

The influence of supply chain and human competence on improving the efficiency of small businesses in countries with developing economies

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ABSTRACT

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To increase finance performance any small company needs to improve its management in supply chain and human competence (response). The main aim of our work is aimed at identifying universal marketing audit tools that could help small businesses to increase efficiency and profitability. A sample of 144 small businesses through a survey were used for research. The study applied the SmartPls program for finding marketing audit tools. Our research showed that supply chain management and response (reaction to feedback from employees or customers) are main tools of marketing audit to help improve a small business. We found that marketing audit has a positive effect on both current market efficiency and current profitability. Results also show that, despite the direct benefits of marketing audit, many small companies in emerging markets do not adopt audit due to lack of marketing knowledge. This study can be a reference for owners of small businesses in emerging markets. We developed novel tools of marketing audit that could help small businesses. This paper is an original contribution to managerial knowledge.

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1. Introduction

There is a close connection between the level of the economy and the development of small businesses. Stability in the country in the political and economic aspect contributes to the development of larger enterprises, when people find work and do not try to open new small businesses. It is also worth taking into account the national peculiarity and attitudes towards entrepreneurial activity as a striving for a high standard of living, as one of the key factors of a favorable climate for the development of small business in Kazakhstan. The Republic of Kazakhstan has one of the leading economies in Eurasia and is ninth largest country in the world by land area. The role of SME owners on marketing activities is significant and influences all business aspects (McDonald & Leppard, 1993). The small businesses have their own particular characteristics, which largely determine their marketing preoccupations and concerns (Carson & Cromie, 1989; Davis, Hills, & LaForge, 1985). As Kotler (1977) pointed out a small firm pursues its marketing function in a way, which aims at insulating it as much as possible from direct competition with more efficient producers; this statement is actual to this day. Small business can have a significant impact on the development of the economy. The share of small and medium-sized businesses in the GDP of developed countries is 50–60%. According to the latest official statistics of Kazakhstan, the share of SMEs in GDP increased and reached 31.7%, the total number of SMEs increased by 7% and reached 1.33 million, the total number of employed in SMEs increased by 8% and reached 3.4 million. Many research studies have paid close attention to micro-small enterprises, as they constitute about 90% of businesses worldwide (Gurrea-Martínez, 2021). A favorable investment climate, stable growth in the economy makes developing markets attractive to investors, despite the complexity in terms of transparency and information asymmetry in entrepreneurship. In the world economy, the role of developing countries has a decisive place (Ma & Ma, 2017) since developing countries make a significant contribution. Due to the recent events in Kazakhstan, when

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the protest took place, which expressed the rather deplorable socio-economic state of the population, our study is relevant not only to Kazakhstan, but also to other countries with developing economies, where the income gap is huge. The second reason is the COVID-19 negative effect on small businesses, which affected many of them negatively. The negative consequences of COVID-19 has been demonstrated in a recent study (Fairlie, 2020).

The role of small business is very important for the world economy as a whole, which is reflected in many studies of this issue. Many studies focus more on the formation of entrepreneurship in developed markets; this applies to both large enterprises, as well as small and medium-sized ones (Abor & Adjasi, 2007). Research in emerging markets is difficult due to lack of information in finance and accounting, which are often unreliable and inaccurate (Li, Ho Park, & Shuji Bao, 2014). Auditing firms in the Big Four also noted concerns with the presentation of financial statements by their relevance and accuracy, expressing their opinion about their distortion in developing countries (Makhmud & Orazalin, 2017). The importance of studying trends in the development of small businesses is also due to the fact that a lack of resources forces small business owners to make decisions based on the personal characteristics of business owners (Coffey & Skase, 2015), thereby making SMEs more unique than a larger business, which has more resources and is capable of making decisions based on financial capabilities, time and specialists. According to the article in Vivek Soundararajan, Dima Jamali (2017) improving the development of small businesses also leads to positive social changes, which is important in response to recent events in the world. The activities of small businesses face a number of problems, such as: competition, limited resources and high degree uncertainties (Sidorchuk, 2007). The minimization of these problems in these conditions can be achieved by using the right marketing tools such as marketing audit. Business success depends on marketing success; this gold rule always works. We know small businesses do not have enough resources for marketing research and do not have a marketing department, so owners of small and medium businesses play an important role in this. The owners should have a number of qualities such as competence, ability to be flexible and follow new trends. Therefore, for a small business it is very important and valuable to have universal instructions for conducting a marketing audit on their own, where there will be a number of questions, answering which they will find answers, understand what needs to be changed and what needs to be paid attention to. Small business is important for economics and many research papers are devoted to it. Wiklund and Shepherd (2005) in research of small business noted important facts about an entrepreneurial orientation, and it affects small business performance. Miller (1990) noted that an important step in business success is premium attention to customers and redirecting this attention to innovation and unique services. Colclough, Moen, Hovd, and Chan (2019) pointed out the importance of the role of managers and owners on the influence of innovation orientation, focusing specifically on the managerial perception of the market, thereby emphasizing that the achievement of enterprises is a matter of ambition and entrepreneurial ability, and not a question of the availability of necessary resources or favorable market conditions. Small firms have their own particular characteristics, which largely determine their marketing activities (Carson & Cromie, 1989).

Since previous studies have not paid enough attention to studying the relationship between marketing audit and the success of small businesses in an emerging market such as Kazakhstan, our work is aimed at identifying universal marketing audit tools that could help small businesses, in the context of Kazakhstan, where small businesses are taken at the micro level (no more than 50 employees), since this is the main niche that smallest businesses are focused on and for of which the consumer market is the main one. In this context, we test our research model, identifying the relationship between audit and small business growth through a survey of small business owners in Kazakhstan. In our paper, we analyze small businesses in an emerging market, based on a survey of 144 small businesses to analyze and identify the factors of marketing audit that most affect business performance. The main problem of small businesses is that they do not correctly identify the most important factors, so the practical value of this study is to identify exactly those factors that will benefit the business, and this in turn will be reflected in the economy as a whole. Many successful firms show that these intangible indicators are customer loyalty, customer satisfaction, brand awareness, responding and supply chain. In any market segment, there are Critical Success Factors (CSF) that contribute to the growth of the company. (McDonald & Wilson, 2012) Marketing Audit is a systematic assessment of all external and internal factors affecting the company's activities (McDonald & Wilson, 2012). External factors are those over which the company does not have direct control, for example of economic and market factors. Internal factors are those over which the company has full control, which are usually the firm's internal resources. In this paper, we try to find the answer to how different factors affect marketing audit. Analyzing the work of scientists, we identified 6 different marketing factors that, according to our data, can affect the final result of the company, therefore, suitable for determining the necessary marketing audit tools for small businesses: 1) sense and shape opportunities (perception), 2) responding, and 3) reconfiguration of resource base. The first three factors scan information about the environment. The next three check internal factors of small business: 4) customer care) 5) supply chain 6) analysis of benefits and losses. All of them influence business efficiency and profitability; which were tested as dependent variables in our study. In our research, the goal is to prove that the systematic marketing audit brings a positive effect on small business; owners need to pay close attention to "responding" and "supply chain" when making an audit. Responding is a reaction to defects pointed out by employees or customers, which is an opportunity to improve the business process. In our research, we analyzed small companies, which use direct selling.

The noted 6 factors are important and have an impact on business development, but taking into account the specifics of micro business, when resources are limited and the abilities of managers do not give them more opportunities to regularly make marketing audits, our study identified the main two factors that will be most influential on the result. After all, a positive

effect from a marketing audit will only be if it is carried out on a systematic basis, so if these two factors are singled out for constant monitoring, and the rest as an addition, then a small business will have good performance.

The rest of the article is provided as follows: Section2 describes the hypothesis; Section3 Methodology; In Section4 we provide Data Analysis and Results; finally, in Section 5 conclusions are made.

2. The proposed study

The proposed study of this paper examines the following hypothesis:

Hypothesis: *External and internal factors that affect business operations are an important part of marketing audit.*

This section characterizes the six factors of marketing audit, and then we built hypotheses to prove our assumptions. Proofs of this section are provided in section 4. Data Analysis and Results. In this section, we briefly provide the literature revised for every factor. We assume that all factors are important and have influence on the results of small business. We check it with the SmartPls program, and to provide a full characterization of the solution.

2.1. The marketing audit and results of small business

We started our research with a hypothesis of how marketing audit influences small business and then we check, assess each factor, and find the most influential and important among the rest, which requires more attention from the owner of the business. The complexity of the marketing audit implies coverage of all areas of the enterprise from a single point of view - a marketing approach to organizing the work of the enterprise. The ultimate goal of the marketing audit is when the flow of customers in the business comes faster, brings maximum benefit to the company, remains satisfied and leaves with the assurance that a valuable acquisition for money has been made where employees are satisfied (Wilson, 2002). The introduction of the marketing audit began in the late 1950s and is associated with seminal works by Shuchman (1959), Sessions (1959), Oxenfeldt (1959), and Crisp (1959) were included. In the report, the marketing audit is defined as a systematic, critical, and impartial review and appraisal of the total marketing operation. (Shuchman, 1959). Kotler (1967) described the concept of a system as a level audit and agreed with the definition that marketing audit is not only a tool for correcting business mistakes, but also a tool to improve systems.

Naylor and Wood (1978) supported the essential influence of marketing resources on growing profit of business. In their research paper Capella and Sekely (1978) noted some problems in an effort to conduct marketing audits in companies, and these weaknesses of marketing audit today are: 1) the lack of information necessary for the audit 2) and misunderstanding between auditors and the management. According to Mokwa (1986), the marketing audit is deeper than just marketing control and it is a chance to change the organization's policy system and create innovation mechanisms in the organization. To successfully conduct a marketing audit, it is important to include external assessment, such as customers, prospects, competitors, supply chain systems and the like (Castle, 1988). Outside specialists may produce objective and independent results; mention Boyd and Walker (1990). The marketing audit can help to find a new fresh idea for marketing tools (Levy, 2017). Intelligence Generation i.e. collection and analysis of external and internal information has been noted in the works Kohli, Jaworski, and Kumar (1993), which helps in organizing decision making. The importance of information as an organizational capability to process and distribute (Ottum & Moore, 1997), influences business performance, management decision evaluation, decision making and style (Deshpande & Zaltman, 1987). The basis for organization of marketing audit was provided by Kotler, Gregor, and Rogers (1989), since then scientists have contributed to practical and conceptual improvement of marketing audit (Brownlie, 1993). As noted by Rothe, Harvey, and Jackson (1997), the ideal marketing audit should follow the same standards that apply to financial audits. A marketing audit should begin with the company's marketing goals, followed by an assessment of marketing plan implementation. (Kotler, 1967). A marketing audit should cover the company's sustainable marketing situation, including the macro and micro environment, advertising activities, advertising organization, advertising systems, advertising effectiveness, and marketing functions. (Kotler, 1997). For firms, it is necessary to have criteria, expectations, because (Wilson, 2002), after the audit, which will consist of a checklist for collecting data on the marketing operations of companies, it will be necessary for the auditor to compare them. Rothe et al. (1997), described globalization of the Marketing Audit. They said that the domestic environment is an important part for adequate assessment of marketing audit. Additional attention needs to be paid to the type of country, cultural difference, level of economic development and these measures are very important in order to accurately portray marketing audits. (Hall, 1992; Lusch & Harvey, 1994). Marketing audit should also pay attention to the intangible assets: 1) Market reputation 2) Customer loyalty, quality of customer service 3) relationship with suppliers and customers (Hall, 1993). Small businesses intending to improve their position on the market need to analyze their marketing function and main role in this lies on the owner. Modern marketing is changing in accordance with the current conditions. (O'Sullivan & Butler, 2010)

H₁. *Systematic marketing audit has a positive effect on small businesses.*

2.2. External factors of marketing audit

Previous research on “perception,” “responding” (seizing) and “reconfiguration” activities reveals the need for these tools as gauges of evaluative processes, small business capabilities, by which owners and employees scan information about the environment, opportunities, such as the adoption of new management methods and renewal of business processes. These categories can measure a firm’s capability (Teece’s, 2007). The first three factors measure dynamic capability, which can be tested through a survey and the results of a marketing audit will show and provide a clear blueprint for the actions a small business can take to secure its position in the market. Many researches prove that, the better the dynamic abilities are structured, the more effectively they bring advantages to the company. The nature and justification of the micro-foundations of dynamic capabilities are necessary to maintain a higher competitiveness of the entrepreneurial structure. Dynamic capabilities are defined as the ability of a small business to integrate, create and adjust internal and external competencies in response to rapid environmental change (Teece, Pisano & Shuen, 1997). One element of dynamic capabilities (Teece, 2009) is recognition of opportunities, such as the expansion of new markets. This list of questions is important as it relates to the firm’s response to external and internal factors that affect business operations. An employee who is in direct contact with the client and who has better information about the product, its strengths and weaknesses, has a better result than an employee who does not analyze and does not own information. The speed of the manager’s reaction to new changes and tracking trends is another indicator of business performance. Companies that have several sales channels (including online), independent of each other, provide a wider sales market, the importance of having social networks, being recognizable and not tied to a specific place of sale, today is one of the important indicators of a stable business.

H₂: *Perception (sense) has a positive effect on small business performance.*

H₃: *Responding to opportunities has a positive impact on improving the performance of small businesses.*

H₄: *Reconfiguration of resource base has a positive impact on small business performance.*

2.3. Internal factors of marketing audit

Customer care and the role of employees in small business and supply chain are one of the main parts in our research to help improve the results of small business. Caring for the client and knowing his needs is the main point of the company’s activity. The basis of any customer-oriented business is personal contact with him, which is one of the advantages in a small business, since here he is directly in the market itself and can see the needs of the client. Therefore, this part of the survey was considered as one of the most important and was included in the list for conducting a marketing audit at a small enterprise. Marketing training and customer care training is important in the consumer market. The employees are a fund of talent and initiatives that is used in customer relationships, and they create the company’s image. Their behavior can affect the profitability and efficiency of the business itself. The basis of any customer-oriented business is personal contact with them. One of the most important tasks in business success is proper supply chain. This part of the business process is one of the most significant in successful business. The importance in the process of the consumer market is both customers and employees; therefore, it is important for a small business to hear its employee who sees the shortcomings and opportunities of the business. Employees who are involved in one way or another in communication with the client are often a mirror image of the position of management. Considering that the human factor will always be here, employees can behave differently depending on situations, which is not always possible from the perspective of customer care service, so the importance of monitoring and receiving feedback from customers can, more than ever, help management respond to situations in time, which can lead to irreversible consequences. Today, an enterprise that uses digital marketing, has its own online store in the form of a website or Instagram page, has more opportunities and a wider sales market, due to an additional audience of customers who find them sitting at home, not being in the store. Today, business processes that implement the latest best practices in their sector are more efficient, so the owner must take this part of the responsibility. Marketing involves meeting the needs and desires of customers. In a small business where the consumer market is saturated with the same offers, the importance of analyzing and building a working strategy is crucial in building an efficient and profitable business. Knowledge about your client is part of the marketing audit in bringing maximum benefit to the company.

H₅: *Caring for the client and knowing his needs has a positive effect on performance.*

H₆: *The right Supply chain system has a positive effect on performance.*

The importance of finding out the reason for the loss of a client, correcting it, can be important for the entire business cycle. A thorough and consistent marketing audit will give a business the opportunity to identify the cause and change the situation. Knowledge about your client is the basis of any type of business, it is also the ability to build the right marketing strategy aimed specifically at your client, this is also understanding the market and covering needs and forming a stock.

H₇: *Analysis of benefits and losses has a positive effect on performance.*

3. Methodology

This section proposes the conceptual framework of our research. We describe our procedure for checking hypothesis, (3.2 Procedure), then we give information about the questionnaires (3.3 Measurement). In section 3.4 Data collection and Analysis, we briefly provide information about SmartPIs program and the analysis of our questionnaires.

3.1 Conceptual framework

Having analyzed the points made by the SME owners, we used questionnaire responses for creating hypotheses about positive influence between marketing audit and small business. The planned marketing is one of the effective steps for survival of a small business. One of the reasons why small businesses fail is when they use marketing of big business. The main idea is to highlight the importance of marketing audits for small businesses. Business owners can conduct self-audit and analyze the real situation of a business. Small business has limited funds for marketing (Carson, 1993; Carson & Cromie, 1989) and one of the reasons why owners should have necessary skills in marketing and be more informative in their own sphere. The idea that all products have their own market is wrong for small businesses (Scarborough & Zimmerer, 2003) and that is why many small companies have fallen down in the first year. One of greatest potential for small business lies in the examination of the marketing implementation and making marketing audits in time. Marketing audit consists of a checklist, the answer will provide information about the real condition of business. Owners of small businesses can use this information, compare with expectation goals, and make corrections in marketing action to improve the situation in business. The information for creating questionnaire for making marketing audit of small business were noted in early research works, such as Kotler (1977), McConnell (1978), McDonald (1982), Berry, Conant, and Parasuraman (1991) Brownlie (1993), Parkinson and Zairi (1993), Wilson (2002).

In the research paper, we used a diagnosis questions checklist. (Appendix1, Table 1). The answers to these questions give information about the real situation in the marketing side of business. From the analysis of the owner's answers, we will be able to give guidelines for improvement. In order to assess the value of marketing audits as a tool to improve business as a whole, this study was conducted among owners of small businesses in Kazakhstan, and answers to a checklist of questions were compared with other successful businesses. This study was conducted in Kazakhstan, Almaty city. This city was selected because it is the biggest economical and financial center of Kazakhstan, combining various economic and political aspects of the vision of work. Within the framework of this study, the question was posed whether it is possible for business owners to independently conduct a marketing audit and see with the help of it the future development of the business. The focus group of this study are small private enterprises (number of employees ≤ 50). This study is the first pilot study to measure the marketing abilities of a small business in an emerging market. In view of the fact that the sample was randomized, as well as taking into account the above principles of sampling, it is assumed that the results are important for Kazakhstan. This work is an attempt to apply marketing audits for small enterprises. Theoretically, in small companies, each employee-owner can independently assess the state of the market, competitors and the capabilities of his company. For small businesses, where the marketer and the manager in particular act as one person, such qualities as strategic marketing management and dynamic abilities are very important.

3.2 Procedure: The marketing audit of SME

Aren't SMEs too profit-focused to spend time identifying a potentially more profitable future by analyzing the potential and future markets available to them? In our study, we tried to analyze a small business by narrowing it down to a micro level, where the number of employees will be less than 50 people and the main activity is related to the consumer market (purchase and sale). The results of a marketing audit will allow you to see how effectively and correctly the path in business has been chosen. The main goal of any business is to make a profit, so the main basic variables reveal how successful and profitable the business is now, then the questions related to identifying the variables due to which the company has such a result are asked. A marketing audit has a strong advantage - it requires a minimum of resources and is often free, because for small businesses this item is a decisive factor. Analysis after the marketing audit will reflect the current position in the market and help to consolidate and analyze the company's resources. Based on the statistical analysis made for small businesses, the main share of small businesses in Kazakhstan are companies involved in the sale and purchase of clothing, footwear, and basic consumer goods, the consumer buyers' market. We developed a questionnaire and sent it to representatives of small businesses. According to the data received, we conducted interviews among owners and employees of small businesses. The questionnaire was developed in two versions (online and paper) and was sent to 200 enterprises. Today, there are more than 20 large trade facilities in the city. Each shopping center is located in different parts of the city, depending on price categories, the size of the leased area and rental rates. Considering that we are analyzing a micro-small business that cannot afford to rent a large premise, keep a staff of more than 50 people, our sample was reduced and, taking into account these parameters, we distributed questionnaires in the three largest shopping malls located in non-central areas where a large percentage of small businesses of the consumer market are concentrated.

The questionnaire was compiled and sent out via WhatsApp; if an email address was available, a link was sent to Google Drive, where the online version of the questionnaire itself was stored. In the absence of an e-mail address or if the enterprise wanted to receive a paper version, the questionnaire was printed out and distributed directly to the heads of small enterprises. Despite the convenience of the online version of the questionnaire, many preferred not to use the online version, but asked for the paper version, which showed distrust of social networks, inability to use modern means of information exchange, online resources and the readiness of small businesses for new types of communication, which showed another important factor that hinders the development of small businesses.

3.3 Measurement

The list of questions that, according to our data, can affect the result of the company, was divided into points, within which there were questions related to these variables: response, perception, reconfiguration, customer care, supply chain system, analysis of benefits and losses. There were 38 questions in total, of which eight questions determined how effective and profitable the business is at this stage of testing. The remaining 30 questions were for understanding the relationship and identifying the most vulnerable areas that have a greater impact on the performance of business. The questionnaire was designed for respondents, without division into sectors, so that the answer was more independent, and so that the participant could not give a socially desired answer. Questions to the questionnaires were taken from the works of Vorhies and Morgan (2005) on market efficiency and current profitability; and other questions were taken from the book by Wilson (2002). The questions from the listed authors were adjusted and adapted, taking into account small business and the specifics of conducting it among small business owners. All factors were measured on a 5-point scale in comparison with the previous period (from much worse to much better), as it revealed more and gave a clearer picture of the real situation of small businesses.

3.4 Data collection and analysis

The data was collected during December 2021 from representatives of small businesses in Almaty. As a result, 144 responses were received (37 responses to the online version and 107 responses to the paper version), of which, after cleaning the data, 100 responses remained. The overall response rate was 70%. Data cleansing included the removal of database articles containing more than 50% of missing values, as well as responses with response standard deviations below 0.5. The latter value showed that the survey participant was likely to answer superficially, choosing almost the same answers, regardless of the question posed. The average age of the participant was 33.67 years. In order to test the model, the SmartPLS™ program was used, which allows to test both formative and reflective factors (Hair, Black, Black, Babin, & Anderson, 2010). The choice in favor of this software and this method was made, firstly, because of the relatively small sample size (Sun, Fang, Lim., & Huang, 2012). Secondly, this method represents the second generation of modeling by structural equations and allows calculating both the factor loading for reflective factors (factor loading) and the factor weight for formative factor models (factor weight) (Fornell & Bookstein, 1982). We checked these questionnaires for reliability, validity and consistency.

4. Data analysis and results

This section describes all procedures to affirm the hypothesis. We first checked the reliability and validity of the questionnaire (Section 4.1), then we showed Discriminant Validity by Fornella-Larker criteria and Heterotrait-monotrait (HTMT) (Section 4.2). Next, we describe our results, and prove our assumption about main factors of marketing audit in small business, and introduce these results (Section 4.3)

4.1. The reliability and validity of the questionnaire

Drawing on previous literature, this study uses the classical statistical tests, to estimate data from questionnaires. Our skewness and kurtosis are between -1 and 1, meaning that the supply chain is moderately skewed, and our used data from questionnaires is right. The use of Cronbach's alpha-coefficient allowed to determine the internal consensus of the survey questions (individual indicators) and its authenticity. The reliability scale obtained with the help of the alpha-coefficient Cronbach in our study is presented in Table 2.

Table 2
Reliability and validity of the survey items

Variable	Cronbach α	rho α	Composite Reliability	AVE
Analysis of benefits and losses	0.843	0.862	0.889	0.619
Current profitability	0.951	0.963	0.965	0.872
Customer care	0.836	0.951	0.880	0.597
Supply chain	0.814	0.883	0.871	0.581
Market efficiency	0.886	0.914	0.924	0.756
Perception	0.854	0.887	0.893	0.625
Reconfiguration	0.888	0.907	0.918	0.693
Response	0.853	0.858	0.895	0.630

Note: * Ideal Cronbach's Alpha values should be between 0.70 and 0.95. ** The coefficient rho α returns a mean value between Cronbach's Alpha (AC) and Composite Reliability (CR) [89]. Criteria for good measurement: *AC > 0.7, **rho α > 0.7, ***CR > 0.7, ****AVE > 0.5 (Dijkstra, 2015)

Our variables range from 0.814 to 0.95, which confirms the adequacy of the data scale. The Composite Reliability ratio reflects the level of internal compatibility of all variables. The value of the coefficient of reliability should be above 0.7. As can be seen from the table, the Composite Reliability value has a high index of 0.87 to 0.965. Accuracy of bid-based appreciation is valued by the magnitude of the deviations of each of the independent variables and their indicators (Average Variance Extracted (AVE)). It varies from 0 to 1. The value of AVE must be greater than 0.5 (Hair, Hult, Ringle, & Sarstedt, 2016) Our AVE from 0,581 and 0,872. This means that the level of internal compatibility of all variables is very high. Overall, we conclude that our measures demonstrate good measurement properties (Churchill, 1979; Cortina, 1993; Wong 2013).

4.2. Discriminant validity: Fornella-Larker criteria, heterotrait-monotrait (HTMT)

The next indicator needed to test the structural model is Fornella-Larker. Table 3 shows the results of the Fornella-Larker criteria.

Table 3
Fornella-Larker criteria

Variable	A	B	C	D	E	F	G	H
current profitability (A)	0.934							
customer care (B)	0.486	0.773						
Supply chain (C)	0.745	0.737	0.762					
analysis of benefits and losses (D)	0.466	0.604	0.742	0.787				
market efficiency(E)	0.886	0.508	0.726	0.563	0.87			
perception (F)	0.602	0.714	0.834	0.724	0.643	0.791		
reconfiguration (G)	0.577	0.727	0.693	0.688	0.702	0.693	0.832	
response (H)	0.866	0.532	0.673	0.532	0.856	0.651	0.725	0.793

That is, from the maximum correlation of the variables in the model with any other variable, we see that each variable is higher than the square root of AVE, except correlation perception-supply chain, which has a deviation. The square root of AVE for figures should be higher than its correlation with other numbers. In our analysis they have stable results, except perception. Next, we checked these results with HTMT criteria.

Table 4 shows the measure for discriminant validity is Heterotrait-Monotrait (HTMT) ratio of correlation.

Table 4
HTMT criteria

Variable	A	B	C	D	E	F	G	H
current profitability (A)								
customer care (B)	0.474							
Supply chain C	0.804	0.865						
analysis of benefits and losses (D)	0.493	0.704	0.870					
market efficiency(E)	0.937	0.604	0.813	0.635				
perception (F)	0.619	0.835	0.992	0.832	0.705			
reconfiguration (G)	0.614	0.766	0.771	0.772	0.777	0.784		
response (H)	0.941	0.555	0.744	0.620	0.964	0.716	0.839	

The HTMT results where the values HTMT >0.85 (in bold) indicated discriminant validity problems. In our research, the HTMT value is significantly different from the one that is recommended. According to the research by Dijkstra, T. K., & Henseler, J. (2015), we accept how conservative we want to be in assessing discriminant validity and how confident we are regarding the uniqueness of the data. We allowed a more liberal cut-off value of 0.9 and above, not equal to 1.

4.3. The model of marketing audit in conceptual representation of hierarchical components

For the marketing audit, we used a second-order composite model index (Wetzels et al., 2009) (type II: reflective-formative type). We conceptualized the hierarchical component model by reusing the explicit variables (i.e., indicators) underlying the first-order reflexive data (Tenenhaus, Vinzi, Chatelin, & Lauro, 2005). According to the results in Table 5, we consider the six factors of marketing audit to meet the relevant reliability criteria.

Table 5
Reliability and validity of the Marketing Audit

Variable	Cronbach α	rho α	Composite Reliability	AVE
Marketing Audit (MA)	0.957	0.964	0.961	0.459
analysis of benefits and losses	0.843	0.864	0.890	0.621
customer care	0.836	0.866	0.883	0.604
Supply chain	0.814	0.865	0.871	0.582
perception	0.854	0.860	0.895	0.630
reconfiguration	0.888	0.902	0.918	0.693
response	0.853	0.873	0.893	0.626

Marketing audit second-order index displays a Cronbach's α of 0.957 which indicates high reliability, the composite reliability is 0.961 and, thus, above the acceptable threshold. The results describe only one issue with AVE, our AVE is at 0.459, the second-order index is less than 0.5, which may be problematic. However, in his research work Hatcher (2007) describes that reliability can be acceptable even if AVE estimates are less than 0.50. Given the ideal Cronbach's alpha, the good composite reliability and significant factor loadings, we conclude that the properties of the marketing audit index are acceptable.

4.4. Hypothesis testing

Now, we tested the model of marketing audit, which consists of the following components: response, perception, reconfiguration, customer care, Supply chain system, analysis of benefits and losses. The components combine to produce the Marketing audit and changes in the components would lead to a change in the underlying meaning of the data. Table 6 illustrates the model of marketing audit.

Table 6

The components of marketing audit

Control variables	Beta (β)	Mean	SD	t statistics	P	Decision
perception-MA	0.205	0.205	0.013	15.893	0.000	Supported
responding-MA	0.178	0.178	0.017	10.251	0.000	Supported
reconfiguration-MA	0.222	0.222	0.012	19.217	0.000	Supported
analysis of b/l-MA	0.186	0.186	0.016	11.661	0.000	Supported
customer care-MA	0.179	0.179	0.016	11.265	0.000	Supported
Supply chain -MA	0.189	0.189	0.012	16.0661	0.000	Supported

The components are not interchangeable; that is, the components do not have the same content and describe significantly different marketing audit influence categories, which cannot substitute each other. Each of the factors represents features of marketing audit that could be separate important components for small business but remain important parts of marketing audits. We ran an analysis on the full model of marketing audit, tested Hypothesis 1. The results are illustrated in Table 7.

Table 7

Results of tested Hypothesis 1

Control variables	Beta (β)	Mean	SD	t statistics	P	Decision
MA-current profitability	0.734	0.738	0.041	17.957	0.000	Supported
MA-market efficiency	0.797	0.802	0.033	24.072	0.000	Supported
analysis of b/l-MA	0.161	0.158	0.012	13.445	0.000	Supported
analysis of b/l-current profitability	0.118	0.116	0.011	11.163	0.000	Supported
analysis of b/l-market efficiency	0.128	0.126	0.009	13.875	0.000	Supported
customer care-MA	0.149	0.149	0.016	9.484	0.000	Supported
customer care-current profitability	0.109	0.110	0.012	8.943	0.000	Supported
customer care-market efficiency	0.119	0.119	0.014	8.733	0.000	Supported
Supply chain-MA	0.206	0.207	0.013	16.132	0.000	Supported
Supply chain-current profitability	0.151	0.153	0.011	14.944	0.000	Supported
Supply chain-market efficiency	0.164	0.166	0.011	14.813	0.000	Supported
perception-MA	0.191	0.191	0.013	14.908	0.000	Supported
perception-current profitability	0.140	0.141	0.013	10.922	0.000	Supported
perception-market efficiency	0.152	0.153	0.012	12.687	0.000	Supported
reconfiguration-MA	0.213	0.210	0.013	16.352	0.000	Supported
reconfiguration-current profitability	0.156	0.155	0.012	12.960	0.000	Supported
reconfiguration-market efficiency	0.170	0.168	0.012	14.342	0.000	Supported
responding-MA	0.242	0.243	0.016	15.007	0.000	Supported
responding-current profitability	0.177	0.179	0.016	11.143	0.000	Supported
responding-market efficiency	0.193	0.195	0.015	12.715	0.000	Supported

The results Table 7 show that the impact of marketing audit on both performance measures is strong and have direct correlation. The effect of marketing audits on the firm's profitability turns positive (interaction effect $\beta=0.734$, $p=0.00$). Our results of a positive influence marketing audit on small business are $\beta=0.797$, $p=0.000$ for market efficiency and $\beta=0.734$, $p=0.000$ for current profitability. Thus, Hypothesis 1 is supported. The beta coefficient is in the range of 1. This indicates that, first of all, the dynamics of marketing audit correlates with the dynamics of business performance. That is, it moves in general in one direction, if a marketing audit is carried out more often, then business performance also grows.

Table 8

Results of marketing audit factors

Hypothesis	Independent variables	Dependent	Beta (β)	Mean	SD	t	P	Decision
H7	analysis of b/l	ME	0.002	0.006	0.081	0.026	0.979	Not Supported
H7	analysis of b/l	CP	-0.144	-0.146	0.068	2.137	0.033	Supported
H5	customer care	ME	0.047	0.047	0.074	0.635	0.526	Not Supported
H5	customer care	CP	-0.086	-0.083	0.067	1.284	0.200	Not Supported
H6	Supply chain	ME	0.303	0.307	0.124	2.446	0.015	Supported
H6	Supply chain	CP	0.630	0.635	0.095	6.635	0.000	Supported
H2	perception	ME	-0.114	-0.112	0.119	0.956	0.340	Not Supported
H2	perception	CP	-0.162	-0.159	0.091	1.783	0.075	Not Supported
H4	reconfiguration	ME	0.051	0.055	0.093	0.551	0.582	Not Supported
H4	reconfiguration	CP	-0.151	-0.153	0.086	1.744	0.082	Not Supported
H3	response	ME	0.665	0.654	0.099	6.707	0.000	Supported
H3	response	CP	0.772	0.771	0.066	11.751	0.000	Supported

Note: CP- current profitability, ME- market efficiency, analysis of b/l.- analysis of benefits and losses; Beta β , t, t-statistics value; P value < 0.05;

The next step in our research is to test all six factors, how they independently affect the profitability and efficiency of the business. Table 8 illustrates the results of our study to identify the main factors of marketing audit, which has the strongest impact on small business performance. We also analyzed every indicator on relative importance in Table 10 (Appendix 1) and checked indicator contribution to construct model marketing audit Table 9 (Appendix 1).

H2, H3, H4 evaluate external and internal factors as an important part of marketing audit. They assess three components: the ability to notice changes (perception), the ability to respond to opportunities (response) and the ability to achieve a result by reconfiguring the resource base (reconfiguration)). The results revealed that responding opportunities has a significant effect on market efficiency and profitability (Beta (β) =.665, $t=6.707$, $p=0.000$ for ME, Beta (β) =.772, $t=11.751$, $p=0.000$ for CP) in support of H3.

Our results show that all three factors do not affect the performance and profitability of the company, hypotheses 2 and 4 are rejected and hypothesis 3 is confirmed. The dynamic capabilities do not significantly influence profitability and effectiveness. These results are supported by Eisenhardt and Martin's (2000) research that the dynamic capabilities do not necessarily lead to improvement.

We conclude that responding has a positive influence on small business performance. Business owners remind existing customers that they are important by analyzing their wishes and complaints. Customers are more likely to be loyal if there is a fast response to their concerns. Quick response on sold products may also guarantee quality and care. Response to online requests also gives more opportunity to improve performance.

H5, H6, H7 evaluate internal factors as an important part of marketing audit. The results revealed that supply chain has a significant effect on market efficiency and profitability of small business (Beta (β) =.303, $t=2.446$, $p=0.000$ for ME, Beta (β) =.630, $t=6.635$, $p=0.000$ for CP) is positive and significant in support of H6.

The main aim of the supply chain provides goods for customers under set criteria, such as quantity, time and price. Distributors are a kind of value that grows if the system is properly integrated into the market structure (Wilson, 2003).

4. Conclusion

In summary, marketing audit is a very important part for business, and for small business is one of the ways to grow and make right decisions not only in the marketing sphere but also in all business cycles. Periodic performance of marketing audits is one of important conditions for successful business. Marketing audit should be comprehensive, objective and systematic. It should be used as an integral part of the marketing planning process (Wilson, 2002). The marketing audit can give new opportunities, new views into marketing efforts with a fresh perspective. (Levy, 2017). Marketing audit provides an opportunity to stop, look at what has been achieved, analyze and choose the right strategy for the business. Motivated with this definition, this article asks two simple but important questions: How does marketing audit influence small business? Which factors are more effective? Our findings highlight that it is important to provide systematic marketing audits and identify the most influential factors that require more attention for positive results. We found the two most influential factors that will facilitate the task of conducting the marketing process. Since the main advantage of the audit is its regularity and for small businesses there are difficulties with resources, paying attention to at least these two factors, small businesses will have better results than not conducting an audit at all.

In our study of small businesses in Kazakhstan, many business owners continue to overestimate the effectiveness of their marketing programs, do not conduct a marketing audit and are too optimistic about the market without assessing the consumer, market and product. In this regard, many small businesses that do not receive income in the first years are closed or reduced in volume. Small business leaders can understand their market and get good results by understanding current marketing processes, planned and careful implementation of more reliable marketing procedures, all this they can get if they introduce into the practice of conducting independent and ongoing marketing audits in communication with their employees. In our study, we set the main task of testing the effectiveness of the current marketing practices used by small businesses in Kazakhstan. By collecting this information, we have sought to provide data and information to understand the gaps and importance of learning marketing tools at the most vulnerable level of small businesses. At this stage, there is a potential need for training marketing to owners of small businesses. Kazakhstan has state programs to support small businesses. There is the National Chamber of Entrepreneurs of the Republic of Kazakhstan "Atameken," which has training programs for entrepreneurs. Unfortunately, all these programs do not reach the addressees and many do not know about them, so this is one of the important parts of the future research, this is how to convey relevant information to small businesses, conduct training programs, and conduct them at the locations of small enterprises. Programs could provide several stakeholders with a framework on which to promote small business development through proper marketing; uncover opportunities to create sustainable and customer relationship management experiences for both existing and potential entrepreneurs. Nowadays, small businesses are paying a lot of attention to the existing customer base, not trying to expand or understand why the customer base is not increasing but decreasing. By doing so, they cannot better understand the "true" nature of their customers and may not be able to reap the benefits. Perhaps more importantly, small businesses continue to use the same go-to-market

methods while failing to respond quickly to new and emerging market opportunities. A small business is unique in that it sees and encounters the customer and is near the market where it seeks to sell and sell.

Considering that the owner of a small business is both a marketer, a manager and a logistician all rolled into one, it is the result that depends on him, how flexible he is, how fast he reacts to the new, in order not to stop there, using familiar and new methods to enter the market. To fully interact with their customers, small businesses need to maintain quality records, use databases, and constantly analyze and evaluate the methods they used to market their products and services more systematically and scientifically. The rapid development of digital and social media requires all organizations to communicate effectively and be up to date in an ever-expanding marketplace. For managers, our findings have an important message, it is a call for activity: make a systematic marketing audit and pay more attention to “response” and “supply chain.” Our study suggests that response and supply chain are an important part of marketing audit, and they are a key of marketing audit, which give more benefits for owners. We hope that future researchers can build on the factors of marketing audit that we highlight.

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Appendix 1

Table 1

Questionnaires

1. Market Efficiency-Dependent Variable

Statements	Much worse (1)	Somewhat worse (2)	Stayed the same (3)	Somewhat better (4)	Much better (5)
Growth of our company compared to previous periods					
Growth in sales revenue					
Increasing sales with existing customers					
Do we have enough skills and resources to open another branch					

2. Current profitability Dependent variable

Statements	(1)	(2)	(3)	(4)	(5)
Recent Profit Increases					
This year's income compared to previous periods					
using profit as a source of current financing					
Willingness to invest current profit in a new product					

3. Perception

Statements	(1)	(2)	(3)	(4)	(5)
My employees are involved in the analysis process and are aware of the strengths and weaknesses of my business					
We follow the latest trends and quickly respond to changing customer needs.					
We spend part of the profit to attract a new client					
We have a social network (Instagram, web-site, telegram) and it brings sales					
Our contingency planning that we can currently use					

4. Respond

Statements	(1)	(2)	(3)	(4)	(5)
we respond to shortcomings identified by employees					
we change our way of working when customer feedback gives us reason to change.					
We implement best practices in our sector					
We follow new social media trends and change with them by investing in digital marketing					
use information obtained from the market					

5. Reconfiguring

Statements	(1)	(2)	(3)	(4)	(5)
We introduce a new type of marketing if the old one does not work					
We analyze our business and introduce a new strategy					
Our Aligned Marketing Efforts with Sales					
Our knowledge of the potential size and profitability of the business					
Our marketing efforts are integrated and monitored					

6. Market communications (Customer care)

Statements	(1)	(2)	(3)	(4)	(5)
Analysis of customer complaints in order to identify unacceptable work on the part of employees					
each employee has a clear understanding of their responsibilities					
Our system of remuneration and encouragement for the attentiveness and care of employees to the client					
Costs for staff training, mentoring method					
Our knowledge of customer needs and the ability to quickly respond to them					

7. Supply chain system and product range

Statements	(1)	(2)	(3)	(4)	(5)
How regularly do we monitor the profitability of our employees					
Do we refuse the services of employees who do not make a profit					
Are there seasonal fluctuations in inventory?					
The range of our goods covers the needs of the client					
marketing communication lately in our business					

8. Analysis of benefits and losses

Statements	(1)	(2)	(3)	(4)	(5)
our price lists/offers/products are delivered on time to customers					
loss of customers due to not conveying the value of our product					
We know our target customer					
Our advantageous offers for customers					
Our current marketing strategy					

Table 9
Results of Outer Loadings (Mean, STDEV, T-Values, P-Values)

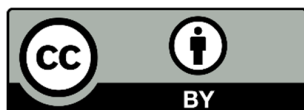
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
analys.of.b.l_1 ← analysis of benefits and losses	0.780	0.779	0.043	18.265	0.000
analys.of.b.l_1 ← Marketing Audit	0.678	0.675	0.045	14.957	0.000
analys.of.b.l_2 ← analysis of benefits and losses	0.727	0.717	0.063	11.553	0.000
analys.of.b.l_2 ← Marketing Audit	0.483	0.482	0.057	8.443	0.000
analys.of.b.l_3 ← analysis of benefits and losses	0.825	0.824	0.048	17.254	0.000
analys.of.b.l_3 ← Marketing Audit	0.645	0.643	0.066	9.839	0.000
analys.of.b.l_4 ← analysis of benefits and losses	0.905	0.904	0.021	43.890	0.000
analys.of.b.l_4 ← Marketing Audit	0.737	0.732	0.041	17.849	0.000
analys.of.b.l_5 ← analysis of benefits and losses	0.802	0.795	0.042	18.961	0.000
analys.of.b.l_5 ← Marketing Audit	0.516	0.513	0.061	8.504	0.000
current.proff_1 ← current profitability	0.909	0.909	0.011	81.879	0.000
current.proff_2 ← current profitability	0.913	0.913	0.011	82.682	0.000
current.proff_3 ← current profitability	0.764	0.760	0.042	18.030	0.000
current.proff_4 ← current profitability	0.880	0.882	0.031	28.142	0.000
customer.care_1 ← Customer care	0.914	0.915	0.015	60.957	0.000
customer.care_1 ← Marketing Audit	0.809	0.812	0.025	32.555	0.000
customer.care_2 ← Customer care	0.907	0.907	0.014	63.025	0.000
customer.care_2 ← Marketing Audit	0.789	0.792	0.031	25.287	0.000
customer.care_3 ← Customer care	0.832	0.830	0.040	20.929	0.000
customer.care_3 ← Marketing Audit	0.773	0.772	0.035	22.348	0.000
customer.care_4 ← Customer care	0.771	0.770	0.041	18.719	0.000
customer.care_4 ← Marketing Audit	0.711	0.712	0.037	19.155	0.000
customer.care_5 ← Customer care	0.912	0.912	0.012	73.202	0.000
customer.care_5 ← Marketing Audit	0.814	0.817	0.029	27.991	0.000
Supply chain.system_1 ← Supply chain	0.899	0.898	0.018	50.446	0.000
Supply chain.system_1 ← Marketing Audit	0.895	0.894	0.013	68.116	0.000
Supply chain.system_2 ← Supply chain	0.915	0.913	0.016	57.913	0.000
Supply chain.system_2 ← Marketing Audit	0.831	0.828	0.033	25.454	0.000
Supply chain.system_3 ← supply chain	0.681	0.675	0.062	10.935	0.000
Supply chain.system_3 ← Marketing Audit	0.460	0.457	0.063	7.319	0.000
Supply chain.system_4 ← supply chain	0.609	0.605	0.072	8.441	0.000
Supply chain.system_4 ← Marketing Audit	0.501	0.499	0.059	8.517	0.000
Supply chain.system_5 ← supply chain	0.653	0.648	0.060	10.919	0.000
Supply chain.system_5 ← Marketing Audit	0.586	0.581	0.060	9.830	0.000
market.effic_1 ← market efficiency	0.944	0.944	0.009	102.468	0.000
market.effic_2 ← market efficiency	0.942	0.943	0.008	117.822	0.000
market.effic_3 ← market efficiency	0.662	0.658	0.063	10.587	0.000
market.effic_4 ← market efficiency	0.900	0.899	0.015	59.336	0.000
perception_1 ← perception	0.758	0.758	0.063	12.017	0.000
perception_1 ← Marketing Audit	0.646	0.649	0.078	8.313	0.000
perception_2 ← perception	0.813	0.811	0.039	20.647	0.000
perception_2 ← Marketing Audit	0.687	0.684	0.060	11.540	0.000
perception_3 ← perception	0.803	0.796	0.037	21.635	0.000
perception_3 ← Marketing Audit	0.581	0.575	0.058	10.054	0.000
perception_4 ← perception	0.768	0.764	0.040	19.000	0.000
perception_4 ← Marketing Audit	0.616	0.609	0.052	11.938	0.000
perception_5 ← perception	0.823	0.826	0.037	22.498	0.000
perception_5 ← Marketing Audit	0.814	0.816	0.032	25.605	0.000
reconfiguration_1 ← reconfiguration	0.723	0.722	0.053	13.716	0.000
reconfiguration_1 ← Marketing Audit	0.599	0.593	0.065	9.194	0.000
reconfiguration_2 ← reconfiguration	0.910	0.910	0.018	51.729	0.000
reconfiguration_2 ← Marketing Audit	0.862	0.860	0.026	32.730	0.000
reconfiguration_3 ← reconfiguration	0.868	0.866	0.024	36.341	0.000
reconfiguration_3 ← Marketing Audit	0.721	0.718	0.051	14.077	0.000
reconfiguration_4 ← reconfiguration	0.820	0.817	0.028	28.805	0.000
reconfiguration_4 ← Marketing Audit	0.675	0.672	0.053	12.771	0.000
reconfiguration_5 ← reconfiguration	0.829	0.827	0.034	24.735	0.000
reconfiguration_5 ← Marketing Audit	0.742	0.739	0.044	16.751	0.000
responding_1 ← responding	0.763	0.760	0.042	18.074	0.000
responding_1 ← Marketing Audit	0.580	0.580	0.064	9.079	0.000
responding_2 ← responding	0.846	0.847	0.019	43.572	0.000
responding_2 ← Marketing Audit	0.739	0.740	0.042	17.568	0.000
responding_3 ← responding	0.731	0.730	0.052	13.964	0.000
responding_3 ← Marketing Audit	0.561	0.560	0.083	6.744	0.000
responding_4 ← responding	0.815	0.816	0.032	25.427	0.000
responding_4 ← Marketing Audit	0.813	0.813	0.037	22.208	0.000
responding_5 ← responding	0.802	0.800	0.040	20.133	0.000
responding_5 ← Marketing Audit	0.752	0.751	0.055	13.793	0.000

The table illustrate information about every indicator (see in the Figure 2) absolute contribution to its assigned construct. (Hair, Sarstedt, Ringle, & Gudergan, 2017, p. 323)

Table 10
Results of Outer Weights (Mean, STDEV, T-Values, P-Values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics ((O/STDEV)	P Values
analys.of.b.l. 1 ← analysis of benefits	0.272	0.274	0.023	11.743	0.000
analys.of.b.l. 1 ← Marketing Audit	0.041	0.041	0.004	11.065	0.000
analys.of.b.l. 2 ← analysis of benefits	0.194	0.195	0.020	9.451	0.000
analys.of.b.l. 2 ← Marketing Audit	0.027	0.027	0.004	6.040	0.000
analys.of.b.l. 3 ← analysis of benefits	0.259	0.260	0.019	13.485	0.000
analys.of.b.l. 3 ← Marketing Audit	0.039	0.039	0.004	9.254	0.000
analys.of.b.l. 4 ← analysis of benefits	0.296	0.297	0.020	14.698	0.000
analys.of.b.l. 4 ← Marketing Audit	0.045	0.045	0.002	18.423	0.000
analys.of.b.l. 5 ← analysis of benefits	0.207	0.207	0.019	11.191	0.000
analys.of.b.l. 5 ← Marketing Audit	0.029	0.029	0.005	6.484	0.000
current.proff. 1 ← current profitability	0.317	0.317	0.011	28.445	0.000
current.proff. 2 ← current profitability	0.293	0.294	0.009	33.008	0.000
current.proff. 3 ← current profitability	0.254	0.253	0.011	22.719	0.000
current.proff. 4 ← current profitability	0.284	0.284	0.010	28.967	0.000
customer.care. 1 ← Customer care	0.239	0.239	0.007	33.751	0.000
customer.care. 1 ← Marketing Audit	0.064	0.065	0.004	17.898	0.000
customer.care. 2 ← Customer care	0.233	0.233	0.007	33.229	0.000
customer.care. 2 ← Marketing Audit	0.063	0.064	0.003	18.700	0.000
customer.care. 3 ← Customer care	0.228	0.227	0.008	27.489	0.000
customer.care. 3 ← Marketing Audit	0.063	0.062	0.004	16.901	0.000
customer.care. 4 ← Customer care	0.210	0.210	0.010	21.337	0.000
customer.care. 4 ← Marketing Audit	0.056	0.056	0.004	14.840	0.000
customer.care. 5 ← Customer care	0.240	0.241	0.006	37.516	0.000
customer.care. 5 ← Marketing Audit	0.063	0.064	0.003	19.023	0.000
supply chain.system. 1 ← supply chain	0.349	0.351	0.020	17.541	0.000
supply chain.system. 1 ← Marketing	0.058	0.058	0.003	19.376	0.000
supply chain.system. 2 ← supply chain	0.324	0.324	0.014	23.425	0.000
supply chain.system. 2 ← Marketing	0.057	0.057	0.003	17.588	0.000
supply chain.system. 3 ← supply chain	0.179	0.179	0.020	8.806	0.000
supply chain.system. 3 ← Marketing	0.032	0.032	0.005	6.964	0.000
supply chain.system. 4 ← supply chain	0.195	0.195	0.022	8.990	0.000
supply chain.system. 4 ← Marketing	0.031	0.031	0.004	7.319	0.000
supply chain.system. 5 ← supply chain	0.228	0.227	0.019	12.224	0.000
supply chain.system. 5 ← Marketing	0.038	0.038	0.004	9.366	0.000
market.effic. 1 ← market efficiency	0.295	0.296	0.009	33.440	0.000
market.effic. 2 ← market efficiency	0.303	0.304	0.010	30.459	0.000
market.effic. 3 ← market efficiency	0.219	0.217	0.015	14.481	0.000
market.effic. 4 ← market efficiency	0.323	0.323	0.009	34.483	0.000
perception. 1 ← perception	0.243	0.244	0.019	13.056	0.000
perception. 1 ← Marketing Audit	0.043	0.043	0.005	8.922	0.000
perception. 2 ← perception	0.259	0.258	0.022	11.782	0.000
perception. 2 ← Marketing Audit	0.039	0.039	0.005	8.504	0.000
perception. 3 ← perception	0.219	0.216	0.015	14.973	0.000
perception. 3 ← Marketing Audit	0.034	0.034	0.004	8.144	0.000
perception. 4 ← perception	0.232	0.230	0.021	10.991	0.000
perception. 4 ← Marketing Audit	0.036	0.035	0.004	8.650	0.000
perception. 5 ← perception	0.306	0.309	0.024	12.843	0.000
perception. 5 ← Marketing Audit	0.055	0.055	0.003	21.192	0.000
reconfiguration. 1 ← reconfiguration	0.199	0.198	0.017	12.051	0.000
reconfiguration. 1 ← Marketing Audit	0.035	0.035	0.004	8.187	0.000
reconfiguration. 2 ← reconfiguration	0.286	0.288	0.015	19.620	0.000
reconfiguration. 2 ← Marketing Audit	0.058	0.058	0.002	24.266	0.000
reconfiguration. 3 ← reconfiguration	0.239	0.240	0.012	19.292	0.000
reconfiguration. 3 ← Marketing Audit	0.050	0.050	0.004	13.768	0.000
reconfiguration. 4 ← reconfiguration	0.224	0.224	0.013	17.650	0.000
reconfiguration. 4 ← Marketing Audit	0.042	0.042	0.003	13.704	0.000
reconfiguration. 5 ← reconfiguration	0.246	0.247	0.015	16.188	0.000
reconfiguration. 5 ← Marketing Audit	0.049	0.048	0.003	14.551	0.000
responding. 1 ← responding	0.211	0.211	0.013	15.665	0.000
responding. 1 ← Marketing Audit	0.049	0.048	0.004	13.417	0.000
responding. 2 ← responding	0.269	0.270	0.018	15.357	0.000
responding. 2 ← Marketing Audit	0.051	0.051	0.003	15.686	0.000
responding. 3 ← responding	0.204	0.203	0.021	9.825	0.000
responding. 3 ← Marketing Audit	0.042	0.041	0.004	10.191	0.000
responding. 4 ← responding	0.296	0.297	0.021	14.004	0.000
responding. 4 ← Marketing Audit	0.058	0.058	0.003	19.687	0.000
responding. 5 ← responding	0.274	0.274	0.020	14.011	0.000
responding. 5 ← Marketing Audit	0.056	0.056	0.003	16.511	0.000

The table provide information about the primary criterion to assess each indicator's relative importance (Hair et al., 2017, p. 323).



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