



EFFECT OF STRATEGIC ORIENTATION ON SURVIVAL OF SMALL AND MEDIUM SCALE PRINTING FIRMS IN PLATEAU STATE OF NIGERIA

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Abstract

Many small and medium scale printing press firms fail because they cannot identify what they are good at or weak in and thus drawing a strategic direction thus finding out what they really need to do during certain situations. This study investigates the effect of strategic orientation on survival of small and medium scale printing firms in Plateau State of Nigeria. The population of study included all the small and medium scale printing press in Plateau State of Nigeria which are 57 and the sample size of 50. A methodology was adopted which involved the use of survey research design and regression method was used. Multiple regression model was formulated to estimate the strategic orientation proxies, like customer orientation, market orientation, entrepreneurial orientation and technological orientation that influence survival (growth) of small and medium scale printing press firms in Plateau. The data obtained were subjected to a statistical technique of multiple regression analysis using a software option of SPSS version 20.00. From the results, the finding is that strategic orientation has a positive and significant effect on growth of small and medium scale printing press firms in Plateau State of Nigeria. The study recommended that small and medium scale printing press firms in Plateau State of Nigeria should continue to apply the concept of strategic orientation and continue to use them in surviving in their small businesses as well as growing the organization since it has a positive effect.

Keywords: Strategic Orientation, Market Orientation, Entrepreneurial Orientation, survival and growth

Introduction

It is believed that the rise and fall of small and medium scale printing press firms across the Nigeria depend on one simple rule of how it can prioritize on the strengths and opportunities available to counter threats and minimize weaknesses (Baker & Sinkula, 2015). If small and medium scale printing press firms has a clear mission statement and vision on where it is headed, there is no doubt it will achieve the set goals. Although weaknesses and threats remain a reality, small and medium scale printing press firms will overcome using its strengths and available opportunities. However, many small and medium scale printing press firms

fail because they cannot identify what they are good at or weak in and thus drawing a strategic direction thus finding out what they really need to do during certain situations (Lechner & Gudmundsson, 2014).

Survival of small and medium scale printing press firms in Plateau State and particularly in Nigeria heavily depends on the strategic orientation of small and medium scale printing press firms. Small and medium scale printing press firms will succeed in business if it has the focus on what it can best, how it can improve customer experience, engage the employees to understand the strategy and finally draw up a calendar of how to achieve the desired

objectives (Scott-Kennel & Giroud, 2015). Hoq and Chauhan, (2011) have indicated strategic orientations as organizational resources which can improve the success of small and medium scale printing press firms. The capacity of a firm to strategic orient its operations in terms of its market, technological changes, to learn and adapt to market changes and the capacity to exercises entrepreneurship is one such posturing that a firm can adopt to improve its competitiveness (Ahlstrom, 2012).

Over the years, the selected small and medium printing press firms in Abuja have used orientation such as entrepreneurial orientation, marketing orientation, customer orientation and technological orientation in order for the small and medium printing press firms in Abuja to survival by growing drastically. Yet, small and medium printing press firms in Abuja are not growing and some of them are deteriorating.

From the extant literatures, studies such as Joel, Tarus, Kibet and Kimitei (2015); Obeidat (2016); Kraidy and Bhaya (2016) and Railaa (2017) examine the variables but used performance to addressed survival and growth. They conducted their studies in Iraq, Jordan, Kenya, Nairobi and Nigeria using telecommunication companies, Small and medium scale enterprises, banks and central business district.

However, this study filled the research gap by examining the effect of strategic orientation on survival of small and medium scale printing press firms in Plateau State of Nigeria. Moreso, none of the studied reviewed in this study used small and medium scale printing press firms in Plateau to studied the variables. Also, none of the studies viewed used survival and growth but only used performance.

The objective of this study is to examine the effect of strategic orientation on survival of small and medium scale printing press firms in Plateau State of Nigeria. The specific objectives are to: evaluate the effect of strategic orientation on growth of small and medium scale printing press firms in Plateau State of Nigeria.

The study is restricted to the effect of strategic orientation on survival of small and medium scale printing firms in Plateau State of Nigeria coving a period of 10 years from 2009-2018. The period is chosen because it current and can assess the effect of variables. The study covered strategic orientation (market orientation, entrepreneurial orientation, customers orientation and technological orientation), survival (growth) of small and medium scale printing press firms in Abuja.

The study is designed to address the concept of strategic orientation such as market orientation, entrepreneurial orientation, customer orientation and technological orientation, concept of business growth such as survival. The study also used empirical reviewed as well as theoretical based for the study.

Literature Review

Concept of Strategic Orientation

Strategic orientation is how resources allocation and coordination patterns are brought into, embedded, adopted, and/or enacted at some level within the firm. Here, the term orientation is described as firm's tendency to adopt particular norms, and acts or function in specific way (Cadoganet, 2012). Strategic orientation seeks to evaluate strategy by way of multiple traits or dimension that are general to all organization (Morgan & Strong, 2003). Venkatraman (1989b) conceptualized strategic orientation into six dimensions: aggressiveness, analysis, defensiveness, futurity, proactiveness and riskiness. Strategic orientation is related to the decisions that businesses make to achieve superior performance. Strategic orientation is an organization's direction for reaching a suitable behavior in order to attain superior performance. According to Joyce and Drumaux (2014), strategy orientation is a specific method used to develop strategies. It is a method based on the analysis of strengths, weaknesses, opportunities and threats (SWOT). Strategic orientation involves different steps which include defining the entity or the problem area, identifying the strengths, weaknesses, opportunities and threats from internal analysis (Coles, Lemmon & Meschke, 2012). There are several measures of strategy orientation which includes;

Entrepreneurial orientation is an organizational willingness to find and accept new opportunities and taking responsibility to affect change. Firms level strategic processes that businesses use to gain competitive advantage. Thus, entrepreneurial orientation is not related to individual level variables, it is related to firm level processes (Nakata & Zhu, 2006).

Market orientation is largely depends on determining the needs and wants of target markets and delivering satisfactions to those markets/consumers more effectively and efficiently than competitors do. Market orientation is a central tenet of marketing, its activities and behaviors are related to; a proactive search for marketplace opportunities; problem solving, and future positioning (McEachern & Warnaby, 2007).

McEachern and Warnaby (2007), define customer orientation as a component of market orientation that focuses on putting the customers at the centre of strategic focus thus bringing about high business performance. Chahal and Kumari (2011), emphasize the need for organizations to move from the level of studying customer segments to shaping separate offers, services and messages to individual customers. Hence such firms may need to collect information on each customer's past transactions, demographics, psychographics, and media and distribution preferences.

Chandler (2010), argues that technologically-oriented firms devote their resources to acquiring new and advanced technologies and developing new processes, products and services hence high firm performance, although, the rate of technological changes within an industry might affect their technological adoption and/or development.

Concept of Survival

This is the continued existence of a company especially in a difficult or dangerous condition (Business dictionary, 2014) survival of the organization in a vibrant and competitive business environment depends on how effectively the organization learn to adapt itself to the environment and capitalize on its resources fully (Lee 2006). Business survival is the ability of a firm to continuously be in operation despite various challenges i.e. the managerial process of directing the affairs of a firm regularly on a going concern basis and meets the needs of all stakeholders (Akindele, Oginni & Omoyele, 2012). However, survival of business can be measure with business growth (Akindele, Oginni & Omoyele, 2012).

Growth of the business is considered as survival mechanism (Robert, 2009). Growth of a business is a complex concept and takes two broad forms namely; organic (expanding by increasing overall customer base, output per customer and new sales) and inorganic (expansion through mergers, acquisitions or takeovers)(Robert, 2009). Brush, Ceru and Blackburn (2009) define growth as geographical expansion, increase in the number of branches, inclusion of new markets and clients, increase in the number of products and services, fusions and acquisitions.

Empirical Studies

Obeidat (2016) aimed to examine the effect of both strategic orientation and innovation on organizational performance. It also examined whether innovation acted as a mediator between strategic orientation and organizational performance. Data were gathered from the three telecommunication companies that exist in Jordan. The data were then analysed using Structural

Equation Modelling (SEM) and the results revealed that strategic orientation had a significant effect on innovation but not on organizational performance. It was also found that innovation significantly affected organizational performance.

The above study performance which is a measure of survival of any business ventures but this study use survival instead of performance and the study failed to indicate the population of the study and the sample size of the study as well as sampling techniques used in the study.

Joel, Tarus, Kibet and Kimitei (2015) determined the effect of strategic orientation on performance of small and medium enterprises (SME) in Nandi County. This study was informed by Resource-Based View Theory. This study adopted an explanatory research. The population of study comprised 2053 in Kapsabet Town registered SMEs, Kenya. Cluster sampling technique was used to select a sample size of 335 SMEs. Data was obtained using questionnaires and Interview Schedules. Descriptive statistics which include frequency distribution, percentages, means and standard deviations were used to analyze data. Inferential statistics was used to draw implications from the data with regard to the regression model. The findings showed that customer orientation and technology orientation had significant and positive effect on SME performance.

The above study used SMEs in Kenya but similar study can be conducted making reference to printing press firms in Plateau State of Nigeria. The study defined the population and the sample size of the study.

Kraidyand Bhaya (2016) examined the strategic orientation of real estate banks in al-Dewaniya province in Iraq. The paper presents primary data collected by questionnaire. The collected data consists of: 80 forms were distributed; 70 questionnaires were returned out of which 53 were usable (valid and complete). The set was subjected to correlation and regression analysis. It was discovered that strategic orientation is positively related with the bank performance. It was revealed that competitive advantage represented mediating variable and it also influences performance.

Railaa (2017) established the effect of strategic orientation on the performance of small and medium enterprises in Nairobi Central Business district. Towards the realisation of the same, the study adopted a descriptive research design whereby 40 questionnaires were distributed and after the screening process, 30 of them were accepted and analyzed. From the research findings, it was found that entrepreneurial orientations are the strongest

variable that affects the performance of the SME. From the regression analysis results, the findings show that strategic orientation practices explains 64% of the SMEs performance and there exist a strong correlation between the dependent and the predictor variables ($r=0.8$).

The above study is current and similar study can be conducted in Nigeria using small and medium scale printing press firms in Plateau state of Nigeria. The study failed to indicate the population of the study as well as the sample size of the study.

Theoretical Framework

This theory was first advanced by Wernerfelt (1984) and further refined by Barney (1991) is the most commonly used to explain firm performance. Grounded in Barney's (1991) theory on the resource-based view (RBV) of a firm, researchers have defined strategic orientation as an attribute that influences the ability of a firm to focus on strategic direction of the firm and build or sustain the proper strategic fit for superior firm performance (Davidsson and Wiklund, 2000; Gatignon & Xuereb, 1997). Since strategic orientation will vary from one organization to the next; and vary based on contextual organizational variables, strategic orientation is viewed as a multidimensional construct (Venkatraman, 1989). Therefore organizations use resource allocation and environmental cues to determine the right plan for the company to achieve its goals (Göll & Sambharya, 1995). Based on strategic management literature, strategic orientation increases the likelihood of share goals, making it easier to implement effective processes and improve performance.

Basically, RBV describes a firm in terms of the resources that firm integrates. Resources are insufficient for obtaining a sustained competitive advantage and a high performance as well (Teece, 2007; Newbert, 2007). Being so, firms must be able to transform resources in capabilities, and consequently in a positive performance. Firms reach a superior performance, not because only they have more or better resources, but also because of their distinctive competences (those activities that a particular firm does better than any competing firms) allow to do better use of them. In the dynamic perspective, capabilities approach is a theoretical stream inside the RBV. This theory considers that, on one hand, the firms are constantly creating new combinations of capabilities and, on the other hand; the market competitors are continually improving their competences or imitating the most qualified competences from other firms.

This approach puts emphasis on internal processes, assets and market position as restricting factors not

only the capability to react but also the management capability to coordinate internal competences of the firms. While a significant body of literature exists examining the impact of strategic orientation and growth in large firms, generalizing these findings to SMEs is suspect. The impact of strategic orientation on SMEs will differ from big businesses based on resource allocation constraints and capabilities of the firm.

This theory related to this study in the sense that strategic orientation such as market orientation, entrepreneurial orientation, customer orientation, and technological orientation needs resources such money and knowledge to implement them. If they are implemented in small and medium scale printing press firms, the organization will survive by growing in terms of expansion, increase in printing jobs and increase in employment generation.

Methodology

The study was conducted using a survey research study design to investigate the relationship between strategic orientation and survival of small and medium scale printing press firms in Plateau State of Nigeria. The independent variable, survival was measured by one sub-variable of growth. The dependent variable is measured by technological orientation, market orientation, customer orientation and entrepreneurial orientation. The target population was small and medium scale printing press firms operating in Plateau State of Nigeria. The population of this study is 57 small and medium printing press firms in Plateau State of Nigeria according corporate affairs commission in 2017. A purposive sampling method of was adopted in selecting the sample size of this study. However, a pilot study conducted by the researcher using the population of the study indicated that it is only 50 small and medium printing press firms were chosen because they have modern equipment such as cord printing machines, direct imaging machines, flex printing machines, binding machines, laminating machines and graphic design departments. These equipments form standard printing press in printing industry, which are available in the selected printing press firms. The researcher also rejected 7 registered small and medium printing press in Plateau State of Nigeria as a result of none existence of some of the printing press firms (there is no existing addresses) as stated in Corporate Affairs Commission (CAC) record. Some of them (printing press firms) lack equipment and some are using the business names to collect government contracts which they sub-contract to other existing printing press firms.

Primary data was collected through questionnaires. The questionnaire was likert scale in nature. Reliability analysis for all items was conducted and Cronbrach's alpha = 0.89 for strategic orientation

and for and 0.86 for growth of small and medium printing press firms in Plateau State of Nigeria. Descriptive statistics was used to analyze qualitative

data with the use of Statistical Package for Social Sciences (SPSS) and the subsequent data analysis was undertaken using regression analysis.

This model is a self-designed model. The model of regression analysis was stated below:

The model is stated below:

$$GR = a + \beta STO + \pi \dots\dots\dots 1$$

Where: GRT= Growth (proxy by customers increase, increase in printing jobs, expansion of the business)
 STO= Strategic Orientation (entrepreneurial orientation, market orientation, customer orientation and technological orientation).
 β= coefficient
 a= constant
 π= error terms

Analysis and Discussion

Table 1: Strategic Orientation

Items – Strategic Orientation	5	4	3	2	1
Small and medium printing press firms in Plateau State of Nigeria always accept new opportunities and taking responsibilities for business changes	14(28.00)	17(34.00)	4(8.00)	9(18.00)	6(12.00)
Small and medium printing press firms in Plateau State of Nigeria frequently design the product for customers need and want as well as delivering the product satisfactorily to them	18(36.00)	15(30.00)	3(6.00)	10(20.00)	4(8.00)
Small and medium printing press firms in Plateau State of Nigeria analysis customers past transactions, demographics, psychographics, media and distribution preferences	16(32.00)	20(40.00)	3(6.00)	7(14.00)	4(8.00)
Small and medium printing press firms in Plateau State of Nigeria used frequently modern technologies and design their product based on new technology	18(36.00)	19(38.00)	4(8.00)	5(10.00)	4(8.00)

Source: Survey, 2019

From table 1, it was discovered that majority of the respondents strongly agreed (28%) and agreed (34%) to the statement that small and medium printing press firms in Plateau State of Nigeria always accept new opportunities and taking responsibilities for business changes. 18% strongly disagreed and 12% disagreed with the said statement while only 8% were undecided.

It was also observed that the majority of the respondents, 36% and 15% strongly agreed and agreed respectively that small and medium printing press firms in Plateau State of Nigeria frequently design the product for customers need and want as well as delivering the product satisfactorily to them. 20% and 8% strongly disagreed and disagreed respectively, while only 6% were undecided.

From the table also, the majority of the respondents 32% and 40% strongly agreed and agreed respectively that small and medium printing press firms in Plateau State of Nigeria analysis customers past transactions, demographics, psychographics, media and distribution preferences. 14% and 8% strongly disagreed and disagreed respectively, while 6% were undecided.

From the table also, the majority of the respondents 36% and 38% strongly agreed and agreed respectively that Small and medium printing press firms in Plateau State of Nigeria used frequently modern technologies and design their product based on new technology. 10% and 8% strongly disagreed and disagreed respectively, while 4% were undecided.

Table 2: growth of Small and medium Printing Press firms in Plateau State of Nigeria

Items-growth of SMPF	5	4	3	2	1
There is an increase in the number of customers in small and medium printing press in Plateau State of Nigeria	10(20.00)	11(22.00)	2(4.00)	19(38.00)	8(16.00)
Printing jobs in the press have adequately increase in Plateau State of Nigeria	18(36.00)	14(28.00)	4(8.00)	8(16.00)	6(12.00)
The printing press experience drastic business expansion in terms branches	2(4.00)	6(12.00)	2(4.00)	20(40.00)	20(40.00)

Source: survey, 2019

From table 2, it was discovered that majority of the respondents strongly agreed (20%) and agreed (22%) to the statement that there is an increase in the

number of customers in small and medium printing press in Plateau State of Nigeria. 38% strongly

disagreed and 16% disagreed with the said statement while only 4% were undecided.

It was also observed that the majority of the respondents, 36% and 28% strongly agreed and agreed respectively that printing jobs in the press have adequately increase in Plateau State of Nigeria. 16% and 12% strongly disagreed and disagreed respectively, while only 8% were undecided.

From the table also, the majority of the respondents 4% and 12% strongly agreed and agreed respectively that printing press experience drastic business expansion in terms branches. 40% and 40% strongly disagreed and disagreed respectively, while 4% were undecided.

Table 3: Descriptive statistics

	N	Minimum	Maximum	Mean	Std. Deviation
CR	50	1.00	5.00	2.8800	1.40901
STO	50	1.00	5.00	3.1000	1.52864
Valid N (listwise)	50				

Source: SPSS, 20Version, 2019

The table 3 revealed the result of descriptive statistics which shows the mean, range and standard deviation. The mean value of growth of small and medium printing press firms in Plateau State of Nigeria (GR) is 2.88 which implies that the small and medium printing press in Plateau state are not growing since mean value is less than 3.00. The table also indicate that mean value of strategic

orientation in small and medium printing press firms in Plateau State of Nigeria (STO) is 3.10 which implies that the small and medium printing press in Plateau state adopted strategic orientation in terms of market orientation, entrepreneurial orientation, customers orientation and technological orientation since the mean value is more than 3.00.

Table 4 Correlation Analysis

		CR	STO
CR	Pearson Correlation	1	.953**
	Sig. (2-tailed)		.000
	N	50	50
STO	Pearson Correlation	.953**	1
	Sig. (2-tailed)	.000	
	N	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS, 20Version, 209

The above table indicates that there is a positive association between strategic orientation and growth of small and medium scale printing press firms in Plateau State of Nigeria. This implies that strategic orientation (market orientation, entrepreneurial

orientation, customers orientation and technological orientation) contributes to the growth of small and medium scale printing press firms in Plateau State of Nigeria.

Table 5: Regression Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.953 ^a	.909	.907	.43042

a. Predictors: (Constant), STO

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	88.387	1	88.387	477.094	.000 ^b
	Residual	8.893	48	.185		
	Total	97.280	49			

a. Dependent Variable: CR

b. Predictors: (Constant), STO

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.156	.139		1.127	.265
	STO	.879	.040	.953	21.842	.000

a. Dependent Variable: CR
Source: econometric output, 2019

Decision Rule: 5% level of Significance

The regression result shows that the model is fit for the study since the f-statistics is significant at 5% level of significant. The result also shows that strategic orientation () has positive effect on growth of growth of small and medium scale printing press firms in Plateau State of Nigeria. This effect are significant since the P-value is less than 5% of strategic orientation by ensuring the growth of growth of small and medium scale printing press firms in Plateau State of Nigeria. Thus, we can reject the null hypotheses that strategic orientation has a positive and significant effect on growth of growth of small and medium scale printing press firms in Plateau State of Nigeria.

The $R^2 = 0.90$ indicates that only 90% of variation on strategic orientation (growth of small and medium scale printing press firms in Plateau State of Nigeria.) can be used to explain growth of small and medium scale printing press firms in Nigeria but 10% can explained by other factors not noted in the regression model which is refer to as error term.

Discussion of Findings

The results of the analysis concluded that strategic orientation (market orientation, entrepreneurial orientation, customers orientation and technological orientation) positively contribute to survival in terms of growth of small and medium scale printing press firms in Nigeria. In this sense, the study confirms with the findings of Joel et al. (2015); Kraidy and Bhaya (2016) who conclude that there is a significant effect relationship between strategic orientation and performance/survival. The study also disagreed with the finding of Obeidat (2016) who found insignificant relationship between the variables. The study also in line with the theory of resource-based view (RBV) of a firm which states that strategic orientation as an attribute that influences the ability of a firm to focus on strategic direction of the firm and build or sustain the proper strategic fit for superior firm performance.

Conclusion and Recommendations

The study concluded that strategic orientation (market orientation, entrepreneurial orientation, customers orientation and technological orientation) positively contribute to survival in terms of growth of small and medium scale printing press firms in

Nigeria. The mixed of strategic orientation such as market orientation, entrepreneurial orientation, customers orientation and technological orientation resulted to growth in terms of expansion, customers based and increase in printing jobs in small and medium scale printing press firms in Plateau State of Nigeria.

Based on the results obtained and conclusions reached, the work recommends that small and medium scale printing press firms in Plateau State of Nigeria should continue to apply the concept of strategic orientation and continue to use them in surviving in their small businesses as well as growing the organization since it has a positive effect.

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