norman, and K. PengHuang, “Managing salespeople strategically when promoting new products – incorporating market orientation into a sales management control framework,” *Industrial Marketing Management*, vol. 51(November), 2015, 141-149.
- [42] E.D. Babakus, W. Cravens, K. Grant, T.N. Ingram and W. LaForge, “Investigating the relationships among sales, sales management control, sales territory design, salesperson performance, and sales organization effectiveness. *International Journal of Research in Marketing*, vol. 13, 1996, pp. 345- 363.
- [43] H. Baumgartner and C. Homburg, “Applications of structural equation modelling in marketing and consumer research: A review,” *International Journal of Research in Marketing*, vol. 13, 1996, pp. 345- 363.
- [44] K.A. Bollen, *Structural Equations with Latent Variables*, Canada: John Wiley and Sons, Inc., 1989.
- [45] J.C. Nunnally, *Psychometric Theory*, New York: McGraw-Hill Book Company, 1978.
- [46] C. Fornell and D.F. Larcker, Evaluating structural equation models with unobservable variable and measurement error,” *Journal of Marketing Research*, vol. 18, 1981, pp. 39-50.
- [47] G. Wang, and C.F. Miao, Effects of salesforce market orientation on creativity, innovation implementation, and sales performance,” *Journal of Business Research*, vol. 68, 2015, pp. 2374-2382.
- [48] Y. Li., Y. Zhao, J. Tan, and Y. Liu, “Moderating effects of entrepreneurial orientation on market orientation-performance linkage: Evidence from Chinese small firms,” *Journal of Small Business Management*, vol. 46(1), 2008, pp. 113-133.
- [49] W.E. Baker and J.M. Sinkula, “The complementary effects of market orientation and entrepreneurial orientation and profitability in small and medium enterprise. *Journal of Small and Medium Enterprises Management*, vol. 47, 1996, pp. 443-464.
- [50] B.K. Brockman, M.A. Jones and R.C. Becherer, “Customer orientation and performance in small firms: Examining the moderating influence of risk-taking, innovativeness, and opportunity focus,” *Journal of Small Business Management*, vol. 50(3), 2012, pp. 429-446.
- [51] A. Kara, J.E. Spillan, and O.W. DeShield, The effect of a market orientation on business performance: A study of small-sized service retailers,” *Journal of Small Business Management*, vol. 43(2), , 2005, pp. 105-118.
- [52] C.E. Pettijohn, L.S. Pettijohn, and A.J. Taylor, Does salesperson perception of the importance of sales skills improve sales performance, customer orientation, job satisfaction, and organizational commitment, and reduce turnover?,” *Journal of Personal Selling and Sales Management*, vol. 27(1), 2007, pp. 75-88.