

## Strategic Orientation Dimensions and Customer Satisfaction of Selected Food and Beverage Firms in Oyo States, Nigeria

*<sup>1</sup>N. Kabuoh Margret, <sup>1</sup>Morufu Muraina, <sup>1</sup>A. Erigbe Patience and <sup>2</sup>Magaji Nanle*

<sup>1</sup>Department of Business Administration and Marketing,  
Babcock University, Ilishan-Remo, Ogun State, Nigeria

<sup>2</sup>Department of Business Administration Mountain Top University, Ogun State, Nigeria

---

**Abstract:** Strategic orientation dimensions are emerging tools organisations imbibe to fight competition, satisfy customers and remain sustained in business environment. Despite the importance of these strategic practices, some firms pay little or no attentions to it leading to inadequate performances and customer dissatisfaction. This paper examines the effect of strategic orientation dimensions (market orientation, entrepreneurial orientation, customer orientation and technological orientation) on customer satisfaction of selected food and beverage firms in Oyo State, Nigeria. Cross-sectional survey research design was adopted. The population for this research comprises of selected food and beverage manufacturing firms in Oyo State. The firms are: CWAY Group Limited, MY Joy food Industries Limited, Sumal food Limited, Sweetco food Limited, GX food Limited and Rom Oil Mills. The target population is 257 management staff of selected food and beverage manufacturing firms which comprises of top, middle and lower level managers and total enumeration sampling technique applied. Multiple regression method of analysis using SPSS (Statistical Package for Social Sciences) software version 23.0 was used for the hypothesis testing, Result indicated that strategic orientation dimensions have positive significant effect on customer satisfaction of selected food and beverage firms in Oyo State, Nigeria ( F-value of 29.722 ( $F_{(4, 222)} = 29.722, P < 0.05$ ). The study recommended that Food and beverage manufacturing firms in Oyo State need to re-evaluate their capabilities to achieve superior performance that will enhance competitive strength and customer satisfaction. Benchmarking should be adopted by Food and beverage manufacturing firms in Oyo State to allow best practices on the best strategies to cut cost and improve on other capabilities.

**Key words:** Customer orientation • Customer satisfaction • Entrepreneurial orientation • Food and beverage firms • Market orientation • Strategic orientation • Technological orientation

---

### INTRODUCTION

Worldwide, there has been unparalleled descending trend, penetrating rivalry and dynamic business environment being experienced by the food and beverage manufacturing industry over the years. The industry is recognised with unpredictable level of performance with regards to elongated customers' demand and expectations due to lack of suitable balancing strategies. The performance of food and beverage firms is of particular interest to managers, whose target is to enhance the performance of their firms, policy makers, who have

the responsibility to evaluate the effects of market structure and industrial policies on food and beverage firms' performance and to safeguard the stability of the sector towards superior performance. These considerations become essential owing to the dynamic role being played by this sector in the world economy to engineer economic growth and development. As ascertained by [1], California is one out of the major five food producing States in the USA leading in the manufacturing of raw milk, almonds globally, vegetables, fruits and nuts as well as processing of tomatoes controlling well over 6, 000 farms in the whole States.

Despite the potential contributions of this industry towards growth and development, the performance of food and beverage industry has been deteriorating for long across nations.

The food and beverage firms in most developed countries are the largest industry in the manufacturing sector but their performance has been unacceptable with records of sluggish drop in the profitability and market share (Food and Agriculture Organisation of united nation, 2018). These trends of sluggish performance among food and beverage firms in developed countries stem from challenges of flawed competitive strategies and inappropriate implementation of market orientation, customer orientation and technological orientation. Subsequently, [2] pointed that food and beverage multinational firms in U.S have recorded slow performance resulting from open market to stiff competition and relaxed pace of customer and market orientation.

The United Kingdom (UK) food and beverage industry is critical to national security and the prosperity of our wider economy. The UK food and beverage industry have a well-earned global reputation for provenance, quality and innovation. Despite this positive record, the UK food and beverage firms still experienced unparalleled challenges of uncertain market environment which has resulted in daunted performance among food and beverage firms. [3] ascribed that between 2013 and 2015, business turnover among food and beverage firms reduced by 28% with profits declined by 10%. [4] further pointed out that these declined in both business turnover and profitability among food and beverage firms in the UK stem from poor customer and market orientation model to tackle uncertain market environment jeopardizing their achievement.

In Africa, [5], [6] emphasized that most food and beverage firms in African continent are faced with the issues of changes in consumer preference, growing uncertainty in the marketplace, innovation and differentiation. These challenges have been the bedrock daunting food and beverage financial and non-financial performance in Africa (Industrial Development Corporation, 2017).

In South Africa, food and beverage (F&B) industry serves as one of the key economic segment and major industries generating substantial revenue for the country and providing employment opportunities to many people (Statistics South Africa, 2017). In spite of its economic significant contributions, South Africa's food processing

industry faces diverse and demanding problems, which hinder it from growing further and realizing its full potential [7]. The food processing industry in the country has changed extensively, because of the increase in the buying power of most racial groups, which resulted from the end of the oppressive competitors' dispensation, poor strategic positioning as well as globalization [8]. The industry also faces a high incidence of unpredictable customer demand and preferences, which influences low business performance among (F&B) firms in South Africa (Industrial Development Corporation, 2017).

In Kenya, the food processing sector include food, beverage and tobacco and it remains the largest component of the manufacturing industry in terms of structure, economic contributions and performance within the manufacturing sector. It comprises of 1, 200 businesses, encompassing everything from small family organizations to large companies (Kenya Association of Manufacturers (KAM), 2017). Food and beverage (F&B) industry in Kenya are affected by many challenges including the economic slump, rising food prices, increasing transportation costs due to a rise in oil prices and decline in consumers demand [9]. Kenya National Bureau of Statistics (2018) Statistical Abstract state that the sector declined by 3.9 percent from 2017, but still generated over 33.4 per cent of the total manufacturing production. Kenya Association of Manufacturers (2017) further emphasized that food and beverage manufacturing firms in Kenya are experiencing high production cost, high duty on inputs, duplication of laws and regulatory agencies, competition from sectoral association, inadequate supplies of raw materials, high material handling, distribution and marketing costs, slow development and implementation of policies and the use of obsolete technology and skills were partially accounted for poor performance.

In Nigeria, food and beverage industry is a growing and dynamic subsector of the Nigerian manufacturing sector that is experiencing stiff and fierce competition [10], [11]. The dynamic and constantly changing Nigerian food and beverage (F&B) business environment creates opportunities and threats [12]. As emphasized by [13] that collapsed of food and beverage (F&B) manufacturing industry in Nigeria has been on high side and continuous decline in performance which are partially caused by poor implementation of strategic orientation dimensions such as market orientation, entrepreneurial orientation, customer orientation and technological orientation),

poor power and infrastructural facilities, inappropriate employment of strategic alignment, organization rigidity, poor business innovation and mismatch of organization environmental planning and forces with organization information.

[14], claimed that employers in the sector had devised every opportunity to sack workers, adding that between the 2012 and the first half of 2015, over 3, 000 workers were sacked in the guise of re-engineering, restructuring, right sizing, downsizing, redundancy and re-organization. He further lamented that over the years, the same excuse of difficult business terrain, poor entrepreneurial, customer and technological strategies, irregular and insufficient power supply have been the major cause of declined in food and beverage firms performance in terms of profit, market share and customer satisfaction in F&B firms in Oyo State.

These studies in Nigerian context have established that most Nigerian food and beverage manufacturing firms continue to experience declined in firm performance due to poor strategic orientation within Nigeria business environment [15]. This therefore leads to a scholarly discuss as to whether strategic orientation dimensions can actually increase customer satisfaction. Only few studies have examined the effect of strategic orientation dimensions on customer satisfaction in the Nigeria food and beverage context [16]. Furthermore, most of these studies have not investigated how strategic orientation dimensions affect customer satisfaction in Nigeria food and beverage manufacturing industry in Oyo State. [17] emphasized that majority of consumers are not satisfy with local (F&B) product, they prefer to consume foreign products as alternative to local product due to higher price of the product compared with imported product, poor market and customer orientations in determining the consumer need. This customer dissatisfaction had negatively affected sales and profitability of the local (F&B) companies which adversely affects the entire performance of the firm. [18] stated that majority of (F&B) companies in Nigeria could not retain their customers due to dissatisfaction customers experience from their (F&B) products. [19] found that food and beverage firms lose customers as Nigerian products suffer most with the Nigerian common mentality that any of her locally made products are sub-standard and therefore must be lower in market prices. However, due to the increase in cost of production of goods and rendering of services, companies cannot lower their prices. This orientation has resulted in the loss of market share.

**Objective of the Study:** The study examines the effect of strategic orientation dimensions (market orientation, entrepreneurial orientation, customer orientation and technological orientation) on customer satisfaction of selected food and beverage firms in Oyo State, Nigeria.

**Hypothesis:**

**Ho:** Strategic orientation dimensions (market orientation, entrepreneurial orientation, customer orientation and technological orientation) do not significantly affect customer satisfaction of selected food and beverage firms in Oyo State, Nigeria.

**Literature Review**

**Strategic Orientation:** Strategic orientation is the philosophy of firms which demonstrates their efforts to gain higher performance and displays how a job may be done with a set of values and beliefs [20]. [21] stated that strategic orientation refers to the organizational philosophy of coordinating and integrating the activities that achieve customer satisfaction and bring a high profit. Strategic orientation is an indication of the direction in which a business wants to or should go in the future and how well it is set up to do so [22]. Strategic orientation refers to the broad outlines for the organizations strategy while leaving the details of strategy content and strategy implementation to be completed [23].

In the view of [24] strategic orientation helps an organization analyze strategy for future growth as it compares with the actual execution of procedures. [25] asserted that the final goal of strategic orientation to improve performance or to achieve superior performance. The strategic orientation and the level of inter functional coordination of a firm influence the ability of the firm to take advantage of a new product to make it successful [26]. It could be said that strategic orientation could have a marginal impact on innovation performance. Similarly, In order to achieve this, the components of strategic orientation are crucial. He pointed that the components of strategic orientation are the sense that an organization has a plan for the future and that a business can evaluate how well it is fulfilling its plan.

Firm Futurity is a strategy concept firmly grounded in the notion of reaching an envisioned future state through desired firm growth [27]. This reflects the extent of importance of futurity as the key dimension of strategic orientation construct. This dimension relates to the future; to temporal considerations or time orientation

indecision making. It is reflected in key strategic decisions, where a balance is kept between effectiveness or longer-term considerations versus efficiency or shorter-term considerations [28]. Futurity is also reflected in deliberate engagement by firms in long-term relationships with suppliers or other strategic business partners to cultivate sustainable competitive advantage that impacts favourably on business performance [29]. He expressed that futurity exhibits itself particularly in areas pertaining to forecasting sales, customer preferences and environmental trends.

**Customer Satisfaction:** Customers are the key way of running business successful and the satisfied customers are the base of the business for the growth in profitability and in the competitive business market [30]. [31] posited that customers are those who buy the goods or services provided by organisations. In other words, a customer is a stakeholder of an organization who affords payment in exchange for the offer provided to him by the organization with the aim of fulfilling a need and to maximize satisfaction. [32] opined that if consumer is contented with either the product or services it is termed satisfaction.

[33] defined customer satisfaction as an individual's feeling of pleasure or disappointment which resulted from comparing a product's perceived performance or outcome against his/her expectations. Customer satisfaction is defined as an overall evaluation based on the total purchase and consumption experience with the good or service over time [34]. [35] defined customer satisfaction as a measure of how your organization's total products perform in relation to a set of customer requirements. [36] defined customer satisfaction as emotional response to the experience provided by, (or associated with) particular products or services purchased, retail outlets, or even molar patterns of behaviour, as well as the overall marketplace. Customer satisfaction means customer's behaviour as being satisfied, with a high level of perceived positive dissonance. [37] defined customer satisfaction as an evaluation of the perceived discrepancy between prior expectations and the actual performance of the product. [38] defined customer satisfaction as a process of evaluation rendered that the experience was at least as good as it was supposed to be.

[39] opined that customer satisfaction allows stakeholders of a business to know about strength, weakness, threats and opportunities in the competitive market of their products and services served to the

customers because it provides the clear vision to the management of company about the insights of customer about the products/service. Customer satisfaction is influenced by specific product or service features and perceptions of quality. Satisfaction is also influenced by customer's emotional responses, their attributions and their perception of equity. [40], increased customer satisfaction can provide company benefits like customer loyalty, extending the life cycle of a customer expanding the life of merchandise the customer purchase and increases customers positive word of mouth communication. When a customer is satisfied with the product or service of the company, it can make the customer to purchase frequently and to recommend products or services to potential customers. It is impossible for a business organization to grow up in case the company ignores or disregards the needs of customers [41]. Similarly, [42] asserted that customer satisfaction aids organization to identifying potential market opportunities.

Customer satisfaction is measured for single products, for product lines, for companies, for entire sectors of the economy and, finally, for national economies as a whole [43]. [44] opined that service or product quality is clearly associated with customer satisfaction. These authors stated that product/service/company image, customer expectations, customer perception, customer perceived value, customer loyalty are among the measures of customer satisfaction customer.

[45] identified that product and service features, Consumer emotions, attributions for service success or failure; perceptions of equity and fairness are all variables to determine customer satisfaction. In the same view, [46] further pointed that cultural factors, social factors, personal factors and psychological factors influence customer satisfaction. Summarily, the researchers see Customer Satisfaction as the customer expression, feelings or response of excitement towards product purchased or services enjoyed which usually leads to repeat purchase.

### **Empirical Review**

**Strategic Orientation Dimensions and Customer Satisfaction:** The empirical findings of [47] [48] revealed that strategic orientation have positive and significant effect on firm performance while [49]; [50]; [51] found that organizational strategic orientation positively affect firm performance but insignificant. [52], [53] indicated that

market orientation has impact on the performance of hotels. Similarly, [14], concluded that there is significant and positive relationship between EO and performance in their study on entrepreneurial orientation and performance of Nigerian banks; the mediating effect of teamwork. [45] findings revealed that there is positive influence of marketing orientation on customer satisfaction and firm profitability.

[5] studied the impact of market orientation on customer satisfaction of private schools in Jordan. The findings supported the significant influence of market orientation on customer satisfaction. Also, [9] examined effect of customer orientation on customer satisfaction and in Jordan pharmacy firms. The regression results depicted that there is a significant statistical effect of customer orientation on customer satisfaction as well as a significant statistical effect of service quality (tangibility, reliability, responsiveness, assurance and empathy) on customer satisfaction.

The study of [3] on learning orientation, market orientation and organizational performance of Jordan manufacturing sector adopted stratified sampling method. The analysis was conducted using two-stage least squares estimators. The results indicate that technology orientation and market orientation have a positive and significant effect on organizational performance. [18] conducted a study on the effect of market orientation on organizational performance. Results from a sample of 162 manufacturing and service firms provided support for a strong positive relationship between market orientation and profitability, customer retention and success of new products and services.

[23] examined entrepreneurial orientation, entrepreneurial education and performance. The study used multiple regressions to found that innovative progressiveness affected nonfinancial business performance; and risk-taking propensity did not influence both financial business performance and nonfinancial business performance.

[9] examined the impact of firm's customer orientation on performance: The moderating role of inter functional coordination and employee commitment. The study employed survey research design and primary data was collected through questionnaire. Regression analysis was employed to analysis the results and it was found that customer orientation lead to superior performance. [27] examined role of entrepreneurial orientation in the performance of small and medium enterprises in Federal Capital Territory, Abuja, Nigeria.

Innovativeness was the only entrepreneurial orientation dimension out of the five that exerted a positive and statistically significant relationship with the performance of SMEs. However, the other three dimensions of entrepreneurial orientation: proactiveness, risk-taking and autonomy exerted a positive and insignificant relationship with the performance of SMEs.

Thus, it is observed that majority of the studies on strategic orientation and customer satisfaction seems to be positively related. It is on this platform that this study wants to see if same results will be found in Nigerian food and beverage industry focusing on Oyo State.

### **The Schumpeterian Entrepreneurship Theory on Innovation:**

Schumpeter theory of Economic Development on Innovation was propounded by Schumpeter in 1949. The theory believes that entrepreneur with mental and creative ability to convert innovative ideas to economically viable products or services that meet the demands of the people will have competitive edge over his peers in the industry. This assertion is premised on the fact that business environment changes over-time and exerts considerable influence on the performance of businesses. The theory argues that entrepreneurs are risk-takers and their innovative ideas are orchestrated based on their pro-activeness in the environment. Although, environmental factors are succinctly external to them but responding to the environmental factors calls for holistic understanding on the interplay of those factors for sound decision making.

The theory assumes that being proactive to the business environment helps entrepreneurs to secure and sustain greater operational effectiveness that afford them greater leverage for improved performance. However, the theory describes entrepreneurs as visionary change management agents who introduce new economic activity that leads to a change in the market. Consequently, the creative activity of the entrepreneur is independent of the organizational or legal setting in which he/she may work. Secondly, entrepreneurship is not a profession and it is not a long-lasting state. The kind of business an entrepreneur is doing perhaps does not matter, what matters is linking the markets needs with innovation. Thirdly, Schumpeter portrayed entrepreneurship as individual that add values to their businesses. For instance, carving an inch in the market place that distinguishes you from others. The entrepreneur breaks up with established practices and destroys the status quo while moving the market forward in a different direction.

Entrepreneurs are agents of change, creating chaos by disrupting the status quo in constructive ways to instigate new products, processes or knowledge. The forgoing is essentially premised that innovation is the hallmark of entrepreneurship. The theory contends that innovativeness and creativity as a hallmark of entrepreneurship play a crucial role in defining business performance. Schumpeter had linked innovation and inventions to the entrepreneur. The theory states that when the economy is in distress, profit motivated entrepreneurs will innovate, create and invent new things, products and services to stimulate productivity and job creation, thereby increasing wealth and profit. The theory assumed that there are prevailing economic parameters that interact within the environment of business operations and those parameters could be control when entrepreneurs innovate and invent new things to revamp the economy.

**Methodology:** This study is a cross-sectional survey research design. This design is appropriate for this study because it extensively described the relationships and effects between the variables. The design was used to obtain information from the focus population concerning the current status of the phenomena through primary data collection. The population for this research comprises of selected food and beverage companies in Oyo State. The selected food and beverage manufacturing firms are: CWAY Group Limited, MY Joy food Industries Limited, Sumal food Limited, Sweet co food Limited, GX food Limited and Rom Oil Mills. The target population is 257 management staff of selected food and beverage manufacturing firms which comprises of top, middle and lower level managers.

The study adopted total enumeration technique to arrive at same figure of 257 as sample size since the population is not large. 227 copies of the questionnaire came correctly and were used for the study. The validated questionnaire instrument used for this study was an adapted close-ended and well-structured questionnaire which was used to collect data on strategic orientation dimensions (independent variable) (market orientation, entrepreneurial orientation, customer orientation and technological orientation) and (dependent variable) (customer satisfaction).

The questionnaire was divided into three sections: section A deals with respondents' biodata. Section B deals with strategic orientation dimensions while section C had questions on customer satisfaction. The six points modified Likert scale type was used to elicit responses

and this covers; Very High (VH) – 6; High (H) – 5; Moderately High (MH) – 4; Moderately Low (ML) – 3; Low (L) – 2; Very Low (VL) – 1.

**Data Analysis:** Data analysis for this study was done in two stages: the descriptive and inferential analysis. The first stage (the descriptive analysis) features descriptions of the properties of the data to show the variations in responses of the study's participants using such tools as frequencies and percentage distribution tables, means and standard deviations. It also provided the views and opinions of the respondents on firm performance and strategic orientation.

The second stage (the inferential analysis) is the analysis of the responses on the quantitative data and the relationships. This was carried out using statistical tools of multiple regression method of analysis using SPSS (Statistical Package for Social Sciences) software version 23.0 to test the effect link between the independent variables on the dependent variable.

The multiple regression method of analysis was employed to examine the effect of strategic orientation dimensions on customer satisfaction of manufacturing firm performance using ordinary least square estimation method (OLS). The multiple linear regression method of analysis was used for the hypothesis.

Table 2 presents the descriptive statistics of the responses of respondents to the questions on market orientation. The overall result showed that there was a positive response with a grand mean of 4.47 and standard deviation of 1.088. From Table 2, 16.3% of the respondents indicated that product development in their organization is very high, 27.3% of the respondents believe that it is high, 41.9% moderately high, 10.6% moderately low, 3.5% low and 0.4% of the respondents believed that it is very low. On average, the respondents indicated that product development is moderately high (Mean = 4.41, STD = 1.024). With respect to competitive marketing, 23.3% of the respondents assert that it is very high, 39.2% said that it is high, 27.3% moderately high, 7.9% moderately low, 1.3% low and 0.9% believe that it is very low. On average, the respondents indicated that competitive marketing in their organization is high (Mean = 4.73, STD = 1.007).

From the findings, 27.3% of the respondents indicated that market intelligence in their organization is very high, 21.6% state that it is high, 36.1% moderately high, 11.5% assert that it is moderately low, 2.2% of the respondent responded that it is low and 1.3% believe that it is very low. On average, the respondents indicated that

Table 1: Study Population

S/N	Selected (F&B) Firms in Ibadan, Oyo State, Nigeria	Top Level managers	Middle Level managers	Lower Level managers	Total
1	GX food Limited	13	28	15	56
2	MY Joy food Limited	18	13	12	43
3	Sumal food Limited	17	8	12	37
4	Sweetco food Limited	20	18	10	48
5	CWAY Group Limited	12	9	18	39
6	Rom Oil Mills	9	10	15	34
Total					257

Source: Human Resources Department from Various Selected ((F&B) Manufacturing Firms (2019)

Table 2: Descriptive Statistics on Market Orientation

Items	Very High	High	Moderately High	Moderately Low	Low	Very Low	Mean	STD
Product development	16.3%	27.3%	41.9%	10.6%	3.5%	0.4%	4.41	1.024
Competitive Marketing	23.3%	39.2%	27.3%	7.9%	1.3%	0.9%	4.73	1.007
Market Intelligence	27.3%	21.6%	36.1%	11.5%	2.2%	1.3%	4.56	1.148
Marketing Capabilities	16.7%	28.6%	32.2%	18.1%	3.5%	0.9%	4.34	1.115
Marketing Competencies	15.9%	29.1%	32.2%	17.6%	3.5%	1.8%	4.31	1.145
Grand Mean							4.47	1.088

Source: Field Survey Results (2019)

Table 3: Descriptive Statistics on Entrepreneurial Orientation

Items	Very High	High	Moderately High	Moderately Low	Low	Very Low	Mean	STD
Innovativeness	15.0%	39.2%	32.6%	11.9%	0.4%	0.9%	4.54	.960
Risk-taking	33.0%	33.0%	22.5%	8.4%	1.3%	1.8%	4.83	1.126
Discovering market opportunities	30.4%	27.8%	32.2%	8.4%	0.4%	0.9%	4.77	1.045
Pro-activeness	22.9%	25.6%	33.0%	14.1%	4.4%	0.0%	4.48	1.122
Market aggressiveness	22.9%	22.0%	36.1%	11.9%	5.3%	1.8%	4.40	1.213
Grand							4.60	1.093

Source: Field Survey Results (2019)

market intelligence in their organization is high (Mean = 4.56, STD = 1.148). On marketing capabilities, 16.7% of the respondents responded that it is very high, 28.6% accepted that it is high, 32.2% moderately high, 18.1% moderately low, 3.5% low and 0.9% very low. On average, the respondents indicated that product reliability in their organization is moderately high (Mean = 4.34, STD = 1.115). With regards to marketing competencies, 15.9% of respondents indicated that it is very high, 29.1% accepted that it is high, 32.2% reacted that it is moderately high, 17.6% responded that it is moderately low, 3.5% stated that it is low and 1.8% said that it is very low. This mean that on average, the respondents indicated that customer feedback in their organization is moderately high (Mean of 4.31, STD = 1.145). The average mean for market orientation is 4.47 with standard deviation of 1.088, indicating that the market orientation of the selected food and beverage firms in Oyo State is moderately high.

Table 3 presents the descriptive statistics of the responses of respondents to the questions on entrepreneurial orientation. The overall result showed that there was an affirmative response with a grand mean of

4.60 and standard deviation of 1.093. From the findings, 15% of the respondents indicated that innovativeness in their organization is very high, 39.2% of the respondents believe that it is high, 32.6% moderately high, 11.9% moderately low, 0.4% low and 0.9% of the respondents believed that it is very low. On average, the respondents indicated that product development is moderately high (Mean = 4.54, STD = 0.960). With respect to risk-taking, 33% of the respondents assert that it is very high, 33% as well said that it is high, 22.5% moderately high, 8.4% moderately low, 1.3% low and 1.8% believe that it is very low. On average, the respondents indicated that risk taking in their organization is high (Mean = 4.83, STD = 1.126). From the findings, 30.4% of the respondents indicated that discovering market opportunities in their organization is very high, 27.8% state that it is high, 32.2% moderately high, 8.4% assert that it is moderately low, 0.4% of the respondent responded that it is low and 0.9% believe that it is very low. On average, the respondents indicated that discovering market opportunities in their organization is high (Mean = 4.77, STD = 1.045). On pro-activeness, 22.9% of the respondents responded that it is very high, 25.6% accepted that it is high, 33%

moderately high, 14.1% moderately low, 4.4% low and 0% very low. On average, the respondents indicated that pro-activeness in their organization is moderately high (Mean = 4.48, STD = 1.122). With regards to market aggressiveness, 22.9% of respondents indicated that it is very high, 22% accepted that it is high, 36.1% reacted that it is moderately high, 11.9% responded that it is moderately low, 5.3% stated that it is low and 1.8% said that it is very low. This mean that on average, the respondents indicated that market aggressiveness in their organization is moderately high (Mean = 4.40, STD = 1.213). The grand mean for entrepreneurial orientation is 4.60 with standard deviation of 1.093, implying that the entrepreneurial orientation of the selected food and beverage firms in Oyo State is moderately high.

Table 4 presents the descriptive statistics of the responses of respondents to the questions on customer orientation. The grand mean of 4.58 and standard deviation of 1.088 indicated that the overall result showed that the responses are positive. From Table 4. 23.8% of the respondents indicated that superior customer value in their organization is very high, 23.3% of the respondents believe that it is high, 37.9% moderately high, 11.9% moderately low, 2.6% low and 0.4% of the respondents believed that it is very low. On average, the respondents indicated that superior customer value is moderately high (Mean = 4.52, STD = 1.086). With respect to customer relationship focus, 22% of the respondents assert that it is very high, 40.1% agreed that it is high, 24.2% moderately high, 11.5% moderately low, 1.8% low and 0.4% believe that it is very low. On average, the respondents indicated that customer relationship focus in their organization is high (Mean = 4.68, STD = 1.025).

From the findings, 31.3% of the respondents indicated that customer-centeredness in their organization is very high, 27.3% state that it is high, 25.1% moderately high, 14.1% assert that it is moderately low, 0.4% of the respondent responded that it is low and 1.8% believe that it is very low. On average, the respondents indicated that customer-centeredness in their organization is high (Mean = 4.70, STD = 1.167). On customer contact platforms, 22.9% of the respondents responded that it is very high, 26.9% accepted that it is high, 33.9% moderately high, 12.3% moderately low, 3.1% low and 0.9% very low. On average, the respondents indicated that product reliability in their organization is moderately high (Mean = 4.52, STD = 1.118). With regards to Customer contact platforms, 23.3% of respondents indicated that it is very high, 27.3% accepted that it is high, 29.5% said that it is moderately high, 14.1%

responded that it is moderately low, 4.4% stated that it is low and 1.3% said that it is very low. This mean that on average, the respondents indicated that customer contact platforms in their organization is moderately high (Mean of 4.47, STD = 1.195). The overall grand mean score for customer orientation dimension is 4.58 with standard deviation of 1.118, implying that the customer orientation of the selected food and beverage firms in Oyo State is also moderately high.

Table 5 presents the descriptive statistics of the responses of respondents to the questions on technological orientation. From the findings, 10.6% of the respondents indicated that technological behaviors with regards to their organization is very high, 32.6% of the respondents technological behaviours with regards to their organization is very high, 32.6% of the respondents agreed that it is high, 42.3% moderately high, 12.3% moderately low, 2.2% low and none of the respondents believed that it was very low. On average, the respondents indicated that technological behaviors ideals in their organization is moderately high (Mean = 4.37, STD = 0.909). With respect to technological capability, 24.7% of the respondents assert that it is very high, 35.2% said that it is high, 28.6% moderately high, 10.1% moderately low, 0.9% low and 0.4% believe that it is very low. On average, the respondents indicated that technological capability in their organization is high (Mean = 4.71, STD = 1.005).

From the findings, 26% of the respondents indicated that proactive in research and development in their organization is very high, 26.4% state that it is high, 31.7% moderately high, 13.7% assert that it is moderately low, 1.8% of the respondent responded that it is low and 0.4% believe that it is very low. On average, the respondents indicated that discovering market opportunities in their organization is high (Mean = 4.60, STD = 1.094). On acquiring new technologies, 11.5% of the respondents responded that it is very high, 27.8% accepted that it is high, 39.2% moderately high, 17.2% moderately low, 3.5% low and 0.9% very low. On average, the respondents indicated that acquiring new technologies in their organization is moderately high (Mean = 4.24, STD = 1.037). From the result, the grand mean of the distribution is 4.48 with standard deviation of 1.011, showing that the technological orientation of the selected food and beverage firms in Oyo State is moderately high.

Table below provides details of descriptive analysis of responses on customer satisfaction. Using a six point likert scale, the questionnaire had 6 items with a scale ranging from 1 to 6. One (1) represented "very low" and six (6) represented "very high".

Table 4: Descriptive Statistics on Customer Orientation

Items	Very High	High	Moderately High	Moderately Low	Low	Very Low	Mean	STD
Superior customer value	23.8%	23.3%	37.9%	11.9%	2.6%	0.4%	4.52	1.086
Customer relationship focus	22.0%	40.1%	24.2%	11.5%	1.8%	0.4%	4.68	1.025
Customer-Centeredness	31.3%	27.3%	25.1%	14.1%	0.4%	1.8%	4.70	1.167
Customer Contact platforms	22.9%	26.9%	33.9%	12.3%	3.1%	0.9%	4.52	1.118
Comprehensiveness of customer database	23.3%	27.3%	29.5%	14.1%	4.4%	1.3%	4.47	1.195
Grand Mean							4.58	1.118

Source: Field Survey Results (2019)

Table 5: Descriptive Statistics on Technological Orientation

Items	Very High	High	Moderately High	Moderately Low	Low	Very Low	Mean	STD
Technological behaviors	10.6%	32.6%	42.3%	12.3%	2.2%	0.0%	4.37	.909
Technological capability	24.7%	35.2%	28.6%	10.1%	0.9%	0.4%	4.71	1.005
Proactive in research and development	26.0%	26.4%	31.7%	13.7%	1.8%	0.4%	4.60	1.094
Acquiring new technologies	11.5%	27.8%	39.2%	17.2%	3.5%	0.9%	4.24	1.037
Grand Mean							4.48	1.011

Source: Field Survey Results (2019)

Table 6: Customer Satisfaction

Items	Very High	High	Moderately High	Moderately Low	Low	Very Low	Mean	STD
Product features	18.1%	27.8%	40.5%	11.0%	2.6%	0.0%	4.48	.997
Product/service quality	24.7%	41.4%	23.8%	8.4%	1.3%	0.4%	4.78	.983
Product customization	29.1%	22.5%	34.4%	11.0%	2.2%	0.9%	4.63	1.131
Product reliability	24.7%	25.1%	31.3%	17.2%	1.3%	0.4%	4.53	1.106
Customer feedback	18.5%	31.3%	32.2%	13.7%	4.0%	0.4%	4.45	1.090
Grand							4.57	1.061

Source: Field Survey Results (2019)

Table 6 presents the descriptive statistics of the responses of respondents to the questions on customer satisfaction. From results in Table 6, 18.1% of the respondents indicated that product features in their organization is very high, 27.8% of the respondents believe that it is high, 40.5% moderately high, 11% moderately low, 2.6% low and 0.0% of the respondents believed that it is very low. On average, the respondents indicated that product features is moderately high (Mean = 4.48, STD = 0.997). With respect to product or service quality, 24.7% of the respondents assert that it is very high, 41.4% said that it is high, 23.8% moderately high, 8.4% moderately low, 1.3% low and 0.4% believe that it is very low. On average, the respondents indicated that product or service quality in their organization is high (Mean = 4.78, STD = 0.983).

From the findings, 29.1% of the respondents indicated that product customization in their organization is very high, 22.5% state that it is high, 34.4% moderately high, 11% assert that it is moderately low, 22% of the respondent responded that it is low and 0.9% believe that it is very low. On average, the respondents indicated that product customization in their organization is high (Mean = 4.63, STD = 1.131). On product reliability, 24.7% of the respondents responded that it is very high, 25.1%

accepted that it is high, 31.3% moderately high, 17.2% moderately low, 1.3% low and 0.4% very low. On average, the respondents indicated that product reliability in their organization is high (Mean = 4.53, STD = 1.106). With regards to customer feedback, 18.5% of respondents indicated that it is very high, 31.3% accepted that it is high, 32.3% reacted that it is moderately high, 13.7% responded that it is moderately low, 4.0% stated that it is low and 0.4% said that it is very low. This mean that on average, the respondents indicated that customer feedback in their organization is moderately high (Mean of 4.45, STD = 1.09). The overall result showed that there was a positive response with a grand mean of 4.57 and standard deviation of 1.061. On average, the findings revealed that customer satisfaction of the selected food and beverage firms in Oyo State are moderately satisfied.

Relating findings in Tables 2, 3, 4, 5 and 6 together, market orientation, entrepreneurial orientation, customer orientation and technological orientation and customer satisfaction have similar pattern of increase. The findings revealed that market orientation, entrepreneurial orientation, customer orientation and technological orientation and customer satisfaction are moderately high in selected food and beverage firms in Oyo State.

Table 7: Summary of Multiple Linear Regressions of Effect of Strategic orientation dimensionson customer satisfaction of selected food and beverage firms in Oyo State(n = 277)

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	7.412	1.474		5.029	0.000
Market Orientation	0.156	0.077	0.157	2.043	0.042
Entrepreneurial Orientation	0.214	0.075	0.220	2.841	0.005
Customer Orientation	0.278	0.062	0.310	4.515	0.000
Technological Orientation	0.038	0.092	0.030	0.409	0.683

a. Dependent Variable: Customer Satisfaction  
 b. R<sup>2</sup>= 0.349 Adj R<sup>2</sup>= 0.337 F<sub>(4, 222)</sub>= 29.722\*, p-value = 0.05

Source: Researcher's SPSS Regression Output (2019)

The findings suggest that strategic orientation dimensions may affect customer satisfaction of the selected food and beverage firms in Oyo State, Nigeria. To be finally confirmed by the hypothesis to be tested hereunder.

**Restatement of Research Hypothesis:**

**H<sub>0</sub>:** Strategic orientation dimensions (market orientation, entrepreneurial orientation, customer orientation and technological orientation) do not significantly affect customer satisfaction of selected food and beverage firms in Oyo State, Nigeria. The researchers used multiple linear regression analysis to test the hypothesis. The dependent variable is customer satisfaction, while the independent variable is strategic orientation dimensions including market orientation, entrepreneurial orientation, customer orientation and technological orientation. The data for strategic orientation dimensions were generated in this study by adding the scores of the responses of all items for each of the variables. The data for customer satisfaction is created by adding scores from the responses for all items of the criterion variable. As a basis for testing the hypothesis, the analysis was done at significant level of p<0.05, such that when the p-value is more than the significant level of 0.05, the model is treated as insignificant. The results of the multiple linear regression analysis are outlined in Table 7.

Table 7 presents summary results of multiple linear regression analysis of the effect of strategic orientation dimensionson customer satisfaction of selected food and beverage firms in Oyo State, Nigeria. According to the results in Table 7, Market Orientation (β = 0.157, t = 2.043, p<0.05), Entrepreneurial Orientation (β = 0.220, t =2.841, p<0.05) and Customer Orientation (β =0.310, t = 4.515, p<0.05) have positive and significant effect on customer satisfaction of selected food and beverage firms in Oyo State, Nigeria, while technological Orientation has

positive but insignificant effect on customer satisfaction of selected food and beverage firms in Oyo State(β =0.030, t = 0.409, p>0.05). The adjusted coefficient of determination is 0.349 (Adjusted R<sup>2</sup> = 0.337, p<0.05) implied that strategic orientation dimensions of market orientation, entrepreneurial orientation and customer orientation accounted for 34.9% of the variations in customer satisfaction of selected food and beverage firms in Oyo State, Nigeria while the remaining 63.1% of the variations in customer satisfaction of selected food and beverage firms in Oyo State are explained by other factors not captured in the model. This calls for investigation through further research to determine these other factors. The F test provides an overall test of significant of the multiple regression analysis.

The result from the model shows F-value of 29.722 (F<sub>(4, 222)</sub> = 29.722, P<0.05) which indicates that the regression relationship was highly significant in predicting how market orientation, entrepreneurial orientation and customer orientation affected customer satisfaction of selected food and beverage firms in Oyo State. The F value of 29.722 shows that the overall model was significant. The multiple regression model that exhibit the result is thus expressed as:

$$CS = 7.412 + 0.157MO + 0.220EO + 0.310CO \quad (4.1)$$

where:

- CS = Customer Satisfaction
- MO = Market Orientation
- EO = Entrepreneurial Orientation
- CO = Customer Orientation

The regression equation shows that taking all other factors to be constant at zero, customer satisfaction of selected food and beverage firms in Oyo State, Nigeria is positive at 7.412. The findings revealed that taking all

other independent variables at zero, an improvement in Market Orientation by one unit would lead to a 0.157 change in the customer satisfaction of selected food and beverage firms in Oyo State, Nigeria. The variable was significant since  $0.042 < 0.05$ . The study also found that an improvement in entrepreneurial orientation by 1 unit will lead to a 0.220 change in the customer satisfaction of selected food and beverage firms in Oyo State, Nigeria. The variable was significant since  $0.005 < 0.05$ .

Further, the study found that an improvement in Customer Orientation by 1 unit would lead to a 0.310 change in the customer satisfaction of selected food and beverage firms in Oyo State, Nigeria. The variable was significant since  $0.000 < 0.05$ . Overall, customer orientation had the greatest effect on the customer satisfaction of selected food and beverage firms in Oyo State, Nigeria, followed by Entrepreneurial Orientation, while Market Orientation had the least effect on the customer satisfaction of selected food and beverage firms. The F-statistic result shows a high statistical significance when all the variables are combined. Therefore, the null hypothesis one ( $H_0$ ) which states that strategic orientation dimensions (market orientation, entrepreneurial orientation, customer orientation and technological orientation) do not significantly affect customer satisfaction of selected food and beverage firms in Oyo State, Nigeria is hereby rejected.

## DISCUSSION

The objective of this study was to determine the effect of strategic orientation dimensions (market orientation, entrepreneurial orientation, customer orientation and technological orientation) on customer satisfaction of selected food and beverage manufacturing companies in Oyo State. The study revealed that strategic orientation dimensions (market orientation, entrepreneurial orientation, customer orientation and technological orientation) significantly affect customer satisfaction of selected food and beverage firms in Oyo State, Nigeria. This is in convergent with the findings of [3]. Various studies such as [5], [6] that strategic orientation practices significantly improve organizational performance in terms of competitive advantage, customer satisfaction, profitability and sales volume. When an organisation strategically distinguish herself by imbibing strategic orientation, dimensions, such organisation becomes the market leader as customers will stay with them and they will remain sustained in the industry. [8] established that corporate entrepreneurship, entrepreneurship strategies and entrepreneurship

orientation significantly and positively affect firm performance. Their study further revealed that corporate entrepreneurship strategies enhanced corporate image, market share and profitability.

The empirical findings of [11] [12] revealed that strategic orientation have positive and significant effect on firm performance while [45]; [46]; [47] found that organizational strategic orientation positively affect firm performance but insignificant.

Similarly, Entrepreneurship Innovation Theory supported our finding by establishing that entrepreneurs help the process of increasing economic activities and development in any economy; they are the people who are innovative, creative and with foresight in a given business environment so as to achieve firm targeted performance. The theory further added that innovation occurs when the entrepreneur embrace market orientation, entrepreneurial orientation, customer orientation and technological orientation in order to introduce a new product or a new production system, opens a new market, discovers a new source of raw materials or introduces a new organization into the industry. Based on these past majority findings and theoretical support strategic orientation components have positive and significant effect on customer satisfaction, this study therefore rejected null hypothesis ( $H_0$ ) that strategic orientation components do not significantly affect customer satisfaction of selected food and beverage manufacturing companies in Oyo State, Nigeria.

**Conclusion and Recommendations:** The findings of the study showed the disposition of the food and beverage companies towards strategic orientation dimensions and organizational performance in Nigeria. This was also contained in the literature review and the conceptual framework of this study which suggest a positive and significant effect of strategic orientation dimensions on customer satisfaction. This study concluded that strategic orientation dimensions such as market orientation, entrepreneurial orientation and customer orientation positively and significantly affect customer satisfaction of selected food and beverage companies in Oyo, State, Nigeria. While technological Orientation has positive but insignificant effect on customer satisfaction of selected food and beverage firms in Oyo State ( $\hat{\alpha} = 0.030$ ,  $t = 0.409$ ,  $p > 0.05$ ). Specifically, from the grand mean and standard deviation as recorded from the descriptive statistics, The F&B firms are experiencing thus; product development is moderately high, competitive marketing is high, risk taking and innovations are high and customer satisfaction is moderately high.

**Recommendations:** Based on the findings of this study, it is recommended that;

- For Food and beverage manufacturing firms in Oyo State to be competitive, they need to re-evaluate their capabilities to achieve superior performance that will enhance customer satisfaction.
- Benchmarking should be adopted by Food and beverage manufacturing firms in Oyo State to allow best practices on the best strategies to cut cost and improve on other capabilities;
- There is need for effective customer relationship management and product quality delivery that will enhance customer satisfaction.
- Firms should adopt new information systems and explore new technological innovations such as e- marketing so as to meet consumer's expectations and establish good lines of communication with the customers.
- Regulatory bodies such as SON, MAN, NAFDAC as well as Ministry of health to effect proper monitoring of F&B activities through government support.

#### REFERENCES

1. Ajayi O.M., O.P. Adeniji and S.O. Ighomereho, 2018. The impact of market orientation on performance of selected hotels in Ondo State, Nigeria. *Open Journal of Business and Management*, 6: 616-631.
2. Akpan, P.L., Ikon, Chukwunonye and Nneka, 2016. Economic environment and performance of food and beverage sub-sector of a developing economy: Nigeria. *International Journal of Recent Research in Commerce Economics and Management (IJRRCM)*, 3(3): 85-90.
3. Altarifi, S., I. Aqel and K. Al-Tarawneh, 2016. The Impact of Market Orientation on Customer Satisfaction of Private Schools in Jordan. *International Journal of Business and Management*, 11(9).
4. Atiya, M.A., 2016. Ultra-deep hydro treatment of Iraqi vacuum gas oil using a modified catalyst. *Engineering and Technology Journal* 34 (14) Part (A) (Engineering), 2585-2596, 2016.
5. Audax, A., 2018. Factors affecting financial performance of manufacturing firms listed in Nairobi securities exchange Kenya. A Research Project submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the Degree of Masters in Business Administration (MBA).
6. Chebet, S.K., 2014. The role of strategic orientation as a source of competitive advantage at geothermal development company in Kenya. MBA Thesis, University of Nairobi.
7. Cho, Y.H. and J.H. Lee, 2018. Entrepreneurial orientation, entrepreneurial education and performance. *Asia Pacific Journal of Innovation and Entrepreneurship*, 12(2): 124-134.
8. Connor, C.A., 2017. Coke's Chief Scientist, Who Orchestrated Obesity Research, Is Leaving. *The New York Times*.
9. Darmanto, S., H. Runing, M. Harsono and T. Haryono, 2014. The relationship between strategy orientation and marketing performance: The role of organizational change capability. *American International Journal of Contemporary Research*, 4(1): 221-229
10. Duru, I.U., P.O. Ehidiemhen and A.N.J. Chijioke, 2018. Role of entrepreneurial orientation in the performance of small and medium enterprises: Evidence from Federal Capital Territory, Abuja, Nigeria. *Asian Journal of Economics, Business and Accounting*, 6(1): 1-21.
11. Ekaterina, P. and D. Utz, 2014. The impact of market orientation on business performance-the case of tatarstan knowledge-intensive companies (Russia). *Problems and Perspectives in Management*, 12: 225-231.
12. Ellen, M., 2016. Challenges and Trends Facing Foods and Beverages Manufacturers (2016). Retrieved from <<http://www.cmtc.com/2017/10>>.
13. Fornell, C., M.D. Johnson, E.W. Anderson, J. Cha and B.E. Bryant, 1996. The American customer satisfaction index: Nature, purpose and findings. *Journal of Marketing*, 60(4): 7-18.
14. Ganesan, S., 2014. Determinants of long term orientation in buyer-seller relationships. *Journal of Marketing*, 58: 1-19.
15. Gasparini, M., F. Pellerey and M. Proietti, 2012. Bayesian hierarchical models to analyze customer satisfaction data for quality improvement: A Case Study. *Applied Business Research*, 28: 571-584.
16. Ha, T.N., N. Hoang, D.N. Nhan and C.P. Anh, 2018. Determinants of customer satisfaction and loyalty in Vietnamese life-insurance setting. *Sustainability*, 10: 1-16.
17. Hill, N., 2016. How to measure customer satisfaction? USA: Gower Publishing Ltd.

18. Hind, N.S.H., 2015. The effect of customer orientation on customer satisfaction and examining the mediating effect of service quality: A case study at Pharmacy One. MBA Thesis, Middle East University.
19. Hunt, S.D. and R.M. Morgan, 2007. The comparative advantage theory of competition. *Journal of Marketing*, 59(2): 1-15.
20. Ibidunni, A.S. and H.O. Falola, 2014. Impact of strategic orientation dimensions on new product development in agro-based Nigerian firms. *International Journal of Economics and Management Research*, 3(1): 1-8.
21. Industrial Development Corporation, 2017. Integrated report, Advancing transformative Industrialization. South Africa. <https://www.idc.co.za/wp-content/uploads/2018/11/IDC-AR-2017>.
22. Izadi, S. and S. Ahmadian, 2018. The effects of strategic orientation and firm competencies on export performance. *Revista Publicando*, 5(2): 834-857.
23. Jassmy, K., C. Banacu and Z. Bhaya, 2018. Strategic orientation for improving financial performance case study in Al-Qadissiya governorate banking. *Management and Economics Review*, 2(1): 147-164.
24. Jawad, H., A.S. Fayaz and C.A. Shoaib, 2016. Market orientation and organizational performance in small and medium sized enterprises: A conceptual approach. *City University Research Journal*, 6: 166-180.
25. Kenya Association of Manufacturers, 2017 Sectors. <http://www.kam.co.ke/index.php/kam-sector>.
26. Kenya National Bureau of Statistics, 2018. Consumer price indices and inflation rates. <http://www.knbs.or.ke/wpcontent/uploads/2018/11/cpi112018.pdf>.
27. Kharabsheh, R., W. Ensour and P. Bogolybov, 2017. Learning orientation, market orientation and organizational performance: the mediating effect of absorptive capacity. *Business and Economic Research*, 7(1): 114-129.
28. Kotler, P. and K.L. Keller, 2012. *Marketing management (14<sup>th</sup> edn)*. New Jersey: Pearson Prentice Hall.
29. KPMG, 2014. *Fast-Moving Consumer Goods in Africa. A Sector Report of KPMG Africa Limited, Cayman Islands*.
30. KPMG, 2015. *Survey of Corporate Responsibility Reporting*. <https://home.kpmg/content/dam/kpmg/pdf/2015/12/KPMG-survey-of-CR-reporting-2015.pdf>.
31. Kumar, K., 2011. Market orientation and performance: Does organizational strategy matter? *Journal of Applied Business Research*, 18(1): 120-133.
32. Laurie, D.L., 2016. Creating new growth platforms. *Harvard Business Review*, 84(5): 80-90.
33. Lio, S., W. Chang, C. Wu and J.M. Katrichis, 2010. A survey of market orientation research (1995-2008). *Journal of Industrial Marketing*, 1: 4-16.
34. Mamo, G.S., 2018. Assessment of the factors that affect customer satisfaction on service quality: A case study in Ethiopia Telecom Dawro Zone. *Arabian Journal of Business Management Review*, 8: 333-337.
35. Mujahid, M.B., 2018. Impact of firm's customer orientation on performance: the moderating role of interfunctional coordination and employee commitment. *Journal of Strategic Marketing*, 26(8): 158-171
36. Muzammil, H., H. Sehrish and R. Adnan, 2010. Factors affecting customer satisfaction. *International Research Journal of Finance and Economics*, 60: 44-53
37. Navaraj, B., 2018. Customer satisfaction in restaurant services Case- Friends and Burgers. B.Sc Thesis, Haaga-Helia University of Applied Sciences.
38. Nguegan, C. and C. Mafini, 2017. Supply chain management problems in the food processing industry: Implications for business performance. *Independent Research Journals In The Management Sciences*, 11(1): 21-38.
39. Ogbari, M., O. Ibidunni, O. Ogunnaike, A. Olokundun and A. Amahian, 2018. A comparative analysis of small business strategic orientation: implications for performance. *Academy of Strategic Management Journal*, 17(1): 1-15.
40. Ogunsiji, A.S. and A.A. Adewunmi, 2015. Market orientation and bank performance in Nigeria: How they fare in First Bank Nigeria Plc. *Developing Country Studies*, 5(21): 31-35.
41. Olaleye, Q., 2018. Food, Beverage & Tobacco Union lament high rate of retrenchment in sector. <https://beverageindustrynews.com.ng/index.php/tag/quadri-olaleye/>.
42. Osundina, J., 2014. Working capital management and profitability: Evidence from quoted food and beverage manufacturing firms in Nigeria, *Research Journal of Finance and Accounting*, 5(4): 101-107.
43. Otache, I. and R. Mahmood, 2015. Entrepreneurial orientation and performance of Nigerian Banks: The mediating effect of teamwork. *Mediterranean Journal of Social Sciences*, 6(3): 406-413.
44. Ram, S. and G. Pradeep, 2001. The market orientation-performance relationship in the context of a developing economy: An empirical analysis. *Journal of Business Research*, 53: 1-13.

45. Reulink, R., 2012. Strategic orientation and innovation performance at Dutch manufacturing SMEs: the overrated role of market orientation and entrepreneurial orientation. M.Sc Thesis, University of Twente.
46. Sharmin, W., 2012. Customer satisfaction in business: A case study of Moon Travel LTD, Finland. MBA Thesis, Laurea University of Applied Sciences.
47. Statistics South Africa, 2017. Employment per gender in Food and beverage Industry? South Africa.
48. Strenitzerova, M. and J. Gana, 2018. Customer satisfaction and loyalty as a part of customer-based corporate sustainability in the sector of mobile communications services. *Sustainability*, 10: 1-17.
49. Tao, F., 2014. Customer relationship management based on increasing customer satisfaction. *International Journal of Business and Social Science*, 5(5): 256-263.
50. Wang, C.H., K.Y. Chen and S.C. Chen, 2012. Total quality management, market orientation and hotel performance: The moderating effects of external environmental factors. *International Journal of Hospitality Management*, 1: 42-57.
51. Wiesen, G., 2014. The synergistic effect of market orientation and learning orientation on organizational performance. *Journal of the Academy of Marketing Science*, 4: 411-427.
52. Zeebaree, M.R.Y. and R.B. Siron, 2017. The impact of entrepreneurial orientation on competitive advantage moderated by financing support in SMEs. *International Review of Management and Marketing*, 7(1): 43-52.
53. Zwingina, C.T. and M.I. Opusunju, 2017. Impact of innovation on the performance of small and medium scale enterprise in Gwagwalada, Abuja. *International Journal of Entrepreneurial Development, Education and Science Research*, 4(1): 31-45.