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Strategic Orientations and SMEs Performance – A Systematic Literature Review

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Abstract

Strategic orientation enables Small and Medium-Sized Enterprises (SMEs) to optimize their profits and performance through strategic decision-making. In order to identify strategic orientations that influence the performance of small and medium-sized enterprises (SMEs) and small ventures, a systematic review is undertaken. The review has identified a conceptual framework for strategic orientation that has the potential to assist small and medium-sized enterprises (SMEs) in risk mitigation, marketing effort optimization, adoption of cutting-edge technologies, experimentation with novel ideas, and the development of profit margin-maximizing plans. This study contributes to the extant literature and establishes a foundation for subsequent research investigations.

Keywords: Strategic Orientation, PRISMA, Systematic Review, SMEs Performance.

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1. INTRODUCTION

The market positioning, customer relationships, investment decisions, operational activities, performance, and organizational structure of a business are all significantly influenced by its strategy. By empowering organizations to deliver those products and services for increased profits, strategy facilitates the development of new capabilities, the acquisition of fresh resources, and the achievement of improved business performance. Over the past two decades, considerable research has been devoted to examining the effect that strategic orientations have on the performance of businesses (Handoyo, et al., 2023). However, the majority of research on these tendencies focuses

on large enterprises and multinational corporations (MNCs). Therefore, a comprehensive conceptual framework is required to identify the primary orientations that have the greatest beneficial impact on the operations of small and medium-sized businesses (SMEs). In order to implement the most efficient approach, organizations must synchronize their processes with both the internal and external milieu while capitalizing on their capabilities, assets, and competencies. By doing so, they will be able to improve their business operations and gain a competitive edge (Kumar, Boesso, Favotto & Menini, 2012).

The aim of this research is twofold: Firstly, the research will focus on carrying out a systematic review of the literature to identify the main components of the strategic orientation for SMEs. Secondly, the aim is to develop a conceptual model of strategic orientations that have the most impact on the business performance of SMEs. To accomplish these objectives, firms need to concentrate on their strategic orientation since it provides companies with the direction needed for better business execution. Consequently, the essential direction of the firm mirrors its operational as well as other stances such as entrepreneurial, marketing, and brand. Thus, a firm accomplishes its objectives in business sectors by facing challenges, putting resources into advancement, getting proactive, and creating future-situated premonitions (Grawe, Chen & Daugherty, 2009).

Strategic orientation has gotten widespread consideration from executives, policymakers, and business researchers. In recent business scenarios, strategic orientations have become a core organizational resource in improving the firm's performance. It is observed that strategic orientations are deployed as a vital mechanism in improving marketing capabilities and introducing organizational innovations (Handoyo, et al., 2023). The strategic orientations involve marketing abilities, brand orientation, interaction orientation, and technological orientation. All these orientations are interrelated and have a strong relationship with firm performance and innovation capability (Alnawas & Farha, 2020).

Strategic orientation is a crucial part of any company's vision, mission, or future strategies. Without a strong and sound strategic orientation

framework, a company can't be successful in ever-changing markets and competitive dynamics. Different research has been carried out to identify the impact of singular or multiple orientations on the company's performance. However, a systematic review of any nature has not been conducted previously as per the extent of the researcher's knowledge. Therefore, this research will be a big addition to the existing body of literature. Moreover, the conceptual model developed as a result of the systematic review can allow managers and business decision-makers to make sound and best possible strategic orientation decisions which will eventually improve their business performance. Through research, the conceptual model that is being proposed can be linked with upcoming studies to establish its authenticity and efficacy.

2. METHODOLOGY

In order to carry out the systematic literature review to fulfill the aim of the current study, the researchers employed the PRISMA procedure given by Pollock & Berge (2018). In the author's best knowledge, the work carried illustrates the most modern and detailed review carried for the subject. PRISMA protocol dictates that in order to carry out a comprehensive assessment of literature, a thorough and deep analysis of all resources should be done by using databases, journals. Publishers and any other available sources of information (Gumparthi & Patra, 2020). The ultimate aim of the systematic review is to propose a conceptual framework by extensively analyzing the extensive literature of the past 25 years.

2.1. Data search

The PRISMA Protocol employed in the study has been given by Pollock & Berge (2018) and the researchers have also found evidence of using this protocol for carrying out systematic review in many other research studies as well (Maurya, Mohta & Shunmugasundaram, 2023; Page, et al., 2021; Shamseer, et al., 2015; Moher, et al., 2015 & Liberati et al., 2009). Google Scholar was used for the thorough research of articles, along with various popular databases like Emerald Publishers, ProQuest and Web of sciences for the searching of research papers. The justification for using Google Scholar is that almost all the major databases such as Science Direct, Emerald, Elsevier, Taylor, and Francis, and others are linked with Google Scholar. Therefore, instead of conducting individual searches from every single database, Google Scholar was used to carry out comprehensive searches of data. Specific keywords together with Boolean search methodology were used to look for the articles from different databases. Keywords included strategic orientation, company performance, business performance, marketing orientation, brand orientation, interaction orientation, entrepreneurial orientation, innovation orientation, technology orientation, competitor orientation, and customer orientation.

2.2. Inclusion criteria

1. Studies published during 2000-2024 were selected.
2. Paper titles must contain the word orientation in them.

3. The dependent variable of the study must be Company performance/ business performance/ firm performance/ SME performance.

2.3. Exclusion criteria

1. All studies having dependent variables other than the ones mentioned in the inclusion criteria were excluded.
2. Articles published in a language other than English were excluded.
3. All books, conference proceedings, or papers other than those published in authentic Scopus or Impact factor journals were excluded.
4. All MPhil and PhD level dissertations were excluded.

2.4. Screening

The articles were selected based on PRISMA selection criteria. After careful assessment of the databases through different databases a total of 76 articles were selected. The first step was to assess them based on inclusion criteria and as a result, 21 articles were excluded because of different dependent variables. Around 9 articles were excluded as they did not contain the word orientation in them. In the second step, the citation criteria were applied for the screening of articles which led to the exclusion of 17 articles having an H index score of less than 50. The third step consisted of assessing the abstracts of the remaining 29 articles which led to the exclusion of 4 more studies and the final number of articles selected for the systematic review was 25. The fourth step consisted of assessing the variables and all 25 papers appeared to contain the relevant variables hence, no further exclusions were made. PRISMA flow diagram is given in Figure 1.

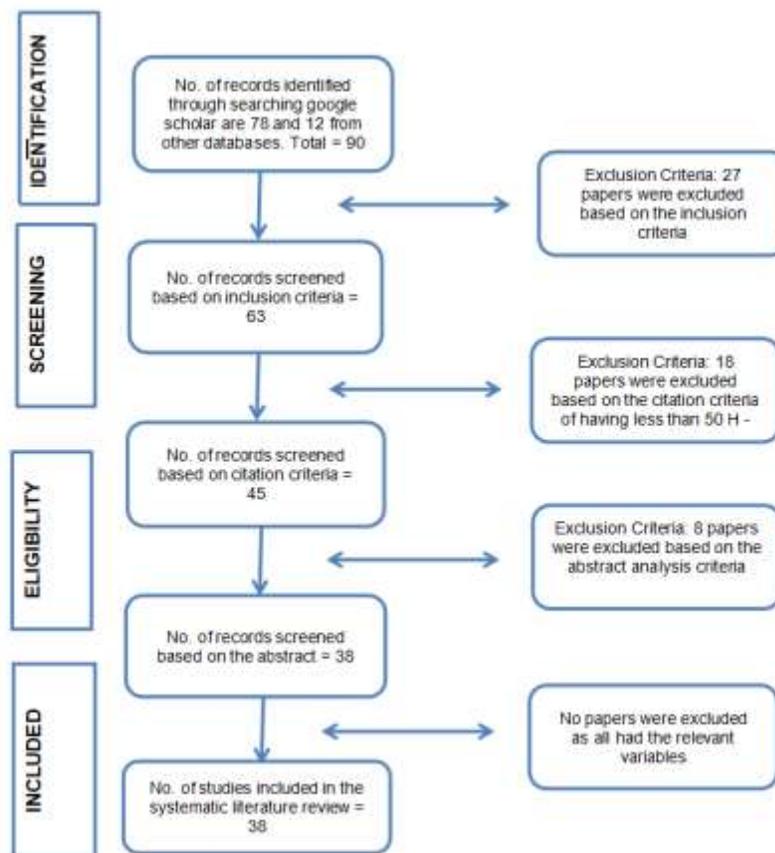


Figure 1: PRISMA Flow Chart for Systematic Literature Review

3. LITERATURE - CONTENT ANALYSIS

In this section, the findings of previous research studies have been presented; different research articles on strategic orientation and business performance (2002-2024) have been analyzed to synthesize the existing literature and identify the research gaps for future research areas; the selected research papers were categorized on the basis of their problem statement, future recommendation, type of methodology used and variables. The screening of the studies after using the PRISMA tool led to a total of 38 studies that fulfilled the inclusion criteria

as well as the PRISMA assessment tool. The main aim of this literature survey was to identify the different types of orientations that make up the strategic orientation that have an impact on business performance.

From the findings as discussed below indicates that out of all orientations three orientations turn out to be the most important ones for the success of any business. Therefore, the strategic orientation framework has been discussed primarily in the context of entrepreneurial, marketing, and technology orientation. The strategic orientation framework can help SMEs

improve their growth and profits. It also provided insights into future research areas and the implications for both managers and researchers.

3.1. Gaps identified from literature

The strategic decisions executed by marketing managers are becoming more significant in dynamic business environments, especially in the face of growing uncertainty, fierce competition, and macroeconomic difficulties. Porter (1980) endorsed the implementation and endorsement of strategic orientations, with a particular emphasis on brand or market orientation, as a method to augment market performance. Nevertheless, although these strategies are frequently deliberated upon big corporations, their applicability to small and medium enterprises (SMEs) is still poorly understood (Zhang, Jiang & Xie, 2023). Furthermore, despite the recognition that interaction orientation is crucial for the achievement of organizational objectives, empirical research is scarce concerning its practical application, which impedes its efficient

3.1.2. Limited empirical knowledge on interaction orientation

In addition, in order to aid organizations to improve their performances, interaction orientation is found to be a crucial part. Though a lack of empirical knowledge persists when it comes to interaction orientation and the constituents that it entails. This is especially relevant when it comes to its operationalization, with it being vitally important to the success of organizations according to literature. Not being able to possess the proper understanding, businesses are unable to properly implement strategies that adopt interaction orientation in order to create long-term

execution (Ramani & Kumar, 2008; Efrat & Öyna, 2021). This paper undertakes an examination of the aforementioned research voids, emphasizing the necessity for a cohesive framework that can direct organizational decision-making and improve performance, as well as a unified model for strategic orientations.

3.1.1. Lack of attention to small and medium enterprises (SMEs)

It is apparent from Table 1 that the majority of scholarly investigations concerning strategic orientation have been conducted for large corporations. Conversely, there has been limited examination of a comparable framework within the context of small enterprises and SMEs. Significantly overlooked are the unique challenges and potential benefits that SMBs face. Businesses and small and medium-sized enterprises (SMEs) are missing a framework that is cut out for them, hence lack the knowledge about potential improvement in performances that may come along through strategic orientations (Fernandes et al., 2020; Tutar et al., 2015; Ambroise et al., 2020). customer connections (Cuevas-Vargas et al., 2019; Ramani & Kumar, 2008; Efrat & Öyna, 2021).

3.1.3 Lack of a Unified Strategic Orientation Model

It is a subject of research on how the success of organizations is influenced by the effect of different strategic orientations such as marketing, technology and entrepreneurialism. Yet, when it comes to having a detailed framework that integrates and align these orientations, a gap exists in literature. In terms of research there isn't any unified framework for this even if these orientations can have a significant effect on

performance (Zhou et al., 2005; Al-Ansari et al., 2013; Arabeche et al., 2022).

3.1.4. *Inconsistent Frameworks for Strategic Orientation*

A discernible trend in the scholarly literature emphasizes the critical significance of strategy in the performance of organizations and its correlation with marketing endeavors and consumer perception. Nevertheless, the lack of a cohesive framework for strategic orientation has led to a deterioration in performance and an erosion of brand credibility in the eyes of customers. The existence of this discrepancy necessitates the creation of a comprehensive and uniform structure for strategic orientations (Obeidat, 2016; Schulze et al., 2022).

3.2. *Identified Strategic Orientations and their Implications for Business Performance*

Beside interaction orientation, influence of three other orientations namely the marketing, technology and entrepreneurial orientation has also found to have profound impact on company performance and their role have not been explored in a singular model. Recently, a shift was observed in the strategic orientation

literature, the research argues that strategy is essential to the firm's performance and that it strengthens the interface between the firm's marketing efforts and its customer-base, but due to the lack of consistent strategic orientation framework, performance declines and perception of brand in the mind of the customers weakens. With respect to this, the main orientations that highly impact the performance of organizations are discussed in table 2.

3.3 Components of the Proposed Framework

From table 3 it can be deduced that over the year researchers have tested multiple orientations that impact and increase the firm performance. And a pattern of repeated orientations can be seen by careful assessment of all the above studies. Moreover, the type of orientations studied by the research shows that some of the orientations such as marketing orientation ad technology orientation hold a lot of importance for organizational growth and performance. Table 3 shows the most commonly used orientations by the studies and the number of times they have been used by different researches.

Table 1: Gaps Identified from Future Recommendations

Gaps Identified from Future Recommendations	
Interaction Orientation ^{5,1,12,15,20,23,29,30}	Source: ⁵ (Cuevas-Vargas et al., 2019), ¹ (Obeidat, 2016), ¹² (Adams et al., 2019), ¹⁵ (Ramani & Kumar, 2008), ²⁰ (Noble et al., 2002), ²³ (Yuan & Liu, 2013), ²⁹ (Ambroise, et al., 2020), ³⁰ (Efrat & Øyna, 2021)
SMEs ^{6,7,9,10,13,14,21,23,24,25}	⁶ (Fernandes et al., 2020), ⁷ (Tutar et al., 2015), ⁹ (Prifti & Alimehmeti, 2017), ¹⁰ (Al-Ansari et al., 2013), ¹³ (Akman & Yilmaz, 2019), ¹⁴ (Akman & Yilmaz, 2019), ²¹ (Zhou & Li, 2010), ²³ (Yuan & Liu, 2013), ²⁴ (Song et al., 2019)

Table 2: Identified Strategic Orientations and their Implications for Business Performance

Determinants of Strategic Orientation Managerial Implications	
Brand Orientation ^{2,4,26}	Brand orientation is a strategic approach which is applied to improve the overall satisfaction of customers as well as brand loyalty. It is the extent to which the organization regards itself as a brand.
Technology Orientation ^{1,3,7,8,12,13,14,21,22,27}	Technology orientation refers to a company's tendency to adopt or use new technologies, be innovative and develop novel and state-of-the-art products.
Competitor Orientation ^{14,21,22}	Competitor orientation places emphasis on comprehending the strengths and vulnerabilities of rivals and monitoring their activities in order to cultivate the necessary capabilities to navigate competitive environments.
Entrepreneurial Orientation ^{1,7,11,14,16,17,18,22,24, c}	A company with an entrepreneurial orientation is the one that is always looking for ways to improve its position in the market, expand into new areas, or both.
Market Orientation ^{1,2,3,6,7,9,11,12,14,19,20,21,25,27,37,38}	Market orientation entails comprehending and satisfying customers' expectations and needs, evoking in them a sense of worthiness, and directing all organizational endeavors in the direction of institutionalizing this comprehension.
Interaction Orientation ^{4,15,24,29,30}	A company's Interaction Orientation indicates how well it communicates with its consumers on an individual level and how well it uses the data gathered from those interactions to build lasting, mutually beneficial relationships with those customers.
Innovation ^{1,4,7,10,13,14,21,22,27,33,34}	To use innovation is to alter an organization's goods, processes, or services in some way, whether drastically or incrementally, so as to bring about a new product or service that benefits the firm, its consumers, and its knowledge base.

Source: ¹(Obeidat, 2016), ²(Erdil, 2017), ³(Ali & Leifu, 2016), ⁴(Alnawas & Abu Farha, 2020), ⁵(Cuevas-Vargas et al., 2019), ⁶(Fernandes et al., 2020), ⁷(Tutar et al., 2015), ⁸(Rhee & Stephens, 2020), ⁹(Prifti & Alimehmeti, 2017), ¹⁰(Al-Ansari et al., 2013), ¹¹(Aziz et al., 2019), ¹²(Adams et al., 2019), ¹³(Akman & Yilmaz, 2019), ¹⁴(Zhou et al., 2005), ¹⁵(Ramani & Kumar, 2008), ¹⁶(Zhou et al., 2005), ¹⁷(Keh et al., 2007), ¹⁸(Li et al., 2009), ¹⁹(Morgan et al., 2009), ²⁰(Noble et al., 2002), ²¹(Zhou & Li, 2010), ²²(Lechner & Gudmundsson, 2014), ²³(Yuan & Liu, 2013), ²⁴(Song et al., 2019), ²⁵(Hult et al., 2005), ²⁶(Piha, et al., 2021), ²⁷(Schulze, et al., 2022), ²⁸(Arabeche, et al., 2022), ²⁹(Ambroise, et al., 2020), ³⁰(Efrat & Øyna, 2021), ³¹(Alshebami, 2023), ³²(Oduro, 2023), ³³(Pozzo, et al., 2023), ³⁴(Al-Momani, et al., 2023), ³⁵(Dwumah, et al., 2024), ³⁶(Yaghoubi Farani, et al., 2024), ³⁷(Wasim, et al., 2024), ³⁸(Alhamami, 2024)

Table 3: Types of Orientations and their Frequency of Occurrence (Green= Highest, Red=Lowest)

Identified Orientations	Frequency of Occurrence
Brand Orientation ^{2,4,26}	3
Technology Orientation ^{1,3,7,8,12,13,14,21,22,27}	10
Competitor Orientation ^{14,21,22}	3
Entrepreneurial Orientation ^{1,7,11,14,16,17,18,22,24,28,31,32,33,34,35,36}	16
Market Orientation ^{1,2,3,6,7,9,11,12,14,19,20,21,25,27,37,38}	16
Interaction Orientation ^{4,15,24,29,30}	5
Innovation ^{1,4,7,10,13,14,21,22,27,33,34}	11(5 times as Mod/Med)

Source: ¹(Obeidat, 2016), ²(Erdil, 2017), ³(Ali & Leifu, 2016), ⁴(Alnawas & Abu Farha, 2020), ⁵(Cuevas-Vargas et al., 2019), ⁶(Fernandes et al., 2020), ⁷(Tutar et al., 2015), ⁸(Rhee & Stephens, 2020), ⁹(Prifti & Alimehmeti, 2017), ¹⁰(Al-Ansari et al., 2013), ¹¹(Aziz et al., 2019), ¹²(Adams et al., 2019), ¹³(Akman & Yilmaz, 2019), ¹⁴(Zhou et al., 2005), ¹⁵(Ramani & Kumar, 2008), ¹⁶(Zhou et al., 2005), ¹⁷(Keh et al., 2007), ¹⁸(Li et al., 2009), ¹⁹(Morgan et al., 2009), ²⁰(Noble et al., 2002), ²¹(Zhou & Li, 2010), ²²(Lechner & Gudmundsson, 2014), ²³(Yuan & Liu, 2013), ²⁴(Song et al., 2019), ²⁵(Hult et al., 2005), ²⁶(Piha, et al., 2021), ²⁷(Schulze, et al., 2022), ²⁸(Arabeche, et al., 2022), ²⁹(Ambroise, et al., 2020), ³⁰(Efrat & Øyna, 2021), ³¹(Alshebami, 2023), ³²(Oduro, 2023), ³³(Pozzo, et al., 2023), ³⁴(Al-Momani, et al., 2023), ³⁵(Dwumah, et al., 2024), ³⁶(Yaghoubi Farani, et al., 2024), ³⁷(Wasim, et al., 2024), ³⁸(Alhamami, 2024)

From table 3, it can be seen that the most repetitive orientations explored by majority studies is market orientation. Market orientation has been used as selling orientation, product orientation or also market force as well. Second most commonly used orientation is the technology orientation, followed by entrepreneurial orientation and then innovation. Innovation has mostly been used to moderate or mediate the relationship of different orientations with firm performance. This is followed by the brand orientation and competitor orientation, both of which are assessed by only 3 selected studies for each of them. Last is the interaction orientation which has only been explored by 5 studies in the selected pool of studies within the current research. From this discussion, the following conceptual framework is developed that can be useful for future studies and also decision makers, company heads and policy makers.

4. PROPOSED STRATEGIC ORIENTATION FRAMEWORK - COMPONENTS DISCUSSION

Based on the above discussion the following model of strategic orientation for measuring SMEs performance has been

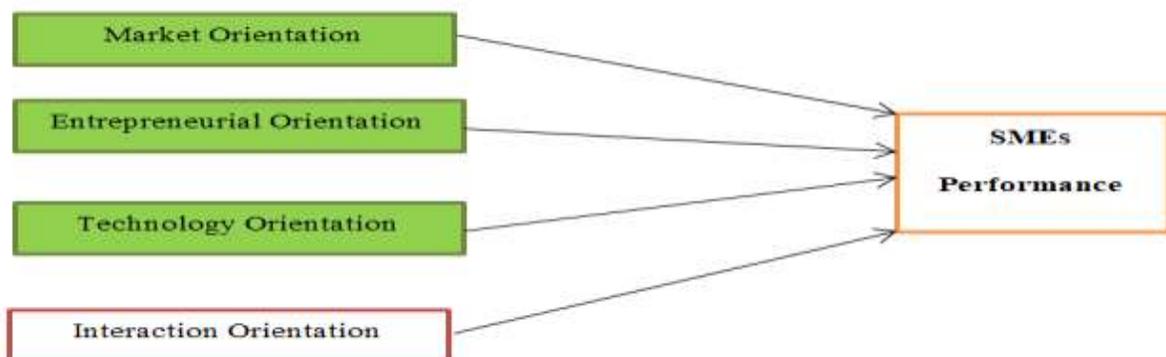


Figure 2: Strategic Orientation Framework (Source: Author's own work)

proposed in figure 2 and then discussed in depth.

4.1. Interaction Orientation and Business Performance

The IO model takes into account the following: "(1) the customer concept as an organization's belief; (2) interaction response capability as a relevant process; (3) customer value management and customer empowerment as relevant practices; (4) the firm's responsibility to manage collaboration with customers; and (5) the customer's responsibility to co-create value and co-produce goods and services" (Chen et al., 2017). The customer concept has been defined by Ramani and Kumar (2008) which places the individual customer at the center of all marketing actions and reactions. They define interaction response capability as an ability of the company to combines data from multiple references and points in time in order to provide individualized responses to each customer. Whereas, the customer empowerment signifies the proactive participation of each consumer in value co-creation throughout the interaction process (Ramani & Kumar, 2008).

Table 4: Components of Interaction Orientation

Interaction Orientation	
Customer Concept ^{4,15,24}	Analytical unit for each marketing action and response
Customer Empowerment ^{4,15,24}	Consumer and the firm co-create value
Interaction Response Capacity ^{4,15,24}	The extent to which the company provides each consumer with a series of products, services, and relationship experiences.
Customer Value Management ^{4,15,24}	Analytical techniques based on client data that permit the estimation and forecasting of revenues and profits
Source: ⁴ (Alnawas & Abu Farha, 2020), ⁵ (Cuevas-Vargas et al., 2019), ²⁴ (Song et al., 2019)	

4.1.2 *Customer Concept*

According to Hoekstra, Leeflang, and Wittink (1999), the customer idea is characterized by the fact that marketing activities revolve around the specific client. This is the definition of the customer concept. In its most basic form, the customer notion is the viewpoint that every marketing effort and response needs to be examined in respect to the specific client.

4.1.3 *Customer Empowerment*

One emerging view is that companies are unable to operate alone and, in the modern marketing landscape, value is collaboratively created by consumers and companies during different interactions (Pralhad and Ramaswamy 2004). The degree to which a company encourages its customers to do two things— (1) interact with the company and influence the type of transactions that take place and (2) interact with one another to discuss the company's goods and services as well as their own ideas, opinions, and criticisms—is a measure of customer empowerment.

4.1.4 *Interaction Response Capacity*

An organization's capacity to react to customer interactions is a measurement of how effectively it is able to supply customers with new products, services, and relationship experiences based on the actions that they have taken in the past as well as the activities that other customers have

participated in. Through the integration of data from a wide variety of sources, it is a reflection of the capability of a company's systems to respond to a wide variety of customers in a variety of ways, as well as to each individual customer in their own special manner at various times as needed.

4.1.5 *Customer Value Management*

In order to capitalize on the economic advantages of customer data, companies must ensure that resources allocated to customers are in line with the profit generated from them. Data-analytic approaches for measuring and predicting customer-based revenues and profits, such as frequency, monetary value, prior customer value, and customer lifetime value, are now being used as the most common methods for studying customer value management (Kumar & Reinartz, 2006). According to Kumar, Ramani, and Bohling (2004) customer value-based relationship management entails customizing treatment for each customer based on their anticipated response to marketing strategies in order to maximize their contribution to total profit. Customer value management involves the firm's ability to identify and evaluate individual consumer value and utilize it as the primary criterion for making marketing resource allocation choices.

4.2 Marketing Orientation and Business Performance

Market orientation is different from the previous concept of marketing which involves promotion of existing products into the target segments to gain profitability. Market orientation is one-step ahead of conventional marketing tactics where new products are solely designed based on customer needs. Hence, marketing orientation involves monitoring the changes in demand and supply, performance of competitors, and managing target customer needs through continuous research and innovation (Green et al. 2005). Market orientation can be divided into three divisions including behavioral, cultural and organizational system perspectives. Customers and competitor preferences are studied to recognize market behavior. Organizational culture reflects the attitude of firm towards customer values and organizational system involves technological capability to respond to changing market behavior. Hence, external market focus along with internal culture of prioritizing customer value is essential to perform market orientation function (Gheysari et al., 2012).

To understand the market orientation construct, we examined the historical evolution outlined by Kirca et al. (2005), which established three behavioral components for defining it according to Narver and Slater (1990). Customer orientation involves thoroughly comprehending the target purchasers throughout time in order to generate superior value for them. Secondly, 'competitor orientation' involves gathering pertinent knowledge about possible and current competitors and their enduring skills. It also requires a thorough comprehension of rivals' immediate strengths and shortcomings. The last concept is 'inter-functional coordination', which involves utilizing resources in a coordinated manner to provide higher value for specific clients. Jaworski and Kohli (1993) define market orientation as the organization's whole process of creating, sharing, and adapting to market insights. Comparing these definitions reveals parallels in their focus on the crucial role of the consumer in embodying an external orientation and demonstrating market orientation. Various studies emphasize the crucial importance of customer satisfaction, as demonstrated by Webb, Webster, & Kreppa (2000).

Table 5: Components of Marketing Orientation

Marketing Orientation	
Customer orientation ^{1,2,3, 12,14,19}	A belief system that prioritizes the customer's interests above all others, while still considering the needs of all stakeholders, with the goal of creating a sustainable and profitable business in the long run.
Selling orientation ^{1,6,7,9,11,}	Collecting client and competitor information, distributing it across the firm, and utilizing it to effectively meet current market demands.
Competitor orientation ^{1,12,14,19}	Anticipating present and future rivals' strengths and weaknesses in the short term, as well as their competency, efficiency, and plans in the long run.
Inter-functional orientation ^{1,20,21,25}	Workers from many areas and departments collaborate to build synergy and achieve organizational objectives.
Source: ¹ (Obeidat, 2016), ² (Erdil, 2017), ³ (Ali & Leifu, 2016), ⁶ (Fernandes et al., 2020), ⁷ (Tutar et al., 2015), ¹¹ (Aziz et al., 2019), ¹² (Adams et al., 2019), ¹⁴ (Zhou et al., 2005), ¹⁹ (Morgan et al., 2009), ²⁰ (Noble et al., 2002), ²¹ (Zhou & Li, 2010), ²⁵ (Hult et al., 2005)	

Table 6: Components of Entrepreneurial Orientation

Entrepreneurial Orientation	
Innovativeness ^{1,7,11,14}	Fostering an environment that promotes and encourages innovation, experimentation, and creativity
Risk-taking ^{1,18,22,24}	Investing substantial resources in initiatives where the outcomes are uncertain and the potential consequences of failure are severe.
Proactiveness ^{1,16,17,22}	Making use of first-mover advantages and foreseeing forthcoming occurrences
Competitive Aggressiveness ^{1,7,11,18}	The degree to which an organization strives to surpass its rivals, establishes ambitious targets for market share, or implements aggressive strategies like reducing prices.
Autonomy ^{1,18,22,24}	It is defined as making decisions independently.
Source: ¹ (Obeidat, 2016), ⁷ (Tutar et al., 2015), ¹¹ (Aziz et al., 2019), ¹⁴ (Zhou et al., 2005), ¹⁶ (Zhou et al., 2005), ¹⁷ (Keh et al., 2007), ¹⁸ (Li et al., 2009), ²² (Lechner & Gudmundsson, 2014), ²⁴ (Song et al., 2019)	

4.3 Entrepreneurial Orientation and Business performance

Entrepreneurial orientation pertains to the presence of entrepreneurial conduct within organizations, signifying that they actively assess the external environment in which they function and strive to develop inventive solutions to the obstacles they encounter (Mille, 2011). An entrepreneurial orientation provides insight into the mechanisms and motivations behind the consistent rejuvenation of certain companies over time via the pursuit of novel growth avenues. It is anticipated that organizations with an entrepreneurial orientation will exhibit greater innovation prowess and achieve superior performance in volatile environments, given their

4.4 Technology Orientation and Business Performance

An organization that embraces a technology-oriented strategy allocates money to acquire the necessary technical infrastructure in order to enhance its production capability. The advancement of technology has necessitated the acquisition of state-of-the-art equipment and the implementation of new protocols to deliver

propensity to undertake venturesome projects (Rodrigo-Alarcón et al., 2017; Lechner and Gudmundsson, 2014; Hermano and Martín-Cruz, 2016).

At the time of operationalization, one of the most used scales is that of Covin and Slevin (1989). These authors interpret the entrepreneurial orientation as *"the extent to which senior managers are inclined to take risks related to the business, to favor change and innovation in order to obtain a competitive advantage for their company, and compete aggressively with others"* (p. 77). In line with this definition, and with the Miller scale (1983), Covin and Slevin measure three dimensions: innovation, proactivity, and propensity to take risks.

groundbreaking goods and services. Empirical evidence confirms that a strong focus on technology is directly linked to improved company success. Technologically oriented firms approach innovation by prioritizing the needs and perspectives of their consumers, and possess the necessary resources to deliver improved company performance and profitability. Furthermore, it has been seen that

technical advancements and the priority that businesses give to technological orientation are often driven by external forces rather than being a conscious choice. To remain competitive in the market, firms must improve their technical resources and provide highly studied items using advanced technology (Al-Ansari, Altalib & Sardoh, 2013). Based on the previous discussion, the following strategic framework is suggested

5. CONCLUSION

In summary, this extensive examination of the literature emphasizes the vital significance of strategic orientations when it comes to navigating the intricate challenges of contemporary business landscapes, particularly concerning small and medium enterprises (SMEs). Porter emphasizes the criticality of strategic orientations, specifically brand and market orientation, in influencing market performance. The usage of these methods is mostly however limited to large organizations, as a result when it comes to its productivity in small and medium-sized business (SMEs) a sizeable deficit in knowledge exists as illustrated through Zhang, Jiang & Xie (2023). Additionally, the proper application of interaction orientation is hindered due to the dearth of significant research on it, as a result curtailing the the potential of businesses forging long-term connections with their customers.

A diverse strategy is needed in order to enrich research. The creation of a detailed understanding of demands of the customers and market dynamics should be given importance by organizations. The competitiveness and

productivity of SMES can be improved by the usage of strategic orientations, by having frameworks developed in accordance with their pertinent situations. In addition, it is important that businesses give importance to the development of interaction orientation, with it being an effective tool when it comes to dealing consumers face to face whilst using data of their clients to forge lasting associations. Furthermore, having entrepreneurial, technology and marketing orientations all integrated into a model that is singular and collective for strategic orientations, businesses gather a framework that is compatible and assists in decision-making that is informed. With the usage of such methodology, organizations are able to penetrate competitive environments in a more productive way and achieve lasting sustainable growth and expansion along with it.

Businesses can possibly boost their all-around productivity and competitive edge by following the recommendations found from the strategic orientations that have been identified and by addressing gaps that are present in previous literature. With the adoption of a singular structure and long-term strategic focus that is flexible to its pertinent situations, organizations can forge lasting connections with the customers, boost the effectiveness of the resources available to them and expand sustainability. Hence, not only does this research provides contribution that is scholarly in nature but policy-makers, business leaders and strategists who aim to penetrate the volatile contemporary organizational landscapes can get practical recommendations from it as well.

6. LIMITATIONS OF THE STUDY

A possible limitation for this study may be publication bias, i.e. all literature pertinent to the review may not have been covered. Additionally, due to language issues and challenges in relation to the access of some sources, the area of the review might get restricted. The possible subjectivity in character of the process of the review and potential human mistakes when it comes to data extraction and synthesis should also be recognized as major limitations. Even though limits exist, the usage of a systematic approach in this study ensures there is a structured and detailed investigation of present literature available on strategic orientations.

Furthermore, only the last twenty-four years are encompassed by the study and so its ability to apply other older eras may be limited as the temporal scope is restricted to that period of time. Moreover, having the study applied on specific organizations limit its usability over other different industries. Other than that, the study might have deficiencies with regards to its coverage having been reliant on research that is published previously. Therefore, the study's external validity, the possibility of publication bias and the consideration that the study might not apply in all the business scenarios present across the globe should importantly be acknowledged.

DECLARATION

While conducting this research study, the researchers made sure that they uphold the highest level of ethical standards to ensure transparency and integrity. To maintain the accountability and transparency of the study, the

researchers meticulously devised an inclusion and exclusion criteria for the extraction and reproduction of the data. To avoid the researcher bias, we preserved impartiality and objectivity while conducting the review process. To give the selected research papers their due credit, every single paper has been cited and acknowledged throughout the review process. We maintained a strict check and balance to avoid the duplication of existing systematic reviews and to avoid any potential conflict of interest. We upheld all due ethical considerations throughout the peer review process and stick to the established guidelines and protocol of the PRISMA model to avoid any biases. Lastly, we have tried our level best to report our findings responsibly and accurately. We have also acknowledged the limitations of the study and also avoided overstating any findings and results from the review. All in all, our aim was to add to the exiting body of knowledge with respect to strategic orientation, while upholding and adhering to the stipulated ethical standards, integrity and transparency.

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