



# Does Information Technology Affect the Marketing Performance of Exporting Small and Medium Enterprises (SMEs) Which Depend on Intermediaries?

Achmad Zaini<sup>(✉)</sup> and Diana Eka Poernamawati

Department of Business Administration, State Polytechnic of Malang, Malang,  
East Java, Indonesia

achmad.zaini@polinema.ac.id

**Abstract.** This study analyzes the function of IT in mediating entrepreneurial and marketing attitude to improve SME marketing performance. This research was conducted in Greater Malang, East Java, Indonesia from May to June 2019 using a sample of 50 exporting SMEs—but only 43 units answered the questionnaires. The investigation used PLS technique. Market orientation characteristics positively affect entrepreneurial orientation and marketing performance. Entrepreneurial orientation doesn't affect marketing performance. Market orientation doesn't impact IT. Entrepreneurial orientation affects IT. Marketing performance isn't affected by IT. Market orientation does not affect IT marketing performance. Entrepreneurial orientation does not affect IT marketing performance. These results demonstrated that when SMEs export through intermediaries, entrepreneurial orientation, market orientation, and IT cannot grow adequately to promote marketing performance. Research is confined to exporting SMEs in Greater Malang registered with East Java's Department of Cooperatives. In the first place, the findings could serve as a point of reference for the implementation of information technology, entrepreneurial orientation, and marketing orientation for small and medium-sized exporting businesses in Greater Malang. Second, the findings have the potential to aid regional governments in formulating policies that would help small and medium-sized enterprises (SMEs) that export enhance their marketing effectiveness.

**Keywords:** Marketing orientation · Entrepreneurial orientation · Information technology · Marketing performance · SMEs · Greater Malang

## 1 Introduction

Very fast market development with rapid changes in customer demand must be anticipated by exporting Small and Medium Enterprises (SMEs) from the start. Market-oriented SMEs are constantly following customer demands [1]. The power of creativity and innovation must continue to be sharpened, and as a result, small and medium-sized business owners need to be creative and imaginative in order to uncover prospects for

success [2]. Entrepreneurs of small and medium-sized enterprises (SMEs) need to be capable of proactively identifying attempts to engage and keep consumers who benefit from creative approaches to risk management, resource effectiveness, and value generation [3]. The capacity of entrepreneurs to provide excellent service to customers, achieved through the cultivation of their entrepreneurial spirit and the mastery of information technology, will result in an improvement in their marketing performance, where the marketing performance of a company can be measured through sales growth and market share.

## 2 Research Methods

This study is an explanation study, and the data collecting is done through the use of a survey technique, with the respondents' responses to the questionnaire serving as the basis for the analysis. The following are categories of variables: market orientation, entrepreneurial orientation, information technology, and marketing performance:

The population of this research is all owners of exporting SMEs in Greater Malang (Malang City, Batu City and Malang Regency) which are registered in the Department of Cooperatives in East Java as many as 50 firms and all taken as samples, but only 43 are qualify for processing at the data analysis stage.(Fig. 1.)

### 2.1 Research Concept Framework

### 2.2 Data Analysis

This investigation makes use of a technique known as partial least square analysis (PLS), which is comprised of three different sets of relationships: (1) the inner model, (2) the outer model, and (3) the weight relation. The repetition of the PLS method is based on the ordinary least squares analysis series [4].

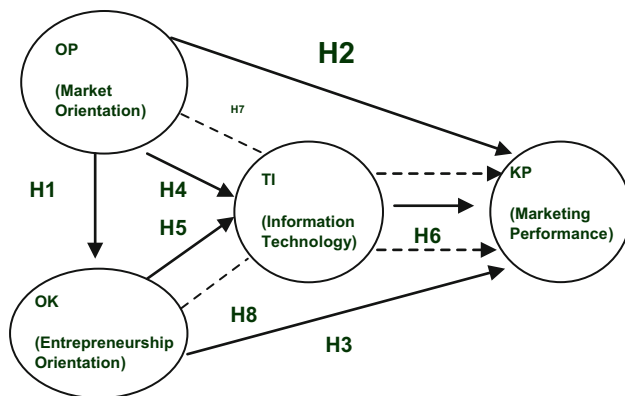


Fig. 1. Research concept framework.

**Table 1.** Distribution of occurrences according to small and medium-sized enterprise products.

No	Types of SME Products	Frequency (Unit)	Percentage
1	Souvenirs handicrafts	15	35%
2	Furniture	2	5%
3	Garments	9	21%
4	Music Instruments	3	7%
5	Fruit Chips	6	14%
6	Cultivation	3	7%
7	Replica costume	1	2%
8	Light machine	2	5%
9	Food and Honey Products	2	5%
	Total	43	100%

### 3 Results and Discussion

#### 3.1 Characteristics of Respondents by Type of SME Products

Table 1 shows the top three types of products produced by exporting SMEs in the Greater Malang region are: handicrafts souvenirs, garments and fruit chips with a total of 70%. Souvenir products really support the tourism industry which is being promoted by the government. SMEs contributing through souvenir products (creative industries) to boost gross domestic product (GDP) from 6.3% to 8% [5].

#### 3.2 Characteristics of Respondents by Export Destination Country

Table 2 presents data on the main export destinations by SMEs in the Greater Malang region covering five continents, namely: Asia, Australia, Europe, America and Africa. Export destination countries in Asia include: Malaysia, Singapore, Japan, Saudi Arabia, Thailand, Brunei, Hong Kong, China, Korea, the Philippines, New Guinea. Countries in Asia are the main export destinations with percentage 67% of the total export destination countries. Countries in Asia are the main export destinations, especially Malaysia, Singapore, which have similar tastes to consumers in Indonesia. Meanwhile, export destination countries in Europe are the second rank (16%), in sequence: Germany, France, Italy, England, Spain.

#### 3.3 Characteristics of Respondents Determined by Their Preferred Method of Export

Table 3 presents the export methods of SME exports in Malang, which mostly (69.77%) are carried out through intermediaries. These results indicate that SME export administration capability is minimal and their capital capacities are limited. The cost of procuring or renting containers as well as high transportation costs causes SME entrepreneurs

**Table 2.** Frequency distribution based on export destination countries.

Characteristics of Respondents		Frequency (SME)	Percentage
Export Destination continent	Asia	82	67%
	Australia	11	9%
	Europe	19	16%
	America	8	7%
	Africa	2	2%
	Total	122	100%

Note: One SME may has export destination country more than one.

**Table 3.** Distribution of frequencies according to export technique.

Characteristics of Respondents		Frequency (person)	Percentage (%)
Export Method	Export By self	13	30,23
	Through an intermediary	30	69,77
	Total	43	100

mostly prefer to export through intermediaries. Exporting through intermediaries means that they do not have to deal with export administration that mostly they do not master. This way of exporting has an impact on the level of dependence of SME entrepreneurs on intermediaries. However, there are also those who are already exporting by themselves. Entrepreneurs who dare to export by themselves generally have mastered export administration or procedures and have received export-import training from related institutions.

### 3.4 Taking a Look at the Outside Model (Measurement Model)

An indication is considered to be legitimate if the convergent validity has a loading value of at least 0.5 [9], and the reliability test that is performed by utilizing the Composite Reliability value shows a value that is more than or equal to 0.70 [4]. The calculation results show that all indicators are valid and reliable (Fig. 2).

### 3.5 Assessing the Inner Model (Structural Model)

Inner Model can be seen from the R-square value, so that the Goodness of Fit Model can be measured. The value of the Goodness of Fit Model is the value of  $Q^2 = 1 - (1 - 0.385) (1 - 0.90) (1 - 0.145) = 0.5215$ . This value explains that the relationship between variables of marketing orientation (OP), entrepreneurial orientation (OK), information technology (IT) and marketing performance (KP) are amounting to 52.15%, while the remaining 47.85% are explained by other variables outside the model and errors.

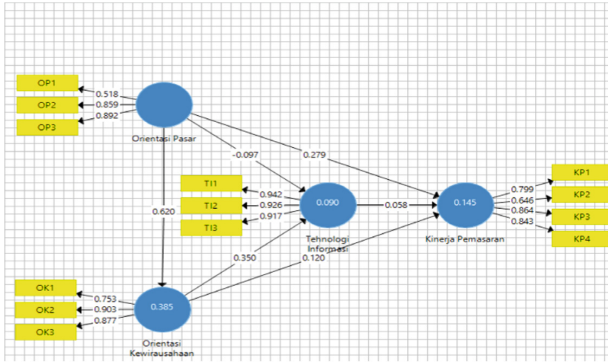


Fig. 2. Structural model of research results.

Table 4. Direct influence hypothesis testing

Hypothesis	Correlation	Path Coefficients	t -Statistic	Remarks
H1	OP→OK	0.620	6.081	Sig accepted
H2	OP→KP	0.279	1.712	Sig accepted
H3	OK→KP	0.120	1.508	Sig rejected
H4	OP→TI	-0.097	0.222	Not Sig rejected
H5	OK→TI	0.350	1.864	Sig accepted
H6	TI →KP	0.058	0.789	Not Sig rejected

Remarks: t-Stat = significant at  $\alpha = 0.05$

### 3.6 Hypothesis Testing

Testing of hypotheses is carried out through the use of the SmartPLS bootstrap resampling approach. In order to conduct the test, the value of the t-count was compared to the value of the t-table, which was set at 1.683 (with a significance level of 0.05 and a degree of freedom of  $n-k$ ,  $df = 43 - 4 = 39$ ). If the value of t is larger than the value of 1.683 that is found in the t-table, then the result is considered to be significant, and the hypothesis is accepted.

It can be seen in Table 4 that the value in the path coefficient and t-statistic column demonstrates that the correlation H1, H2 and H5 has a substantial influence, and therefore, the hypothesis is accepted. This can be seen by the fact that the table has these values. During this time, H3, H4, and H6 have no impact, leading us to conclude that the hypothesis cannot be supported (Table 5).

### 3.7 Discussion of Research Results

#### 3.7.1 The Effect of Marketing Orientation on Entrepreneurial Orientation

The testing of hypothesis 1 indicated that marketing orientation has a substantial influence on the entrepreneurial orientation of small and medium-sized export businesses

**Table 5.** Path coefficient of indirect effect.

Hypothesis	Variable			Path Coefficients	Remarks	Mediation Type
	Exogen	Mediation	Endogen			
H7	Market Orientation (OP)	Information Technology (TI)	Marketing Performance (KP)	-0,006	Not Sig	Non Mediation
H8	Entrepreneurial Orientation (OK)	Information Technology (TI)	Marketing Performance (KP)	0.020	Not Sig	Non Mediation

in Malang Raya. The coefficient value for this effect is 0.620, and the t-statistic value is 6,081. This number is higher than the t-table value of 1.683, which means that it is statistically significant at the 0.05 level.

These findings indicate that the commitment of SME owners in understanding consumers, competitors and coordinating between functional sections in their companies strongly influences their entrepreneurial activities so that they can work autonomously, be proactive and have the courage to take a risk. SMEs carry out their marketing activities by looking at customer wants and needs. SMEs carry out activities including monitoring the seriousness of employees in serving customer needs, establishing strategies based on the desire to provide added value to customers, understanding customer needs and providing high satisfaction to customers. SMEs also take into account their competitor's strategies by regularly monitoring competitor's marketing programs, then responding quickly to their actions. In addition, SMEs also coordinate between parts of the company so that all issued policies always satisfy customers.

### 3.7.2 Influence that Market Orientation Has on the Effectiveness of Marketing

The testing that was done on Hypothesis 2 (H2) demonstrates that there is a positive significant influence of marketing orientation on the marketing performance of export SMEs in Greater Malang with a coefficient value of 0.279 and a t-statistic value of 1.712. These values show that there is a correlation between marketing orientation and export performance. The findings of the examinations that were carried out on H2 provided evidence for this assertion. This value, which is more than the value of 1.683 that was discovered in the t-table, is lower than the value that was discovered in the t-table. This conclusion is consistent with the perspective presented in Narver [6], which asserts that interfunctional cooperation has the potential to produce higher value for the consumers targeted by an organization. Interfunctional coordination makes it simpler to communicate across the many activities of an organization. It may also facilitate the flow of information between functions that are connected to one another inside an organization, as well as provide insight into the most recent market trends. As a result, it has the potential to improve the autonomy of the functional sections and, eventually, to push the firm to create products that are actually required by customers.

The findings of this study are in line with the findings of a study that was carried out previously [7–13]. This researches discovered that there was a significant effect between market orientation variables and the marketing performance of the company.

The findings of a research project on small and medium-sized enterprises (SMEs) in the Greater Malang area that export their products serve as a reminder to the owners of SMEs to continue to increase the amount of attention they pay to the market. This is necessary because the rate of change in the desires and requirements of customers is increasing. Small and medium-sized businesses that pay more attention to their consumers will see increases in sales value, the number of clients they serve, their share of the market, and their profitability.

### **3.7.3 The Influence that a Focus on Entrepreneurship has on the Effectiveness of Marketing**

There is not a statistically significant positive influence of entrepreneurial orientation on the marketing performance of exporting SMEs in the Greater Malang area, as indicated by the findings of the test that was carried out on Hypothesis 3 (H3). This result may be identified by its markers, which include the value of the coefficient, which is 0.120, and the value of the t-count, which is 1.508, respectively. In specifically, the value of the coefficient implies that there will be a good outcome. This value, which is lower, is inferior to the value of the t-table, which is 1.683. The t-value table's is more than this value. These findings demonstrate that an entrepreneurial approach, which includes variables such as autonomy, risk taking, and proactiveness, does not significantly impact marketing performance. This was demonstrated by the fact that an entrepreneurial approach was found to have no significant impact on marketing performance. This was proved by the fact that it was determined that an entrepreneurial strategy did not have any meaningful influence on the performance of marketing. Theoretically, business owners that have a strong orientation toward entrepreneurialism ought presumably be able to enjoy appropriate levels of performance in their organizations. According to Looy [14], successful entrepreneurs are those that are prepared to take chances, regard uncertainty as a challenge, dare to explore areas they are unfamiliar with, and accept failure with grace; however, this is not the case for the SMEs that are based in Greater Malang. The predictions made by Looy [14] are not borne out by the observations made by the firms located in this region. This result has a direct influence on the process by which small and medium-sized companies (SMEs) in the Greater Malang area export their products; the great majority of them (69.77%) utilise the services of intermediaries. Intermediaries are now responsible for doing all of the responsibilities that were formerly associated with independent decision making, taking risks, and being proactive. The findings of this study are not consistent with the findings of the previous studies [7, 14–16] which found that entrepreneurial orientation has a significant positive effect on marketing performance. The results of this study found that entrepreneurial orientation has a significant positive effect on marketing performance.

### 3.7.4 The Effect of Market Orientation on Information Technology

The results of hypothesis 4 testing (H4) prove that there is no significant positive effect of market orientation on information technology. This result is indicated by the coefficient value of  $-0.097$  and the t-count value of  $0.222$  that is smaller than the t-table value of  $1.683$ . These results indicate that the market orientation activities carried out by SMEs with customer orientation, competitors orientation and interfunctional coordination do not have a significant positive effect on information technology. The results of this study are inconsistent with the findings [17] which indicate that customer-oriented SMEs need information technology to facilitate service to customers. The results of this study are also not in line with the opinion [18] which states that market orientation requires information technology, because by non-personal communication with consumers through various mass media, SMEs are market-oriented. The ability to develop information technology and take advantage of its application is an important factor in tight business competition. However, in the case of SMEs in Greater Malang, all activities related to customer service, monitoring of competitors and coordination of interfunctional is done by the direction from intermediaries, so that SMEs only followed the suggestion from the intermediaries.

### 3.7.5 The Effect of Entrepreneurial Orientation on Information Technology

According to the findings of the examination of Hypothesis Number Five (H5), there is a Substantial Influence of Entrepreneurial Orientation on Information Technology for Small and Medium-Sized Exporting Businesses in Greater Malang. The value of the coefficient, which comes in at  $0.350$ , as well as the value of the t-count, which comes in at  $1.864$  and is higher than the value of the t-table, which comes in at  $1.683$ , both point to this finding. Based on these findings, it can be deduced that everything that small and medium-sized enterprises (SMEs) perform in the way of entrepreneurial activities can have an effect on the information technology employed by SMEs. In order for technology to play a part in enhancing the quality of business services provided by SMEs, it must first and foremost serve to bolster the performance of these companies. According to Johnston [19], the information technology industry and the business world are rapidly getting interconnected, which means that the information technology industry and the business world are becoming increasingly intertwined. Based on these findings, it appears that small and medium-sized businesses (SMEs) in the Greater Malang area are able to make use of information technology to boost their entrepreneurial endeavors.

The findings of this study are in line with those found in research [20], which demonstrates that businesses must have access to information technology in order to successfully implement an entrepreneurial approach. In a similar vein, the findings of this research are in line with the findings of research from Tavakoli [21], the findings of which likewise demonstrate that an entrepreneurial mindset may be swiftly developed through the utilization of effective information technology. The findings of this study are in agreement with [5], which asserts that in order to be successful in entrepreneurship, one must have a strong grasp of technology as the primary form of assistance. In a similar vein, there is a belief [22] that the world of business and organizations in general are reliant on information technology to carry out their everyday operations and accomplish their long-term goals.



### 3.7.6 The Influence of Information Technology on Marketing Performance

The findings of the testing of hypothesis 6 (H6) indicate that there is no significant influence of information technology on the marketing performance of exporting SMEs in Greater Malang. The value of the coefficient, which comes in at 0.058, as well as the value of the t-count, which comes in at 0.789 and is lower than the value of the t-table, which comes in at 1.683, both point to this conclusion. These findings demonstrate that the use of information technology, with indicators such as: promotional media, media to acquire orders, and media of communication, does not significantly affect the performance of marketing. This modest result can be attributed to the method that small and medium-sized enterprises (SMEs) in the Greater Malang region use to export their products (69.77%), which is dependent on intermediaries. Regardless matter what small and medium-sized enterprises (SMEs) accomplish via the utilization of information technology, as long as the marketing continues to rely on middlemen, such utilization of technology will not be of very much benefit. All interactions and marketing with international purchasers are handled by intermediaries, and small and medium-sized enterprises (SMEs) are solely responsible for carrying out the agreements that have been negotiated by intermediaries.

The results of this study are inconsistent with research from Alghamdi [23], Alsamy-dai [17], Clarismary [24], and Mazidi [25] which found that there was a significant effect between information technology variables on the company's marketing performance.

### 3.7.7 The Effect of a Focus on the Market on the Effectiveness of Marketing as Measured by Information Technology

The results of hypothesis testing 7 (H7) indicate that there is not a positive significant influence of marketing orientation on marketing performance achieved through the utilization of information technology, with a coefficient value of  $-0.006$ . These findings demonstrate that despite the fact that SMEs have carried out market orientation activities relating to consumers, rivals, and interfunctional coordination, these activities are unable to take advantage of information technology in order to increase marketing performance.

This conclusion runs counter to the assumption that interfunctional collaboration has the ability to provide more value for target customers if the appropriate procedures are taken [6]. Interfunctional coordination needs to be able to boost the flow of information across connected organizational functions, as well as be able to inform the most recent trends in the market, and also needs to be able to permit communication across different organizational functions. In addition to this, it has the ability to increase the amount of autonomy owned by the various functional divisions. This, in turn, may encourage companies to manufacture items that are in accordance with the requirements provided by the requirements posed by their individual target markets. However, this does not happen to small and medium-sized enterprises (SMEs) in the Greater Malang area since SMEs in this region have a relatively high level of dependency on intermediaries in the exporting of their products (69.77 %). Therefore, whatever that small and medium-sized firms (SMEs) aim to do in the field of information technology to boost market orientation and improve marketing performance would be difficult to put into reality because of the information technology involved.

### **3.7.8 The Effect of Entrepreneurial Orientation on Marketing Performance Through Information Technology**

The testing results of hypothesis 8 (H8) show that there is no significant effect of entrepreneurial orientation on marketing performance through information technology. This result is indicated by a coefficient value of 0.020. These results prove that information technology with indicators including: promotional media, media to get orders and media of communication cannot mediate entrepreneurial orientation to significantly influence marketing performance. The activities of SMEs using various information technology media include: social media, websites, blogs and others to promote their products cannot help entrepreneurship orientation to influence SME marketing performance. Likewise, the use of various internet-based media to obtain purchase orders also cannot help entrepreneurship orientation to influence SME marketing performance. Furthermore, the use of information technology as a means of communication between SMEs and their consumers also cannot help entrepreneurial orientation to influence SME marketing performance.

These findings give an explanation as to why small and medium-sized firms (SMEs) are unable to make use of information technology to boost their marketing performance regardless of the measures that they do in respect to entrepreneurial activities. In theory, owners of businesses that have a strong orientation toward entrepreneurship ought to be able to experience sufficient levels of performance in their enterprises. According to the author of Looy [14], successful businesspeople are those who are not afraid to take risks, who see uncertainty as a challenge, who have the courage to explore other markets, and who are able to gracefully accept defeat. However, this does not happen with small and medium-sized firms (SMEs) in Greater Malang since the entrepreneurial orientation of a company has no bearing on the level of marketing success that may be reached via the application of information technology. The findings are intimately tied to the plight of small and medium-sized firms (SMEs) in the Greater Malang Region, who are mostly dependent on intermediaries for the export of their products. (69.77%).

## **4 Conclusion and Suggestion**

### **4.1 Conclusion**

The results of this investigation indicate that there are three distinct relationships between the variables that each exert an impact on the other. One of these connections is that market orientation has a favorable and significant influence on entrepreneurial orientation, in addition to having an effect on how successfully marketing is performed. The other two associations are that an entrepreneurial orientation has a positive and substantial influence on marketing performance, and that entrepreneurial orientation has a positive and significant effect on sales performance. In addition to this, the entrepreneurial orientation variable also has a significant influence on the way in which information technology is utilized.

The study also shows that there are 5 relationships that does not affect each other, namely: entrepreneurial orientation variables do not have a significant effect on marketing performance, market orientation variables do not have a significant effect on information technology, information technology variables do not have a significant effect on marketing performance, market orientation variables do not significant effect on marketing performance through information technology, entrepreneurial orientation variables do not have a significant effect on marketing performance.

Based on these results it can be concluded that in the condition SMEs depend on intermediaries in exporting their products, the variables of entrepreneurial orientation, market orientation and information technology cannot develop optimally to support marketing performance.

## 4.2 Suggestion

Exporting SMEs must reduce their dependence on intermediaries, for that they must build their own networks to overseas buyers by promoting their SMEs through websites or social media. The Regional Government through the Cooperative and UKM Service in collaboration with universities needs to carry out coaching, training and assistance to export SMEs, especially in making promotions through websites and social media.

**Acknowledgment.** Appreciation were addressed by the research team to the Director and Deputy Director I of State Polytechnic of Malang who have provided research fund to the research team through P2M in the form of a DIPA Applied Research.

## References

1. Baker, W. E. & Sinkula, J. M. (2002). Market orientation, learning orientation and product innovation: Developing into the organization's black box. *Journal of Market-focused Management*, 5(1), 5–23.
2. Weerawardena, J. (2003). Exploring the role of market learning capability in competitive strategy. *European Journal of Marketing*, 37, 407–429.
3. Morris, H. & Lewis P. S. (2002). The determinants of entrepreneurial activity, implication for marketing. *European Journal of Marketing*, 29(7).
4. Ghozali, I. (2006). *Structural Equation Modeling Metode Alternatif dengan Partial Least Square*. Badan Penerbit Universitas Diponegoro.
5. Bakar, A. & Zakir A. (2011). Wirausahawan Harus Melek Teknologi Informasi, Kompas.com, diakses tgl 10 Oktober 2018.
6. Narver, J. C. & Slater, S. F. (1990). The effect of market orientation on business profitability. *Journal of Marketing*, 20–35.
7. Affendy, A. H., Asmat. & Talib, N. A. (2015). Entrepreneurial orientation effect on market orientation and SME's business performance - A SEM approach. *Review of Integrative Business and Economics Research*, 4(3), 259–271.
8. Bharadwaj, S. G., Varadarajan, P. R. & Fahy, J. (1993). Sustainable competitive advantage in service industries: A conceptual model and research propositions. *Journal of Marketing*, 57(Oktober), 83–99.

9. Ibraheem, S. (2013). The impact of marketing orientation strategy on performance of commercial banks in Jordan. *International Journal of Business Information System*, 14(3), 261–279.
10. Julian, C. C. (2010). The market orientation-marketing performance relationship - the empirical link in international joint ventures. *International Journal of Global Market*, 3(4), 414–431.
11. Lopian, A. A., Massie, J. & Ogi, I. (2016). Pengaruh Orientasi Pasar dan Inovasi Produk Terhadap Kinerja Pemasaran Pada PT BPR Prisma Dana Amurang. *Jurnal EMBA*, 4(1), 1330–1339.
12. Manek, D. (2013). Analisis Pengaruh Orientasi Pasar Terhadap Kinerja Pemasaran Pada Perusahaan Pengolahan di Kota Semarang. *Jurnal Sains Pemasaran Indonesia*, XII(2), 121–148.
13. Pertiwi, Y. D. & Siswoyo, B. B. (2016). *Pengaruh Orientasi Pasar Terhadap Kinerja Pemasaran pada UMKM Kripik Buah di Kota Batu* (pp. 2460–2784). Syariah Paper Accounting FEB UMS.
14. Looy, V. B., Debackere, K. & Andries, P. (2003). Policies to stimulate regional innovation capabilities via university-industry collaboration: An analysis and an assessment. *R&D Management*, 33(2), 209–229.
15. Hazmi, A. F. (2004). Analisis pengaruh sikap kewirausahaan, orientasi pasar dan pembelajaran organisasi terhadap kinerja. <http://www.eprintsundip.ac.id>. Maret 2011.
16. Li, Y. H., Huang, J. W. & Tsai, M. T. (2009). Entrepreneurial orientation and firm performance: The role of knowledge creation process. *Journal of Industrial Marketing Management*, 38, 440–449.
17. Alsamydai, M. J., & Dajani, D. M. (2016). Measuring the impact of information technology use on the marketing performance of business organizations. *International review of Management and Business Research*, 5(3), 1068–1082.
18. Slamet, H. R. M. (2003). *Membentuk Pola Perilaku Manusia Pembangunan*. IPB Press.
19. Johnston, C. (2010). *Bill Gates: 101 greatest business lessons, inspiration and quotes*. Amazon.com, USA.
20. Castellanos, R. M. M., Pablo, J. D. S., Pardo, I. P. G. & Salinero, Y. (2016). The effects of technology entrepreneurship on customers and society: A case study of a Spanish pharmaceutical distribution company. *Frontier in Psychology*, 7, Article 978.
21. Tavakoli, A. (2013). Impact of information technology on entrepreneurship development. *Advances in Environment Biology*, 7(8), 1421–1426.
22. Zhao, F. (2008). *Information technology entrepreneurship and innovation*. Information Science Reference, Hershey, New York.
23. Alghamdi, S. & Bach, C. (2014). Technological factors to improve performance of marketing strategy. In *ASEE zone I conference*. University of Bridgeport CT, USA.
24. Clarismary, O. C. (2015). Change in information technology and organizational performance: A study of consolidated hallmark. *International Journal of Management and Commerce Innovations*, 3(1), 579–587.
25. Mazidi, A. R. K., Amini, A. & Latifi, M. (2014). The impact of information technology capability on firm performance; A focus on employee-customer profit chain. *Iranian Journal of Management Studies (IJMS)*, 7(1), 95–120.

**Open Access** This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

