

The Impact of Customer Knowledge and Market Orientation on Developing Services and Product Diversification

Nabard Othman Hama¹, Behiye Cavusoglu², Pshtiwan Tahir Rashid¹, Kehinde Oludamisola³, Goran Yousif Ismael⁴ and Karzan Gader Hamad⁵

¹Sulaimani Polytechnic University, Sulaymaniyah-Kurdistan Region-northern Iraq

²World Peace University, Nicosia, North Cyprus

³Fort Worth, Texas. USA

⁴Noble Technical Institute, Erbil, Northern Iraq

⁵Lebanese French University, Kurdistan region, Iraq

nabard.othman@spu.edu.iq

behiye.cavusoglu@wpu.edu.tr

pshtiwan.tahir@spu.edu.iq

Kolugbile@tarrantcountytx.gov

Goran.yousif@noble.edu.krd

Karzan.Hamad@lfu.edu.krd

Abstract: The study's major objective is to investigate the impact of customer knowledge and marketing orientation on product and service improvement. Furthermore, emphasizing the ability of customers to think creatively is the most significant aspect in creating organizational creativity. It also aimed to demonstrate the importance of knowledge in institutions' survival and growth, as well as to improve their effectiveness and performance in light of the enormous challenges that organizations face, by establishing a competitive advantage, using forms of coordination, design, and structure to make the organization more flexible. The descriptive-analytical approach was used to respond to the research questions and to demonstrate the validity of the hypotheses. This study's methodology is based on positivism philosophy, and it also used the quantitative research approach, which attempts to collect data about a specific occurrence or condition to examine these data in order to make recommendations and suggestions. By collecting works and theoretical books on knowledge, marketing orientation, and the development of new products and services, this study tried to assess data, and then construct a questionnaire to evaluate reality based on the previous analysis and apply it to the study sample. The study using proper statistical techniques analyze the data to make a conclusion and interpret them to reach the most important ideas that will help and enrich the research area. The hypothesis has been confirmed, with the study's findings indicating that the independent variables (customer knowledge and marketing orientation) have a statistically significant positive impact on the dependent variable (product diversification and new service improvement).

Keywords: Marketing orientation, Customer knowledge, New product, and services development, Customer requirement, satisfaction

1. Introduction

In the Business organizational environment, the era of globalization is surrounded by opportunities and risks. The major challenge that organizations face is the administrative challenge of managerial process at all levels, especially at the highest level in management and strategic leadership which requires a high degree of awareness, science, scientific knowledge, applied skill, and adopting strategies that seek to achieve scientific methods in managing organizations. Achieving success, excellence, competitive advantage, and survival in this era requires high administrative capabilities and competencies with innovative strategic thought based on a strategy capable of analyzing the environment and future expectations. According to (Cavusoglu 2014) organizations are capable of creating value by boosting the productivity of their production elements through knowledge-based economic activity.

Based on the rapid changes in the marketing environment and the intensity of competition, organizations must adopt modern marketing approaches and dimensions, which lead to achieving customer satisfaction and loyalty, and this will happen through adopting orientation trends in marketing and achieving it for this purpose. Studies have confirmed the need for organizations' departments to take into consideration customer knowledge and market orientation because it can lead to achieving competitive advantage, organizational creativity, development of new products and services, product variety, and organizational development, as organization's needs (Wei & Morgan 2004, Ahonen et al. 2011, Wiwoho, 2013, Alrubaiee 2013, Pitjatturat et al. 2021, Sofianti et al. 2009, Cui & Wu 2015, Goffin & New 2001, Sukartini et al. 2019, Najat 2017).

The development of product diversification, process, and service is a vital and important issue for the success of business organizations, also the provision and development of new services, products, and processes that are available and performed in a new way that corresponds to the change in customer needs (Menor & Roth, 2007). Organizations and its long-term growth are subject to the risk that cannot be ignored, which is represented in the possibility of customers rejecting the developed service and the inability to meet the needs of customers and reach the desired goal of customer satisfaction, and this is why market research is important in identifying current and future customer needs and develop services according to those renewed needs.

Knowledge becomes a significant tool in the process of building and developing the competitive capabilities of enterprises, also intangible assets guide organizations to creativity in an era characterized by rapid transformations in the global economy and its enormous size (Hama & Sağsan 2021). For a productive institution to move to advanced production stages and provide it with a competitive advantage over its peers, it is necessary to rely on the human element as the organizing factor of the production process and what it possesses from a cognitive and creative dimension. This is represented in organizational and administrative creativity and what the institution requires is a strategic planning or making the right decisions. The institution is related to the technical aspect and the optimal use of the element of knowledge and technology in the way that the institution needs to complete the production process (Gibbert et al 2002, Joshi & Sharma 2004).

For this reason, the real competition between organizations in attempting to own human resources has become qualified to achieve the vision and mission of the organization through the search for intellectual wealth, skills, creativity, and innovative ideas in its untapped human resources so that it can invest in it and make the best use of it. According to Hama et al. (2021) creativity is a crucial aspect of an organization in dealing with and adapting to a competitive environment.

The main objective of the study is to form a comprehensive understanding of the value of market orientation and customer knowledge in enabling the diversification of new services and products. The most important and unique feature of this study lies in the fact that it is the first one that has conducted in north of Iraq in this field of study.

Market orientation and customer knowledge are the foundation for creative ideas, the development of new services and product diversification, organizational creativity, and the focus for its implementation, according to numerous researchers who have attempted to explain the impact of these factors in the development of new services and product diversification. In a group of studies where the study was intended, it can be seen that there is a positive and significant relationship between market orientation, customer knowledge, and generating new services and product diversity.

Lukas and Ferrell, (2000), have investigated the relationship between two focal constructs in the debate: market orientation and product innovation. Moreover, Singh and Joshi (2004) have mentioned how developing customer knowledge enables new products to succeed. Furthermore, three distinct customer roles in knowledge coproduction exist, according to Blazevic and Lievens (2008), who goes into great detail on the effects of each role on specific innovation activities. According to Sofianti et al. (2009), customer knowledge is becoming a more important strategic asset for any business's future. Marketing has come to understand customer knowledge as a valuable resource that can be controlled to assist in R&D. According to Chao-Hung, W. (2015), market orientation has been identified as a key factor influencing innovation performance in service contexts. According to El-Helaly et al. (2015), organizations must successfully capture, share, acquire, and utilize customer information if they want to enhance the performance of their service recovery. According to Ocampo et al. (2018), market orientation has a favorable impact on product innovation. Moreover, the knowledge retrieved is shown as a set of rules that may be utilized to find relevant patterns for both new product creation and marketing strategies, according to Zhan ET AL. (2019), who has stated that the knowledge-based strategy is effective. In addition to this Market, orientation has a favorable and significant effect on product innovation and marketing performance, according to Sukartini et al. (2019).

2. Marketing Orientation

It is a business philosophy where the focus is on identifying customers' needs or desires and meeting their needs. Market sensing and customer linking capabilities are considered some of the most valuable features of market-oriented organizations (Day, 1994a). Where the marketing orientation concentrates on designing and offering products and services that meet customer needs in order to be profitable, the majority of organizations are moving towards a market-oriented approach because customers are becoming more knowledgeable and need more diversity and better quality of competition (Slater, 2001), organizations should

be more sensitive to the needs of its customers or else they will lose sales to their competitors, where innovations create the need rather than the customer being able to appreciate how new technology is evolving. Also, the market trend stands in contrast to marketing strategies (product orientation), in which the concentrate was on creating marketplaces for existing merchandise instead of attempting to get customers to like or understand the benefits of an organization's products or services through a marketing approach that is focused on meeting customer needs.

Market-oriented organizations concentrate squarely on the customer, also market-oriented organizations respond to marketing research and customize their products in line with what they see as market demands (Verhees & Meulenber 2004). Market orientation is the core of organizational culture and is primarily driven by the needs of their customers marketing research results determine how much of a product is produced. Old products and the invention of new products are based on consumers' needs or desires and it is *a response to market changes and the* introduction of new products to the world to also improve an organization's performance (Becherer et al. 2001, Narver & Slater 1990, Baker & Sinkula 2009, Kohli et al. 1993). Market-oriented organizations spend a great deal of money on advertising. A market-oriented organization cultivates a brand carefully in the minds of potential customers in an attempt to influence them to buy their products instead of those of competitors, A market orientation represents an additional strategic dimension and is a fundamental approach to understanding markets (Vorhies et al. 2009).

Harmsen & Jensen (2004) clarified that it is a means through which the characteristics of markets can be identified and translated into action plans by the organization, and then implement these characteristics. Plans to achieve response and set goals.

3. Customer Knowledge

The concept of customer knowledge is a relatively recent concept, as many institutions are trying to obtain this knowledge by directing their efforts to customers and satisfying their needs and desires by providing high-quality products at reasonable prices. Acquiring knowledge from customers has become one of the most important competitive advantages that organizations seek today. Through which it seeks to achieve the standards of its services that suit the needs, desires, and preferences of its customers, customer knowledge is a type of knowledge that can be obtained from different sources, especially customer relationship management (El-Helaly, et al. 2015, Yaghoubi et al. 2016, Gibbert et al. 2002). Understanding what the customer knows has a positive impact and is reflected in the performance of the institution, the customer is the source of knowledge and one of the basic pillars of the organization, and understanding his needs, desires, and goals contributes to building strong relationships with them.

Based on this, an organization can use marketing research and customer relationship management to know their needs and desires. This is because possessing knowledge about customers in business organizations is an effective instrument in facing challenges to the external environment and competitors in the marketplace, ability to design and develop new products is also affected by levels of customers' current knowledge (Paquette. 2006).

Many researchers have classified customer knowledge into three categories that consist of knowledge from the customer which refers to assisting customers during the purchase decision, knowledge for the customer, which refers to the customer's product knowledge, and customer about knowledge this type of knowledge is gathered to help understand customer preferences and provide individualized service, and it contains information about the customer's experience.(Desouza & Awazu 2005, Williams. 2014, Wu et al. 2013, Parirokh et al. 2009, Salomann et al. 2005, Williams. 2014, Daghfous et al. 2008, Garcia-Murillo and Annabi. 2002, Williams. 2014).

Customer knowledge leads to improving products, improving customer service, enhancing customer satisfaction, increasing sales volume, determining levels of customer service improvement, discovering new customer knowledge needs, and determining the form and quality of customer-oriented knowledge.

4. The Development of new Services

The scope of service development is one of the most important marketing activities in organizations. This requires making the necessary modifications and development to be able to provide advanced services in a way that can stand up to the competition. Ojanen et al. (2008) state that a fast reaction to changing customer needs is also important in the implementation stage of the new services development process.

New services enable an organization to access market opportunities or increase business with current customers, therefore inventing new products and services is critical for organizational effectiveness. However, because product & service innovation is important, it is critical to analyze the market and adhere to a tight development and review procedure. It has also been recognized as a source of advantage for service organizations (Alrubaiee 2013).

Prior to commencing design or development, the organization should conduct research to determine customer requirements that the organization's present services seem unable to satisfy, and this research will provide a source of knowledge for developing new services, thus it should be accomplished. While the organization is planning for new service advancement, the targeted market should be properly considered, and the organization should develop new services for existing customers or new services for markets, as well as assisting market research and make temporary forecasts for potential demand and revenue for every suggestion, New service development is important for service organizations (De Brentani 1991, Kelly & Storey 2000)

When the organization determines the appropriate ideas and assesses its market potential and amount of threat, it can proceed to detailed technical and product development. As the organization creates a prototype of the new services, it can be used to evaluate the customer, so the organization has to order from a small group of customers that will provide feedback while using the product or service. (Menor & Roth 2007, John & Storey 1998)

5. Product Diversification

The search for completely new products is one of the basic conditions for obtaining a competitive advantage and achieving the organization's growth. The prevailing competitive environment has become more complex, in addition to that rapid technological development, which led to a reduction in the life cycle of products and the accompanying change in customer demand and fear of risks industry fluctuations and market fluctuations, or the entry of new competitors, and that the life cycle of the product may lead it to the stage of stagnation for any possible circumstance; Therefore, the organization must resort to diversifying its products or work on improving and developing its current products, regardless of the success achieved by the current product (Barbero et al. 2011, Yacob et al. 2017).

If the company wants its business to grow and prosper in the long term, they have to discover new approaches to reach new customers or consumers and increase the profits that it always wanted to achieve, one of the strategies to achieve this is diversification.

A diversification approach distributes investments over a variety of financial instruments, industries, and other categories to reduce the threat of a market decline. It is a strategy for expanding a firm's core system by offering new products and services. Diversification in business can involve expanding increased production processes or services to maximize returns by investing in several areas that will react differently to the same occurrence (Kim & Rasheed 2014).

The purpose of diversification is to produce different alternatives of products, or additional products, and to increase production lines while using other plans such as making adjustments to the nature of products or their external appearance so that they are different from those in the market, the goal is to attract a new class of customers to obtain greater profit opportunities and increase market shares, Manrai et al. (2014) stated that organizations that used product diversification strategies were more profitable and were able to increase their tangible assets.

6. Method and Data Analyzing

The authors chose the descriptive analytical approach to answer the research questions and prove the validity of the accepted hypotheses. This aims to collect facts and data about a particular phenomenon or situation, with an attempt to interpret and analyze these facts in order to reach recommendations and suggestions regarding the situation or research topic. This approach focuses on the study of the phenomenon as it exists in reality and is based on the study of the phenomenon as it exists in reality. By gathering studies and theoretical books that deal with knowledge, and then designing a questionnaire as the main survey instrument, this is the most common research tool in the administrative and social sciences, and it is used by many strategic studies centers around the world. It analyzes information to monitor the reality based on the previous analysis, the empirical section has conducted in the hypermarket of Majidi Mall in Sulaymaniyah city in the north of Iraq, because the study's population is constrained to 250 employees, researchers have published 135

questionnaires. Data was collected via Google form from these questionnaires and analyzed using the SPSS 22 software program for this study. The data for this study was obtained at random using internet forms. A questionnaire is divided into four parts (customer knowledge, market orientation, new service, and product diversification), each of which has 20 questions based on a 5-likert scale, with 5 indicating strong agreement, 4 indicating agreement, 3 indicating neutrality, 2 indicating disagreement, and 1 indicating strong disagreement = 1. This survey also contained a section for demographic factors, which included gender, marital status, age, years of experience, and academic qualification.

The purpose of this paper is to describe and verify how marketing orientation and customer knowledge develops new service development and production diversification at Majidi Mall in Kurdistan Region in the North of Iraq.

The study answered four main questions:

- What is the impact of market orientation on developing new services?
- What is the impact of market orientation on product diversification?
- What is the impact of customer knowledge on developing new services?
- What is the impact of customer knowledge on product diversification?

Hypothesis:

H1: There is a positive impact of market orientation on product diversification.

H2: There is a positive impact of market orientation on developing new services.

H3: There is a positive impact of customer knowledge on product diversification.

H4: There is a positive impact of customer knowledge on developing new services.

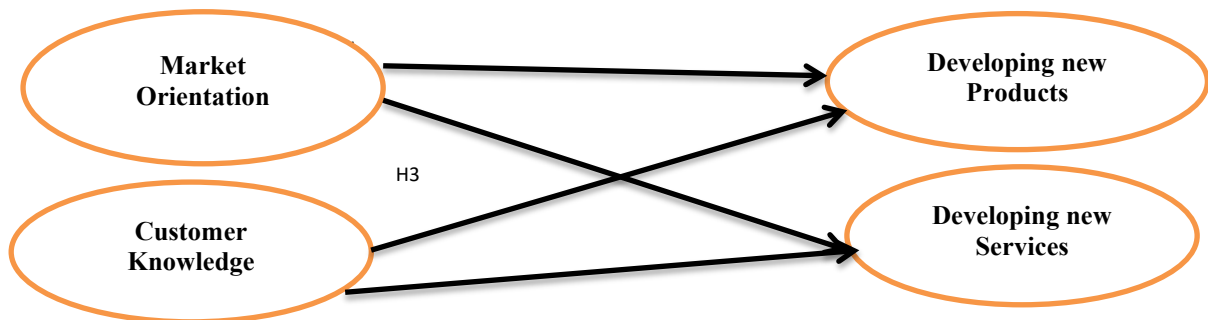


Figure 1: Research Model

7. Demographical Statistics

Table 1 lists the interviewees' gender, age, years of experience, marital status, and academic qualifications. According to the results, 34.8 % were male and 65.2 % were female. Similarly, married participants constituted 31.9 %, while single people created 68.1 %. The percentage of participants under the age of 30 was 43 %. Participants in the 30 to 39-year age group comprised 25.9% of the total. Participants aged 40 to 49 years old accounted for 23% of the total, while those aged 50 and up accounted for 8.1%. There were 32 respondents in the age group (10 to 14 years) with years of experience, whereas there were 55 participants in the age group (5 years). The percentage of employees in the (5-9 years) group reached 31 percent, while the ratio of employees in the (15 and above) group reached 17 percent. The participants' qualifications are also listed; bachelor's degree, secondary education, Master's degree, Ph.D., and Higher Diploma qualifications were (45.9%), (34.8%), (1.5%), (0.7%), and (17%), correspondingly.

Table 1: Demographical Statistics

Variable	Description	Responses	Percentage
Gender	Male	47	34.8
	Female	88	65.2
	Total	135	100
Marital status	Single	92	68.1

Variable	Description	Responses	Percentage
	Married	43	31.9
	Total	135	100
Age	Less than 30 years	58	43.0
	30-39	35	25.9
	40-49	31	23.0
	50+	11	8.1
	Total	135	100
Years of work experience	5 years	55	40.7
	5-9 years	31	23.0
	10-14 years	32	23.7
	15+	17	12.6
	Total	135	100
Academic qualification	Secondary education	47	34.8
	Bachelor	62	45.9
	Higher diploma	23	17.0
	Master	2	1.5
	PhD	1	0.7
	Total	135	100

8. Reliability Tests

SPSS was used to check Cronbach's alpha reliability; the coefficient normally ranges from 0 to 1. While the coefficient has no lower limit, the closer it is to 1.0, the greater the internal coherence of the scale's items; additionally, Cronbach's alpha values of at least 70% will provide reliable estimates.

Table 2: Cronbach's alpha coefficient for variables

Variables	NO. sample	NO. of Questions	Values of Cronbach's alpha
Market Orientation	135	5	.950
Customer Knowledge	135	5	.995
Products diversification	135	5	.993
Developing new Services	135	5	.969

9. Correlation Coefficient Test

The correlation between Market Orientation, Customer Knowledge, Product Diversification, and Developing New Services is shown in Table (3). As evidenced by the 96.6 %, there is a positive substantial relationship between Market Orientation and Product Diversification. As indicated by the 98.3 %, there is a considerable and positive relationship between Market Orientation and Developing New Services. It also reveals that there is a good relationship between Customer Knowledge and Product Diversification, as evidenced by 99.6%, and a positive relationship between Customer Knowledge and Developing New Services, as evidenced by 98.7%. As evidenced by the 96.5 %, the results reveal a considerable and positive relationship between Market Orientation and Customer Knowledge.

The significant conclusion of this analysis is that independent and dependent variables have such a significant correlation.

Table 3: Correlations

		Market Orientation	Customer Knowledge	Products Diversification	Developing new Services
Market Orientation	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	135			
Customer Knowledge	Pearson Correlation	.965**	1		
	Sig. (2-tailed)	.000			
	N	135	135		
Products Diversification	Pearson Correlation	.966**	.996**	1	
	Sig. (2-tailed)	.000	.000		
	N	135	135	135	
Developing new Services	Pearson Correlation	.983**	.987**	.988**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	135	135	135	135

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

10. Model Summary

Model summary results have been obtained from computations made using SPSS 22, and the findings demonstrate that market orientation explains 96.9% of changes in Majidi Mall's product diversification and development of new services. This means that variables outside the estimated model account for 3.1 percent of changes in Majidi Mall's product diversification and development of new services; additionally, the results show that customer knowledge accounts for 99.2 % of changes in Majidi Mall's product diversification and development of new services. As a result, variables outside the estimated model account for 0.8 percent of changes in Majidi Mall's product diversification and development of new services.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Model 1				
1	.984a	.969	.968	1.037
Model 2				
1	.996a	.992	.992	.619

Model 1

- a. Predictors: (Constant), Products diversification, Developing new Services
- b. Dependent Variable: market orientation

Model 2

- a. Predictors: (Constant), Products diversification, Developing new Services
- b. Dependent Variable: customer knowledge

11. Analysis of Variance (ANOVA)

The objective is to acknowledge that the model is correctly stated when the generated p-value is significant at 1 percent based on ANOVA results. Because the p-value is significant at 1%, it may be stated that the model is accurately described. According to sig, statistically, all independent variables in knowledge management have a positive impact on independent variables.

Table 5: ANOVA^b

Model 1		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4398.141	2	2199.071	2.047E3	.000 ^a
	Residual	141.829	132	1.074		
	Total	4539.970	134			
Model 2						
1	Regression	6669.220	2	3334.610	8.714E3	.000 ^a
	Residual	50.514	132	.383		
	Total	6719.733	134			

Model 1

- a. Predictors: (Constant), Products diversification, developing new Services
- b. Dependent Variable: Customer Knowledge

Model 2

- a. Predictors: (Constant), Products diversification, developing new Services
- b. Dependent Variable: Market Orientation

12. Regression Coefficient Analysis

The regression analysis findings are shown in Table (6). According to the conclusion, a 1% improvement in Market Orientation would result in an 81.8 % increase in Majidi Mall's Product Diversification, while a 1% increase in Customer Knowledge will result in a 91.9 % growth in Majidi Mall's Product Diversification. Furthermore, positive changes in Market Orientation will result in Majidi Mall's development of New Services is supported by 90.9 %, and positive changes in Customer Knowledge will result in Majidi Mall's development of New Services being reinforced by 88.6 percent, for each successive 1% improvement

Table 6: Coefficients

	Model 1	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.546	.311		8.197	.000
	market orientation	.818	.084	1.260	12.597	.010
	Customer Knowledge	.919	.090	1.240	12.400	.000
Model 2						
1	(Constant)	.550	.185		2.965	.000
	market orientation	.909	.050	.892	18.173	.000
	Customer Knowledge	.886	.054	.106	2.157	.033

Model 1

a. Dependent Variable: Products diversification

Model 2

a. Dependent Variable: Developing new Services

13. Tests of Hypotheses

The results of the hypothesis were developed through correlation coefficient analysis, which is the result of this survey, which was attained through the analysis of data gathered from Majidi Mall employees, and is based on the previously described literature research. The findings of the study showed that all hypotheses were accepted. However, it can be acknowledged that advances in market orientation and customer knowledge have a positive significant impact on product diversification and new service development.

14. Conclusion

The organization's preservation of its customers has become equivalent to the customer's decision to continue with the level of value that is offered to them. The customer is located in an open environment that is easy for him to view offers presented and compared between them and thus choose the best. This means that the organization faces two imperatives: the first is to create a competitive advantage through diversification of products and development in services and the second is to maintain this advantage or an innovation that could limit this superiority. This study consists of a theoretical and empirical section for accomplishing the objectives of the study and identifying and demonstrating the theoretical components. This study depended on sources that were applied to the research, including books, articles, journals, newspapers, magazines, thesis and dissertations, organization reports, as well as the international information network (Internet websites), also to obtain primary data of the study, the questionnaire was adopted as the main tool in data collection, as its formulation took into account its inclusion on the approved research variables, and was formulated to serve the research objectives and hypotheses based on the theoretical side, moreover, also (SPSS) was used in the data analysis process, Statistical Package for the Social Sciences program. The study's results demonstrate that market orientation and consumer knowledge have a positive and statistically significant effect on product diversification and the development of new services.

15. Implication

The conclusion of this study suggests that management at the organization should exploit their knowledge of customers and market orientation to the institution's advantage and should also empower the organization with the required knowledge to complete the work as effectively as feasible. A high degree of performance from the personnel will improve the organization's capacity for producing new products and services. Increased customer satisfaction results from fast and effective problem-solving within a business, which is influenced by customer knowledge and market orientation.

The market orientation and customer knowledge came to raise the value of the customer and create and maintain the competitive advantage, diversifying the offers, taking into account their response to the customer's cost ability, taking into account all the variables of the competitive environment, and also leaving no room for surprise and for the organization to remain in a permanent superiority. It provides the organization with continuous monitoring of its competitive environment and helps it raise the value of the customer, which increases loyalty to the company. Market orientation and consumer knowledge is a continuation of the development of marketing, which is an affirmation of the flexibility of this thought, to fill the deficit known by previous trends that were characterized by marketing short-sightedness. This requires the organization's possession of a strong marketing information system, the market orientation with its multiple elements makes the organization; An extensive amount of information that needs to be updated, modified and analyzed.

One of the study's most important recommendations is to increase attention to market orientation and customer knowledge because it is an organization's most important strategic resource and primary component of excellence. In organizations, knowledge has to become the real wealth of organizations, as it plays a key role in supporting organizations in competition with different companies. Relationships between corporate employees with stakeholders, customers, and external resources will increase the ratio of knowledge exchange. The analysis of the various forces that affect the efficiency of the organization is proving that the main force that has the greatest impact on The human aspect, which reflected in individuals and groups dealing with the organization and making decisions that will permit it to launch and succeed, it is responsible

for the formation of the organization's movement among these different forces. To face intense competition and maintain a competitive advantage, it must incorporate the development of new products and services into its strategies.

References:

- Ahonen, T., Reunanen, M., Kunttu, S., Hanski, J., Valisalo, T. (2011). Customer needs and knowledge in product-service systems development.
- Ahonen, T., Reunanen, M., Ojanen, V. (2010). Customer value driven service business development. Outcomes from the Fleet Asset Management Project. VTT Publications 749. VTT, Espoo. 42 p. + app. 87 p. ISBN 978-951-38-7417-9.
- Alrubaiee, L. (2013). An investigation on the Relationship between New Service Development, Market Orientation and Marketing Performance. *European Journal of Business and Management*.
- Baker, W. E., Sinkula, J.M. (2009). The complementary effects of market orientation and entrepreneurial orientation on profitability in small business. *Journal of Small Business Management*. vol. 47, No. 4, p.443-464.
- Barbero, J. L., Casillas, J. C., & Feldman, H. D. (2011). Managerial capabilities and paths to growth as determinants of high-growth small and medium-sized enterprises. *International Small Business Journal*, 29, 671-694.
- Becherer, R.C., Halstead, D., Haynes, P. (2001). Marketing Orientation in SMEs: Effects of the Internal Environment. *Journal of Research in Marketing and Entrepreneurship*, vol. 3, No.1, p. 1–17.
- Blazevic, V., Lievens, A. (2008). Managing innovation through customer coproduced knowledge in electronic services: An exploratory study. *J. of the Acad. Mark. Sci.* 36, 138–151 <https://doi.org/10.1007/s11747-007-0064-y>
- Cavusoglu, B. (2014). Intellectual Capital as an Engine of Growth: Analysis of Causality for North Cyprus Economy. *European Conference on Knowledge Management*.
- Chao-Hung, W. (2015). The impact of market orientation on innovation performance: does service innovation matter? *Journal of Business Studies Quarterly*, 6(3): 77-85.
- Cui, A. S., Wu, F. (2015). Utilizing customer knowledge in innovation: antecedents and impact of customer involvement on new product performance. *Journal of the Academy of Marketing Science*.
- Day, G. (1994a), The capabilities of Market-Driven Organizations, *Journal of Marketing*, Vol. 58, October, pp. 37-52.
- de Brentani, U. (1991), "Success factors in developing new business services", *European Journal of Marketing*, Vol. 25 No. 2, pp. 33-59.
- Desouza, K., Awazu, Y. (2005). What do they know? *Business Strategy Review*, vol. 16, no. 1, pp. 42-45.
- El-Helaly, E., Ebeid, A., El-Menbawe, A. (2015). The Role of Customer Knowledge Management Process in Service Recovery Performance: An Applied Study to the Egyptian National Railways. *International Journal of Management and Applied Research*.
- Esteban, A., Milla'n, A., Molina, A. & Marti'n-Consuegra, D. (2002), "Market orientation in service: a review and analysis", *European Journal of Marketing*, 36 (9/10), 1003-21.
- Garcia-Murrilo, M., Annabi, H. (2002). Customer knowledge management. *Journal of the Operation Research Society*, 53, 875-894.
- Gibbert, M., Leibold, M., & Probst, G. (2002). Five styles of customer knowledge management, and how smart companies use them to create value. *European Management Journal*, 20(5), 459-469.
- Gibbert, M., Leibold, M., Probst, G. (2002). Five styles of customer knowledge management and how smart companies use them to create value, *European Management Journal*, vol. 20, no. 5, pp. 459-469.
- Goffin, K., New, C. (2001). Customer support and new product development-an exploratory study. *International Journal of Operations & Production Management*, Vol 21 (3).
- Hama, N. O., Cavusoglu, B., Sağsan, M. (2021). Knowledge Sharing and Organizational Creativity: Mediating Role of Employee Empowerment. *ECKM 2021 22nd European Conference on Knowledge Management*.
- Hama, N. O., Sağsan, M. (2020). Creating Knowledge Management Policy in Human Resources Management based on Job Satisfaction. *ECKM 2020 21st European Conference on Knowledge Management*.
- Harmsen, H. Jensen, B. (2004). Identifying the determinants of value creation in the market: A competence-based approach. *Journal of Business Research* 57(5):533-547.
- Johne, A., Storey, C. (1998) New service development: a review of the literature and annotated bibliography, *European Journal of Marketing*, 32.(¾), 184-25.
- Joshi, A. W., & Sharma, S. (2004). Customer Knowledge Development: Antecedents and Impact on New Product Performance. *Journal of Marketing*, 68(4), 47–59.
- Joshi, W. A., Sharma, S. (2004). Customer Knowledge Development: Antecedents and Impact on New Product Performance. Article in *Journal of Marketing*.
- Kelly, D., Storey, C. (2000), "New service development initiation strategies", *International Journal of Service Industry Management*, Vol. 11 No. 1, pp. 45-62.
- Kim, K. H., Rasheed, A. A. (2014). Board heterogeneity, corporate diversification and company performance. *Journal of Management Research*, 14, 121-139. Retrieved from <http://www.macrothink.org>
- Kohli, A., Jaworski, B. (1990). Market orientation: The Construct, Research propositions, and Managerial Implications, *Journal of Marketing*, Vol. 54, pp. 1-18.
- Kohli, K., Jaworski, B. J., Kumar, A. (1993). MARKOR: Measure of market orientation. *Journal of Marketing Research*, 30(4), 467–478. <http://doi.org/10.2307/3172691>.

- Kotler, P. (2003). *Marketing management*, 11th ed. Englewood Cliffs, NJ: Prentice Hall.
- Lukas, B.A., Ferrell, O.C. (2000) The Effect of Market Orientation on Product Innovation. *J. Acad. Mark. Journal of the Academy of Marketing Science* volume.
- Manrai, R., Rameshwar, R., & Nangia, V. (2014). Interactive effect of diversification strategy on capital structure and corporate performance: An analytical evaluation. *Global Journal of Management and Business Research*, 14, 75-92. Retrieved from www.journalofbusiness.org.
- Menor, L.J., Roth, A.V. (2007) New Service Development Competence in Retail Banking: Construct Development and Measurement Validation. *Journal of Operations Management*, 25, 825-846.
- Najat, B. (2017). Importance of Customer Knowledge in Business Organizations. *International Journal of Academic Research in Business and Social Sciences*.
- Narver, J. C. J., Slater, S. S. F. (1990). The effect of market orientation on business profitability. *The Journal of Marketing*, vol. 54 No.4, p. 20–35.
- Ocampo, A., Naranjo, J.C., & Jimenez, D.A. (2018). Market orientation and innovation: do structure and environment moderate this relationship? *revistaESPACIOS.com*. Vol. 39 (Number 42) Year 2018 • Page 9.
- Ojanen, V., Lanne, M., Reunanen, M., Kortelainen, H. & Kässi, T. 2008. New Service Development: Success factors from the Viewpoint of Fleet Asset Management of Industrial Service Providers. In: Grubbström, R.W. & Hinterhuber, H.H. (Eds.). *Pre-prints of the 15th International Working Seminar of Production Economics*, March 3–7 2008, Innsbruck, Austria, pp. 369–380.
- Paquette, S. (2006). Customer knowledge management. IGI Global. [Online]. Available: <http://www.igi-global.com/chapter/customer-knowledge-management/16937>.
- Pitjatturat, P., Ruanguttamanun, C., Wongkhae. K. (2021). Role of Entrepreneurial Marketing Orientation on New Product Development Performance of Food Retailers: Michelin Guide Restaurants in Thailand. *Journal of Distribution Science*, 69-80.
- Ramdas, K. (2003). Managing product variety: an integrative review and research directions. *Production and operation management*. Vol. 12, No. 1.
- Salomann, H., Dous, M., Kolbe, L., & Brenner, W. (2005). Rejuvenating customer management: how to make knowledge for, from and about customers work. *European Management Journal*, 23(4), 392-403.
- Slater, S. (2001). Market orientation at the beginning of a new millennium, *Managing Service Quality*, Volume 11, Number 4, pp. 230-232.
- Smith, H.A., McKeen, J.D. (2005). Developments in practice XVIII – customer knowledge management: Adding value for our customers. *Communications of the Association for Information Systems*, 16, 744-755.
- Sofianti, T. D., Suryadi, K., Govindaraju, R., Prihartono, B. (2009). Customer knowledge management in new product development. *APIEMS*.
- Sofianti, T., Suryadi, K., Govindaraju, R. Prihartono, B. (2009), "Customer Knowledge Management in New Product Development", *Asia Pacific Industrial Engineering & Management Systems Conference*, Kitakyushu-Japan.
- Sukartini, N. W., Lasmini, N. K., Kencanawati, A. A. A. (2019), Market orientation and its impact on product innovation and marketing performance of SMEs in Bali *Adv. Soc. Sci. Edu.Humanit. Res.* 383 218-21.
- Sukartini, Ni W., Kencanawati, A., Lasmini, Ni K. (2019). Market Orientation and Its Impact on Product Innovation and Marketing Performance of SMEs in Bali. *Advances in Social Science, Education and Humanities Research*, volume 383.
- Verhees, F.J.H.M., Meulenbergh, M.T.G. (2004). Innovativeness, produce innovation and performance in small firms. *Journal of Small Business Management*, 42(2), p.134–54.
- Vorhies, D. W., Morgan, R. E. & Autry, C. W. (2009). Product-market strategy and the marketing capabilities of the firm: impact on market effectiveness and cash flow performance. *Strategic Management Journal*, 30(12), 1310-34.
- Wei, Y., Morgan, N. A. (2004). Supportiveness of Organizational Climate, Market Orientation, and New Product Performance in Chinese Firms, *J PROD INNOV MANAG* 21:375–388.
- Yacob, S., Octavia, A., Mayrina, & Hasan, H. (2017). Do Really Social Commerce Creating For Competitive Advantage On Small Medium Enterprises (Smes) Business Performance?: Evidence From Jambi, Indonesia. *The Sixth International Conference on Entrepreneurship and Business Management*, November, 1–7.
- Yaghoubi, M., Amiri Fini, S. H. & Rahmati Najarkalaei, F. (2016). Investigating the relationship between customer knowledge management and customer relationship management tasks in a military hospital. *Journal of Military Medicine*, 18 (4), 315-308. (in Persian).
- Zhan, Y., Tan, K. H., Huo, B. (2019) Bridging customer knowledge to innovative product development: a data mining approach, *International Journal of Production Research*.