

## **Expert opinion of doctoral thesis**

### **“Market Orientation and Business Performance of Medium and Large Scale Enterprises in Food and Beverage Industry.”**

**Author:** Kumara Samarakoon

#### **A) Goals of the thesis and their topicality.**

Dissertation is focused on the problem how to identify drivers of so called Extended Market Orientation and simultaneously is looking for answers to the research questions what is the relationship between dimension of Extended Market Orientation and performance of medium and large scale organizations in Food and Beverage Industry s in Sri Lanka. Simultaneously author examines factors that mediating the relationship between Extended Market Orientation and financial performance in this area.

Therefore market orientation is one of the main factors, which determine performance of medium and large scale organizations I can declare goals of the thesis are very up to date

#### **B) Fulfilling of the goals**

Author met the objectives by confirmation or rejection four hypotheses. H1 is about relationships between internal and external drivers of Extended Market Orientation. H2 is about relationships between Extended Market Orientation and Financial Performance resp. H3 about relationships between Extended Market Orientation and Non-Financial Performance.

Author examined four dimensions of Extended Market Orientation e.g. customer orientation, competitor orientation, orientation from point of view social responsibility and Inter-functional coordination. He also proofed effect of internal and external drivers for each of this dimension.

#### **C) Using scientific methods and specific contribution of the student.**

Author has used structured questionnaire to gain answers for questions: How organizational factors and external environment factors affect the degree of market orientation within an organization and how it affects the economic and non-economic performance of a business organization? Study was designed as quasi experimental and multi factorial and was performed into 450 enterprises.

For evaluation of the questionnaire author used advanced and sophisticated statistical methods. It can be seen as his specific contribution to the research.

I consider used methods completely adequate for the solved problem.

#### **D) Importance and contribution for the practice and further development of science**

Author developed a comprehensive and conceptual framework to show holistic approach to market orientation of the companies. It contributes to the new theoretical knowledge of market orientation.

From practical point of view he offer scales to measure degree of market orientation, which can be used both in medium and large scale companies.

#### **Formal editing and language level of the thesis.**

Formal editing and language level of the thesis is at a high level.

#### **Conclusions.**

Mr Kumara Samarakoon has demonstrated his ability to do independent scientific research, His publication activity and participation in research projects are very good. Therefore I recommend his thesis to the defense and, after successful defense, I recommend to grant Mr. degree of PhD in the study programme Economics and Management.

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Prof. Zdeněk Molnár

#### **Questions.**

- 1) How is possible to support or enhanced market orientation of the company through the social networks? Do you know some tools for sentiment monitoring (positive, negative or neutral) allowing us to understand how people view your brands and products?
- 2) What applications of information and communication technology are suitable and effective for acquiring information on buyers and competitors in the target market and distribute them among the departments?