



Market Orientations Analysis in Industrial Factories: A Case Study in Iraqi School Supplies Factory

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Abstract: A research aims to enhance factory's sales through good planning and implementation of types of market orientations, which are product orientation, selling orientation, marketing orientation, and community orientation. Research was conducted in Iraqi School Supplies Factory with direct interviews of (27) managers, whose average opinions were recorded in examination form that was prepared specifically to measure reality of four variables investigated. It reveals gaps in factory's focus on four types of market orientations. Research recommends that factories that do not have professional marketing staff should use services of specialized marketing agencies in order to ensure that factory achieves required balance in market orientations.

Keywords: Market Orientations, Product Orientation, Selling Orientation, Marketing Orientation, and Community Orientation.

Introduction

Market orientations have become a crucial topic in manufacturing sector in recent years, as factories are primary drivers of industrial marketing. They supply markets with diverse products that sustain life in various societies and countries, presence of industrial zones in a city is a significant advantage for that city ([Blitzshipz,2025:3](#)). However, despite importance of factories, market strategies adopted by factory management have an impact comparable to factory's own existence ([Kopp,2026:2](#)). Not everything a factory produces can be sold directly; some products are manufactured and stored in boxes, containers, and on shelves in warehouses and storage facilities ([Jassim and Rasin,2025:7](#)). Some factories boast internationally renowned brands, yet they still struggle with unsold stockpiles. Therefore, they offer customers discounts to encourage purchases ([Kumar,2023:147](#)). In our current era, industrial marketing has gained prominence in field of marketing, and factories are increasingly forging business partnerships with wholesalers and retailers to ensure they successfully target potential customers from outset ([Abex,2025:3](#)). Email communication has become a formal tool for factories to communicate with their current and potential customers. This, of course, depends on databases of customers, suppliers, and competitors that factories maintain ([Lamb et al.,2025:86](#)). Factory listings are available online in publications from official government bodies or can be purchased from well-known online platforms. Designing and distributing product offers with competitive pricing is done after

conducting market research and understanding customer preferences to anticipate their needs and desires, and then crafting messages that align with them (Dalakas et al.,2024:61). Drafting memoranda of understanding between factory and intermediaries creates a positive impression for intermediary and gives them hope for future benefits in exchange for continued business with factory (Salim,2024:781). Factory can offer free samples of its products to interested market segments, such as clothing, food, fabrics, and toys, depending on scope of its work and what it produces (Jassim,2023:19). These samples should be accompanied by a printed user manual. Allowing customers to experience product before purchasing it builds trust in factory, and availability of a free sample encourages them to make a purchase. Creating paid advertising campaigns on Google or Yahoo has become essential for factories to remain viable in industry and market (Kolour et al.,2024:87). With consumers increasingly using Google search engines to find what they need, simply seeing a factory's name, address, and product details in search results creates a positive impression and initial trust in its goods and services (Dalakas et al.,2024:64). Factory management should develop a sound marketing plan that meets market demands while keeping pace with competitors, achieving factory's goals at lowest possible cost. This requires, first and foremost, that factory define its market strategy (Jassim and Ridha,2022:6). According to business administration and marketing literature, market orientations have emerged as a desired philosophy behind marketing concept of factory's goods and services (Nurulita and Santoso,2023:15). They are generally classified into four main orientations: product orientation, selling orientation, marketing orientation, and community orientation (Kotler et al.,2024:283).

Iraqi School Supplies Factory was chosen as a site to study the case and diagnose reality of five pillars, gap occurring in each of them. It is one of most prominent governmental organizations affiliated with General Company for Petrochemical Industries in Iraqi Ministry of Industry and Minerals. School Supplies Factory was established in 1976 by German company Hertels Consult and began actual operation and production in 1978. Factory is located in Taji area, north of Baghdad, and its area is 140 dunams. It includes three production lines: First, a school notebook production line with a design production capacity of 44 million notebooks annually from German company Bielo matik. Second, an egg tray production line with a design capacity of 200 thousand trays per day within 24 hours from Turkish company Getinel. Third, a paper waste baling line with a design capacity of 70 tons per day from Turkish company Pam. (<https://pchem.industry.gov.iq/>).

Theoretical Literatures

Product Orientation

It is based on a strong focus on increasing production and raising product efficiency levels to achieve high production rates. Factory goal focus on innovating methods that achieve product in best ways and at lowest costs (Cain,2025:27). Product orientation assumes that customer always seeks readily available and inexpensive goods and services. Therefore, factory's competitive strength lies in its ability to provide large quantities of goods and services to meet huge demand (Kotler et al.,2024:65). Product orientation is an

old marketing philosophy that focuses on factory's internal capabilities rather than market desires and needs. This orientation is characterized by increased demand for production, so factory seeks ways to increase production, as customer is interested in obtaining products available to them, regardless of their quality ([Maria and Kusumah,2024:1714](#)). Most prominent aspects of a product orientation are: Firstly, factory focuses its attention on physical production using new technologies and more efficient management methods. Distribution channels, according to this approach, are considered a secondary element in marketing mix strategy ([Malik,2024:102](#)). Secondly, market research related to type and nature of customer needs is less important to factory compared to focus on product lines, which involve more detailed planning and design of production requirements that sustain factory's operations ([Pires et al.,2024:85](#)). Thirdly, there is less marketing competition among product orientation in factories because their products sell with minimal effort due to low supply and high market demand. Factory assumes that customers buy best product in terms of quality, design, features, and durability ([Saluja et al.,2024:107](#)). Therefore, factory focuses on offering a product mix characterized by good quality, suitable performance, and innovation. Consequently, factory continuously improves its products, optimizes production capacity, and maintains product quality standards. It adopts principle that customers will be more impressed with well made products and will demand them more in market ([Sodikun et al.,2024:135](#)). According to product orientation, factory assumes that customers evaluate available products based on quality and performance indicators. Some marketing literature refers to it as commodity orientation ([Filippou,et al.,2025:9](#)). Product orientation involves factory providing a more diverse and numerous product mix with varying quality levels to meet needs, desires, and tastes of customers according to their purchasing power and their expectations regarding desired product characteristics ([Allenby,2025:8](#)).

Salling Orientation

Salling orientation trend emerged with rise of mass production, which led to a significant increase in quantity of products of all kinds, resulting in high inventory levels in factory warehouses ([Jassim,2023:93](#)). Factories struggling with this stockpiling resorted to various sales techniques to clear their inventory and persuade potential customers to purchase their products. Salling orientation remains prevalent in many factories today ([Stephen,et al.,2025:124](#)). Factories often employ high-pressure sales techniques, employing sales representatives who actively engage with the customer. For a factory to successfully implement this salling orientation, all employees must actively participate in sales efforts ([Lamb et al.,2025:87](#)). This requires identifying needs of potential customers, conducting thorough market research, and adopting pricing and distribution policies that facilitate sale of factory's products ([Dalakas et al.,2024:67](#)). Most factories no longer focus on how to produce efficiently as much as they focus on selling their products in market. Offering a high quality product is considered a guarantee of success in increasing sales volumes in market) ([Qin,et al.,2024:238](#)). Factories have begun to realize extent of the difficulties they face in selling their products in a more complex marketing environment, especially since

potential customers have limited financial capabilities and multiple purchasing options. Selling orientation requires factory to invest significant efforts in post-production and manufacturing stages ([Moatasem and Ibrahim,2025:143](#)). Selling orientation emerged as a result of increased production and technological development, which has led to supply exceeding demand. In our current era, many factories focus on selling their products through distribution channels spread across diverse geographical areas and multiple outlets, in addition to relying on advertising and promotion (Bunjamin et al.,2024:184). Selling orientation involves principle of selling what has been produced by emphasizing distribution and promotion in factory's marketing strategies. Factory expands its distribution channels and allocates financial budgets for intensive promotion ([Jassim and Olewi,2026:31](#)). A drawback of selling orientation is that it does not prioritize desires and tastes of primary target customers, which should be focus of factory's sales transactions.

Marketing Orientation

Most factories believe that marketing focuses on meeting needs and desires of potential customers in market. Therefore, they adopt a marketing approach based on principle of producing what can be marketed, not just what can be sold (Kolour et al.,2024:84). Marketing function within a factory is not limited to persuading customers to buy; it is more than that. It guides factory in meeting market needs with appropriate quantities and qualities of products ([Alfian,et al.,2024:69](#)). A marketing approach encompasses a factory's marketing philosophy based on increasing profitability by building value in its products and delivering that value to customers better than competitors ([Al-Saadi and Al-Akidi,2025:145](#)). With evolution of business in our current era, marketing is no longer solely function and responsibility of marketing units within factory's organizational structure. It has become responsibility of all units at all administrative levels, and all employees in factory should work towards serving interests of its customers (Jassim and Rasin,2024:41). A marketing approach is considered a modern and contemporary business philosophy that relies on factory's creative and professional application of marketing management practices, such as strategies and marketing mix, to enhance factory's presence and achieve customer satisfaction ([Song et al.,2025:972](#)).

Marketing researchers agree that a factory adopting a marketing approach must focus on three integrated aspects: Firstly, target market. Selecting target market is starting point for any marketing activity, a factory cannot operate in every market, nor can it meet all customer needs. It is illogical to assume that markets and customers are devoid of variation and diversity in demands. Secondly, customer needs ([Jassim,2023:252](#)). These are material, social, and individual needs that are influential factors driving customers to purchase the factory's products. They can be considered problems that customers face and seek to solve through their purchasing behavior ([Karo,2024:494](#)). Therefore, a factory's understanding of customer needs is most important factor in business success. More information a factory has about its customers, more it can ensure that its marketing campaign will generate higher sales. Thirdly, profitability. Marketing aims to help factory achieve its goals, foremost among them profitability (Younsi and Abbasi,2024:108).

Factory's focus should be on increasing profitability in long term, this is achieved by ensuring customer satisfaction alongside sales and profits.

Community Orientation

Factories have begun to recognize common mistake of focusing solely on short term customer satisfaction to boost sales. Today, they are working diligently to meet long term customer needs, ultimately achieving customer satisfaction and loyalty (Lamb et al.,2025:88). Community orientation is a strategy based on offering products that benefit both customer and community, while also making efforts to protect natural environment and prevent pollution) [Qin,et al.,2024:239](#)). This orientation encompasses numerous activities, most notably marketing of environmentally friendly products that do not deplete natural resources ([Maroua and Benabid,2024:751](#)). This orientation requires factories to set goals that align with interests of customer, community, and environment. Under this approach, marketing's responsibility has become controlling process of offering products that meet and delight customer needs while simultaneously contributing to societal well-being and ensuring preservation of natural environment and its resources ([Jassim,2023:254](#)). View of contemporary factories in field of marketing has evolved and they have come to realize importance of factory balancing those three aspects that represent basis that enables factory to achieve its main goals of profitability and growth ([Younsi and Abbassi,2024:109](#)). Modern marketing literature has introduced concepts that encourage factory to adopt this approach, such as social marketing, sustainable marketing, and charitable marketing ([Jassim and Oleiwi,2025:61](#)). Community orientation represents a new stage in development of marketing concept, where factory focuses on values and interests of community, such as producing reusable cans and bottles, producing chemicals that do not pollute lakes and rivers to preserve environment ([Jassim et al.,2026:141](#)). It must to contribute to charitable work, and supporting projects that contribute to serving community itself and contribute to achieving its welfare.

Methodology

Research aims to diagnose weaknesses suffered by factory under study, represented by Iraqi School Supplies Factory, by designing a checklist for market orientations in factory, which is presented to a group of expert arbitrators in scientific specialization, and then diagnosing gaps in application after knowing actual percentage of presence of each product orientation, selling orientation, marketing orientation, and community orientation in factory. Results are also presented using illustrative charts, Pi model, Pareto model, and percentages, until attention of factory's managers is drawn to weaknesses that should be addressed and facilitate factory's achievement of its goals and objectives. Most prominent objectives of research can be summarized in answer following questions:

- a. What are market orientations?
- b. Is there a reason why factory care about certain market orientations more than others?
- c. How do factory's executive managers view market orientations?

- d. What are obstacles to providing market orientations in factory?
- e. Does factory have sufficient capabilities to manage market orientations?
- f. Is there parallelism in focusing factory on market orientations?

In order to answer these questions, research adopts case study approach and sets following two hypotheses that are:

1. Market orientations are available in Iraqi School Supplies Factory.
2. Factory is balanceing focus on market orientations equally.

Research adopts views of researchers in field of management regarding market orientations, and they agree that there are four: product orientation, selling orientation, marketing orientation, and community orientation. Factory was chosen to case study of availability of these influences and existing gaps for purpose of improving factory's performance and facilitating its achievement of its goals. Market orientations that will be analyzed in Iraqi School Supplies Factory. It can be explained in research framework shown in figure (1).



Figure (1) Procedural chart of research

Results and Discussion

Research is being applied in Iraqi School Supplies Factory as a deliberate sample for case study. After field experience and direct meetings with factory's managers. Sample size reached (27) managers who were interviewed and their opinions were surveyed regarding paragraphs included in checklist for market orientations, which are product orientation, selling orientation, marketing orientation, and community orientation. Data and results shown in table 1.

Table (1) Checklists of market orientations in Iraqi School Supplies Factory

Market Orientations (N=27)	
Checkout	Product Orientation

√	A factory provides open communications for customer service.	1.
×	Factory designs its products to meet customer's wishes.	2.
×	Factory contracts with marketing experts to strengthen its product in market.	3.
√	Factory offers products that meet needs of customers in market.	4.
×	Factory achieves high sales due to the increasing demand from customers to purchase its products in market.	5.
×	Factory allows its customers to exchange defective new products that they purchase from its distribution outlets.	6.
√	Factory markets its products seamlessly.	7.
√	Factory has customer databases that include all information about previous transactions.	8.
×	Factory adopts decisions of international and local consumer protection organizations.	9.
√	Factory conducts market research to diagnose future customer expectations about its product in industry.	10.
50%	Percentage of actual application for product orientation	
Checkout	Salling Orientation	
×	A factory leverages market demand for its products in its marketing strategy.	11.
√	Factory seeks to increase its market share by increasing its customers in market.	12.
√	Factory's sales are increasing due to rising demand for its goods and services.	13.
√	Factory manages its supplier relationships smoothly.	14.
×	Factory has largest share of customers in market as a result of its continuous efforts to meet their needs and achieve their satisfaction.	15.
√	Factory allocates sufficient funds in its marketing budget to cover planned promotional campaigns.	16.
√	Factory relies on backward integration, which requires it to own its supply chains.	17.
√	Factory adopts forward integration, which necessitates control of all distribution channels.	18.
×	Factory's products are characterized by high quality.	19.
×	Factory holds a leading position in its industry.	20.
60%	Percentage of actual application for salling orientation	
Checkout	Marketing Orientation	
√	A factory is committed to building a positive image for its brand in market.	21.
√	Factory grants manufacturing licenses to some smaller companies.	22.
×	Factory counters and overcomes competitors' promotional campaigns.	23.
×	Factory views its strong competitors with respect and without belittling them.	24.
×	Factory's competitive position has steadily improved over time.	25.
√	Factory adds more value to its marketing functions.	26.

×	Factory considers gaining customer trust and converting them into loyal customers to be crucial for increasing its market share.	27.
×	Factory is committed to fulfilling its promises to customers.	28.
√	Factory holds international certifications for adhering to international standards.	29.
√	A factory possesses unique resources that its marketers can access.	30.
40%	Percentage of actual application for marketing orientation	
Checkout	Community Orientation	
√	A factory utilizes community leaders to enhance its product image.	31.
×	Factory enjoys a strong reputation in market.	32.
√	Factory receives significant government support as it is a public sector factory.	33.
√	Factory experiences high demand for its branded products in market.	34.
√	Factory has a strong and well established brand in society.	35.
√	Factory is committed to achieving high quality standards and earth sustaine regardless of rising costs.	36.
×	Factory has earned trust of its environmental groups in market.	37.
√	Factory deals with its stakeholders in a transparent, legal, and fair manner.	38.
√	Factory is a market leader and pioneer.	39.
×	A factory allows its brand to be used on other companies' products for a free during specified periodes of sociaty need.	40.
70%	Percentage of actual application for community orientation	

Result and Discussion

Results reached can be explained by method of tables and using Pareto chart that shows application and gap for market orientations as in figure 2.

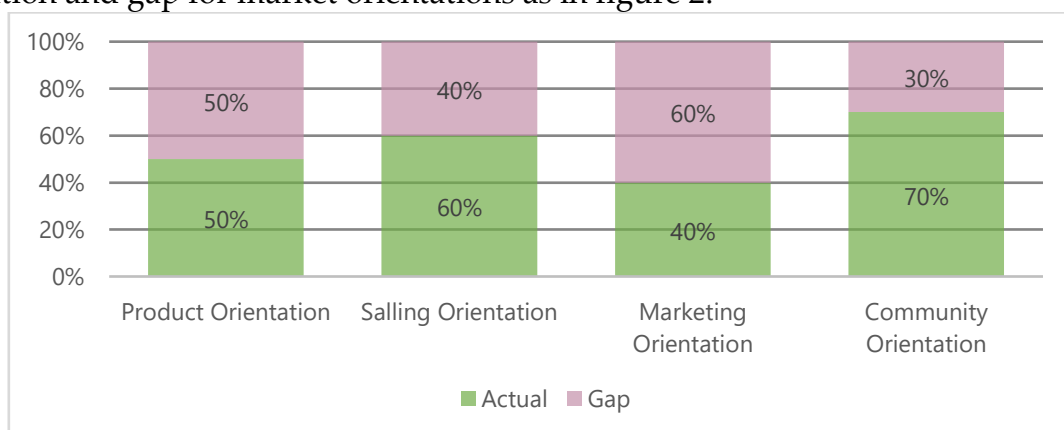


Figure (2) Actual application and gaps for market orientations in Iraqi School Supplies Factory.

By an analytical look at data provided by figure 2, following can be concluded:

1. Application of product orientation for market orientations in Iraqi School Supplies Factory reached (50%) and gap in it reached (50%). A factory suffers from management's disregard for achieving high quality design specifications for its

product. Customers seek satisfactory value that meets their needs when using product. Primary reason for this is likely the factory management's focus on reducing production costs while neglecting costs associated with low sales resulting from customer dissatisfaction. A factory relies on ready made specifications for its product, which it receives according to official orders issued by parent company to which it is organizationally affiliated. Factory management does not have right to develop those specifications, but rather it must comply with company's orders regarding method of manufacturing product without any innovation in the product's characteristics.

2. Application of selling orientation for market orientations in Iraqi School Supplies Factory reached (60%) and gap in it reached (40%). A Factory neglects its sales reputation in market segments, and therefore image of its sales in minds of public may be a blurred and unclear image. Perhaps reason for this is lack of familiarity of factory's salesman with rules of modern promotion and smart marketing that emphasize importance of product's image for factory and completion in industry. Perhaps most prominent factor that led to these results is that factory is trying to barter its products with certain companies whose products it needs in its projects, thinking that in this way it saves money and guarantees sales.
3. Application of marketing orientation for market orientations in Iraqi School Supplies Factory reached (40%) and gap in it reached (60%). A factory does not have professional marketing staff, especially in light of digital technologies. Factory suffers from weak competitiveness at marketing, which does not qualify it to defend its market share and counter the attacks of competitors in same industry. Therefore, it does not have a leading or advanced competitive position, as factory operates in a very traditional way and depends on continuous funding provided to it by state, as it is a public factory owned by state and must receive government support in order to continue providing its promotion campaigns in market. Factory also faces cases of non-compliance with administrative specialization, as factory is led by engineers, and none of them have qualifications in field of business administration or marketing, so that innovative marketing programs can be included within factory's marketing strategy.
4. Application of community orientation for market orientations in Iraqi School Supplies Factory reached (70%) and gap in it reached (30%). A factory fully complies with laws, including environmental and consumer protection regulations. Factory characterize by high levels of social loyalty and environment maintenance, and perhaps reason behind this is its affiliation with state and citizens' trust in government formations that have a high legal commitment in their contracts and manufacturing work. A factory uses raw materials from waste paper collected by local waste collectors. It also works with municipalities within its geographical area to receive waste paper and textiles, which are used as raw materials in its manufacturing processes. Therefore, factory contributes to waste recycling and environmental cleanup. Factory sells the paper products that do not cause health

damage or injure user, do not pollute natural environment, decompose easily when disposed of, and disappear as soon as they come into contact with water or soil.

It is noted that Iraqi School Supplies Factory did not pay attention to disparity in its emphasis on market orientations, as each of four (product orientation, selling orientation, marketing orientation, and community orientation). It received varying application and occupies different relative importance as shown in table 2.

Table (2) Relative importance of market orientations in Iraqi School Supplies Factory

Sequence	Relative Importance Orientation	Importance of Gaps	Actual Applications	Market Orientations
3	24%	50%	50%	Product Orientation
2	26%	40%	60%	Salling Orientation
4	19%	60%	40%	Marketing Orientation
1	31%	30%	70%	Community Orientation

A factory under study faces a situation of inconsistent application for market orientations due to factory not paying attention to product orientation, selling orientation, marketing orientation, and community orientation in a balanced manner as shown in figure 3.

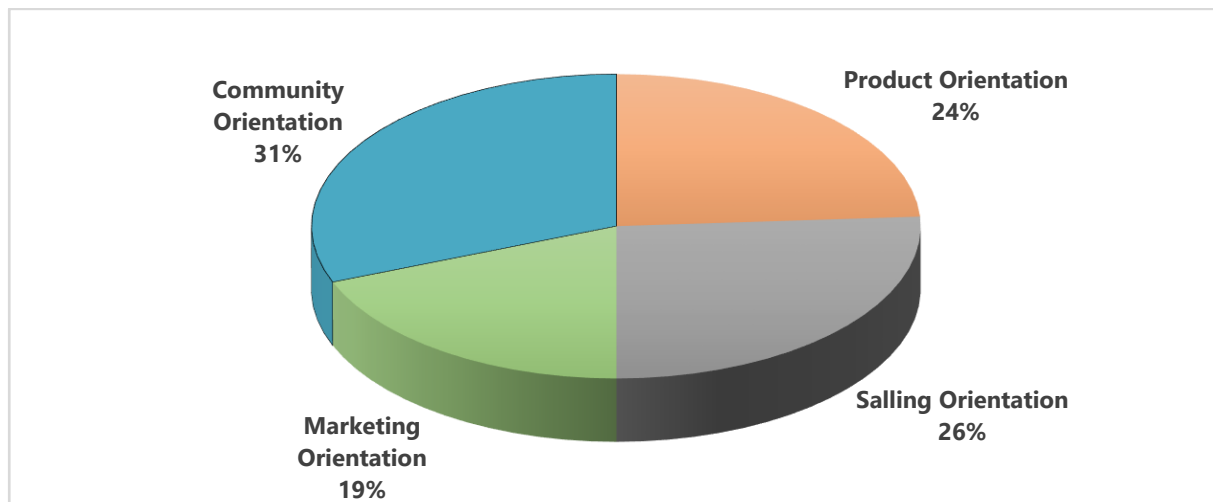


Figure (3) Relative importance of market orientations in Iraqi School Supplies Factory.

Research, through its practical aspect and results that appeared, reached stability of first hypothesis, which states (*market orientations are available in Iraqi School Supplies Factory*), and negation of second hypothesis, which states (*Factory is balancing focus on market orientations equally*). Case study approach is useful in generalizing recommendations to companies operating in same industrial sector. Therefore, what research has reached after applying it to Iraqi School Supplies Factory applies to factories operating in school supplies industry. It is observed that factory does not adequately focus on product orientation and marketing orientation as their combined application within factory only reached 43%, while community orientation and selling orientation receive significant attention from factory

management. Therefore, it can be said that factory emphasizes two main market orientations: community and selling, as illustrated in figure 4.

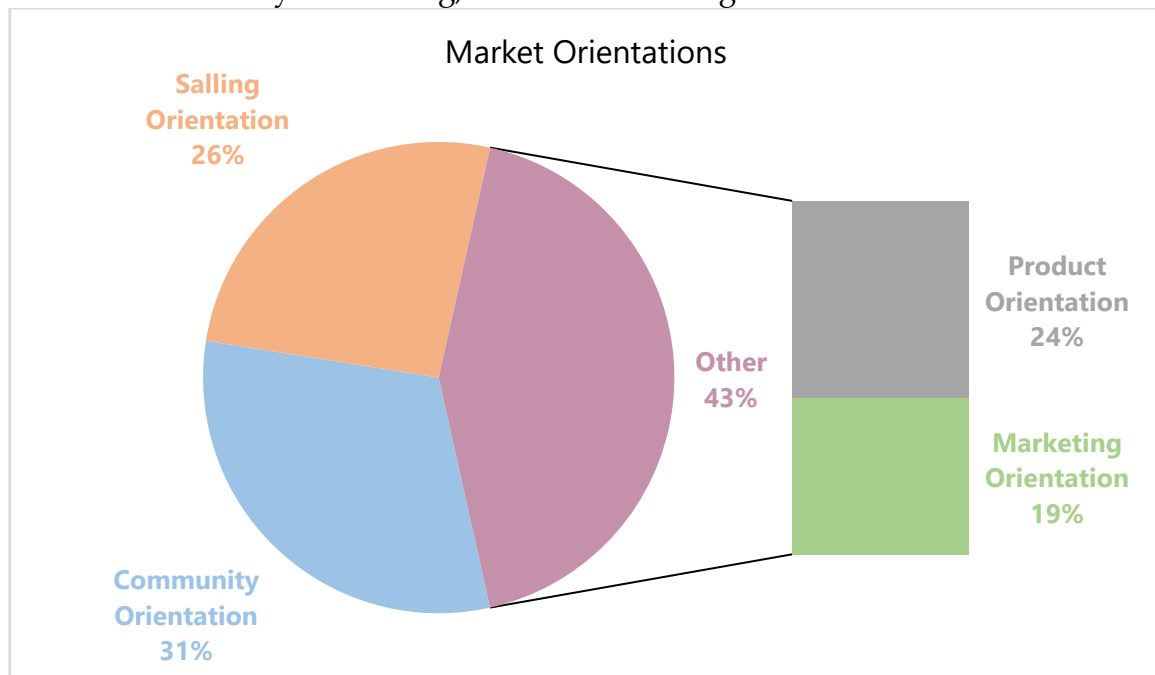


Figure (4) Market orientations in Iraqi School Supplies Factory.

Conclusion

Market orientations holds significant importance for marketing researchers, but less so for factories in practice. This discrepancy likely stems from a lack of marketing knowledge within factory management. The four types of market orientations should be equal. It found that factory management is attention to community orientation first type, selling orientation second type, product orientation third type, and marketing orientation fourth type. Research has found that these types are not equal in Iraqi School Supplies Factory and occupy varying levels of practical application, resulting in significant and undeniable gaps within factory.

Market orientations has a clear impact on factory's ability to: First; establishing high value positive characteristics in factory's products enhances customer attraction and increases sales volume according to policy of withdrawing product from market, meaning that customer will ask merchants to provide the factory's products because they contain added value that customer aims for and is looking for in market, and this represents product orientation. Second; expanding factory's distribution outlets in multiple local areas, along with attempting to expand internationally, as well as generating cost savings that allow factory to reduce selling price of its products in market in order to double sales and speed up circulation of factory's products in market and industry. Intensifying distribution and reducing pricing are two conditions that characterize selling orientation. Third; preparing marketing studies on actual market needs, customer preferences, desires, and purchasing power so that factory can target market efficiently, ensuring that its products are marketed scientifically and correctly from first time, especially with regard to goal of achieving customer satisfaction and happiness. It is preferable for factory to enlist help of professional

marketing experts to prepare marketing and advertising plan, especially entering virtual world, which has become today prominent feature of various industries, and this represents marketing orientation. Fourth; factory adopts role of good citizenship and is socially responsible and environmentally committed. This is achieved by factory providing equal employment opportunities and avoiding discrimination among members of community that factory tries to serve and produce for. Also, factory's commitment to environmental legislation and not overusing natural resources and reducing its damage to lowest possible level, such as pollution and depletion of land, will put factory in a higher position compared to its competitors who are less concerned about society and environment, and this represents community orientation.

Factory cannot adopt market orientations equally due to constant change that occurs in marketing environment. Therefore, factory can adopt a mix of trends in its product mix so that it offers a suitable product line for each target market, thereby maximizing factory's sales and increasing its market share and profitability.

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