The Impact of Sales Promotion, Market Management, and Increased Market Share of Ornamental Plants on the Financial Performance of Producing Companies

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Evaluating financial performance allows marketers to measure and assess their contribution to changes in a company›s value. Therefore, understanding how marketing affects the financial performance of ornamental plant producers is of great importance. The aim of this study is to investigate the impact of sales promotion, market management, and increased market share of ornamental plants on the financial performance of producing companies. This research is classified as applied research in terms of its purpose and is descriptive-survey in nature regarding data collection. Standard questionnaires were used for gathering information. The statistical population of this research includes all marketing managers, financial managers, and senior staff of ornamental plant-producing companies in 2024. Using the Klein and Jackson formula for structural equations, a sample of 125 individuals was randomly selected. Structural equations and Smart PLS 3 software were used to test the research hypotheses. The results of the hypothesis tests indicate that sales promotion, market management, and increased market share positively and significantly affect the financial performance of ornamental plant producers. Based on these results, it can be stated that in today›s complex, dynamic, and highly variable environment, ornamental plant producers need to design and adopt strategies that assist in continuously improving their performance. In other words, the outcomes of managers› decisions in such companies are reflected in financial performance metrics through strategies like sales promotion, market management, and increasing market share.

Keywords: Financial performance, Increased market share, Market Management, Ornamental plants, Sales promotion.

INTRODUCTION

Although, the commercial production of ornamental plants in Iran dates back approximately 90 years, it experienced slow growth before the Islamic Revolution. However, after the revolution, with the ban on imports of these goods, domestic producers were revitalized, leading to a production boom that continues today. Each year, the cultivation area for these products grows by more than 10%. For instance, the growth of greenhouse areas between 1996 and 2002 was around 200%, and in seven years, the production area for these products more than tripled. Such a growth rate is rare in other agricultural products. The outdoor cultivation area of ornamental plants has remained stable over the past seven years, indicating that greenhouse production, due to its higher performance and superior quality, is more popular despite the suitable climate for outdoor cultivation in many regions of Iran (Mirzadeh Vaghfi and Jalili, 2020).

On the other hand, a lack of understanding of the marketing system, inefficiencies in the marketing systems of some ornamental plant producers, and significant pressure to reduce costs prompt marketing executives to reassess their objectives, structure, and the efficiency of their marketing teams. Just as accounting is a tool for evaluating a company's financial operations, marketing can assess the opportunities in marketing activities, ensuring they align with set marketing strategies and programs and are effective. In response to increasing competitive pressures and financial constraints, measuring financial performance has become a key priority in the field of marketing (Apaolaza Perez de Eulate and Lizarralde Aiastui, 2021). Financial performance evaluation allows marketers to measure and assess their contribution to changes in a company's value (Aydin *et al.*, 2023).

Thus, the issue of studying the effect of marketing on the financial outcomes of ornamental plant producers is considered to be important. As this subject is considered relevant, this research seeks to establish the impact of sales promotion, market management, and enhanced market share of ornamental plants on the financial performance of the producing firms.

The findings of this research can contribute to marketing literature and the ornamental plant production industry as follows:

It is the first study that examines the effect of sales promotion, management of markets, and market growth of ornamental plants on the financial returns of the producing companies. Therefore, the findings can considerably enhance the existing knowledge of the factors affecting the financial performance of ornamental plant producers, particularly in the context of Iran, a developing country.

The findings of this study will help policymakers and legislators implement the right incentives for ornamental plant producers to enhance their sales promotion, market management, and market share.

THEORETICAL FOUNDATIONS AND DEVELOPMENT OF HYPOTHESES
Sales promotion

Although, sales promotion is a popular concept in the field of management (Brodie *et al.*, 2011; Hollebeek *et al.*, 2014), it has not been explored much in academic contexts (Santos *et al.*, 2022). Consumer sales promotions have become popular in product management, and this has led to a lot of discussions about their impact. Critics have long claimed that sales promotions are not effective because they make the consumer wait for promotions, which, in the long run, results in the loss of market share. The term "promotion" is a relative term, and its meaning varies depending on the context and the industry of practice. In this context, it is generally understood as an element of the "marketing mix." In one sense, it refers to any

technique designed to sell a product. Sales promotion is a process that persuades a prospective buyer to buy a product. It is supposed to be used as a short-term strategy, which will help to increase sales in the shortest possible time. However, it is not considered a method that is effective in building a long-term relationship with consumers. Sales promotion entails all the processes that are geared towards the successful completion, coordination, and improvement of the sales activities, advertisement, and marketing departments as well as the sellers with the intention of increasing sales and encouraging the consumers to be more proactive in their purchase (Garanti and Kissi, 2019).

Market management

Managers have defended that market management is a good practice, and acts as a signal to anticipate the future performance of businesses. While in some markets, market share is a critical determinant of a company's future profitability, this is not always so. General Motors was one of the biggest car manufacturing companies in the world before it went bankrupt in 2009. Hence, it is necessary to emphasize that comprehending the relationships expected in a specific market, between market share and profitability, is crucial. In some markets, size does matter; the most important notable example is markets that require economies of scale. Firms in such economies can lower the PCU by selling more, thus improving profitability (Aydin *et al.*, 2023).

Increasing market share

Gains or losses in market share, depending on the industry conditions, can significantly impact a company's performance. Market share essentially refers to the percentage of total sales that a company captures in an industry. Changes in market share have a greater impact on the performance of companies in cyclical industries with low growth. In contrast, changes in market share have less effect on companies in growing industries. In such industries, the overall market is expanding, allowing companies to increase sales even if they are losing market share. For companies operating under these conditions, stock performance is more influenced by sales growth and margins than by other factors. In cyclical industries, competition for market share is fierce. Economic factors play a greater role in the variance of sales, profits, and margins than other factors. Margins are usually low, and operations are carried out with maximum efficiency due to competition. Since sales come at the expense of competitors' prices, companies invest heavily in marketing efforts or even employ loss leaders to attract sales (Hollebeek *et al.*, 2014).

Financial performance

Financial performance generally refers to all outputs and efficiency in an organization's operations (Isaac *et al.*, 2023). It can be measured regarding market share growth, revenue, return, competition, performance, and price manipulation, among other metrics Increasing sales is a goal for many companies in a competitive market environment, and sometimes, sales volume is used to gauge a company's market share within an industry (Apaolaza Perez de Eulate and Lizarralde Aiastui, 2021).

Sales promotion and financial performance

The widespread use of consumer sales promotions to boost sales has generated significant discussions regarding their effectiveness. Critics argue that sales promotions are ineffective because they condition consumers to expect discounts, leading to a long-term loss of market share. Meanwhile, the term "promotion" has different meanings depending on the context and

field in which it is used. In this context, it generally refers to an element of the "marketing mix." Essentially, it refers to any technique designed to sell a product (Ricky *et al.*, 2015). From others' perspective, it refers to any effort by the seller to influence the buying decision. (Blanchard *et al.*, 2019). The concept of "sales promotion" in marketing, similar to advertising, has been interpreted in various ways by researchers. Blanchard *et al.* (2019) also believe that sales promotion involves "a set of short-term promotional techniques that marketers use to stimulate immediate purchases". Thus, sales promotion can be described as offering added value, acting as a direct incentive for consumers or salespeople. The International Chamber of Commerce defines sales promotion as "marketing tools and techniques that are used to make products and services more attractive by offering some additional benefits, whether in cash or kind or the expectation of such benefits" (Aydin *et al.*, 2023). Accordingly, the first research hypothesis is presented as follows:

Hypothesis 1. Sales promotion significantly impacts the financial performance of ornamental plant producers.

Market management and financial performance

Market management capability is a key and basic strategic approach companies can use to enhance their financial performance. Market management is defined as a holistic approach in which a firm uses physical and non-physical assets to decipher the dynamics of certain customer needs, attain a relative product differentiation for a competitive edge, and attain suitable brand quality (Hollebeek *et al.*, 2014). Market management is described as the utilization of organizational knowledge, skills, and resources to add value to goods and services, meet competitive demand, and satisfy market-related needs. The more recent approaches have mainly highlighted innovation and branding as the marketing capabilities. There are several ways through which researchers have defined processes to implement marketing capabilities, all of which can be used by the company to get to the target customers and create value for the goods and services (Ibrahim and Aljara, 2018).

The first process is customer service, which is done in a manner that can suit the buyers and consumers in the market. Most marketing researchers believe that customer service can uniquely result in a competitive advantage. The second process is the effectiveness of promotional activities in attaining market share and sales. These activities are employed in the communication with target markets. The third process is having a strong distribution network to create suitable relationships with distributors. The fourth process is developing customer relations. This process is used to get the customers' opinions and interact with them. The fifth process is the use of marketing research to determine the stated and unstated needs of the customers and the goods and services provided by competitors. The last process is the company's capability to design a unique product in terms of quality, price, image, services, and the like. All these variables are positively associated with the company's performance, particularly in innovation, entrepreneurship, establishment of competitive advantage, and sales and market share (Apaolaza Perez de Eulate and Lizarralde Aiastui, 2021). Based on this, the second research hypothesis is proposed as follows:

Hypothesis 2. Market management significantly affects the financial performance of ornamental plant producers.

Market share and financial performance

Based on various sources, the relationship between market share and financial performance is likely one of the most extensively studied phenomena in management research (Mansourian and Taghi Nasab, 2023). Over the past three decades, a wealth of conceptual and empirical studies have examined the relationship between market share and financial performance. Researchers argue that market share reflects a company's current competitive position in the market, with companies holding a higher market share being perceived as better able to meet customer needs, thereby gaining a competitive advantage over smaller competitors. Since the first published study reported a positive correlation between market share and profitability, the nature of this relationship has continued to be a key topic for economic research. The ongoing debate about the basic relationship has been fueled by inconsistencies in the strength of the market share-financial performance link, its statistical significance, and the direction of the relationship reported in various studies and models. Therefore, the third research hypothesis is as follows:

Hypothesis 3. Market share significantly impacts the financial performance of ornamental plant producers.

Research background

In most research paradigms, a literature review is always done during the research process. However, it is worth mentioning that, up to the present, there are few attempts to investigate the factors influencing the financial performance of ornamental plant producers, and there are a limited number of published articles in this field of study in Iran and worldwide. This section briefly reviews these studies:

Yakubu *et al.* (2024) explored the impact of niche marketing strategy on the performance of small and medium-sized enterprises (SMEs) in Nasarawa State, Nigeria. The study aimed to assess how niche marketing strategy affects the performance of SMEs in this state. The total population included 400 registered SMEs with the Ministry of Commerce and Industries of Nasarawa State, Lafia. A sample of 200 was determined using Yamane's sample size formula from the total population of 200 registered SMEs. The research design employed was a survey research design. Questionnaires were developed and distributed to the registered SMEs in Nasarawa State with the data collected analyzed using a five-point Likert scale questionnaire. The findings revealed that marketing strategy significantly influences the performance of SMEs. It was established that the product positioning strategy of SMEs with an overall mean score of 2.74 (above the decision-making rule mean of 2.50) has a significant effect. However, it was indicated that the market segmentation strategy has no significant impact on the performance of SMEs, as reflected by an overall mean score of 2.01, which is lower than the decision-making rule mean of 2.50.

Aripin *et al.* (2024) investigated the influence of marketing duality on performance. This study aimed to examine the effects of marketing duality on company performance employing a response surface approach to address empirical challenges. The research utilized qualitative descriptive analysis to uncover the impacts of marketing duality and quantitative response surface analysis to model the relationship between marketing variables and company performance. The findings showed that the impact of marketing duality has a significant effect on company performance with interactions between marketing variables being complex and not always linear.

Ellitan (2023) explored how experiential marketing and customer satisfaction can

increase repurchase intention. Marketing activities are increasingly focusing on customer satisfaction. Identifying the factors that lead to customer satisfaction can enhance repurchase intention. This research work discusses how experiential marketing can serve as a strategy that restaurant marketers use to improve customer satisfaction and encourage repurchase intention. It is anticipated that this work will add valuable insights and become a reference for both the present and future particularly in the area of marketing management related to experiential marketing, customer satisfaction and repurchase intention. It can be concluded that a higher sense of experience leads to greater customer satisfaction as all businesses focusing on products and services aim to provide a pleasant experience for their customers. As customer satisfaction increases, the intention to repurchase also grows. Additionally, greater customer satisfaction correlates with a higher intention to repurchase.

Ho *et al.* (2023) examined the benefits of market orientation in the agricultural value chain of an emerging economy. Data from 190 actors in the cattle value chain in the central highlands of Vietnam were analyzed in this study to assess the relationship between market orientation and innovation. Results show that market orientation does not have a significant relationship with performance. However, customer orientation and inter-functional coordination positively correlate with innovation which in turn is positively associated with financial performance. The results offer insights into the relationships among market orientation, innovation and performance in agricultural value chains in developing economies.

Acosta *et al.* (2018) investigated the internationalization of SMEs to analyze the impact of international market orientation, network capabilities and international entrepreneurship approach on the international performance of these businesses. In particular, both direct influences of explanatory variables on international performance and the dependencies among them were examined. Results derived from a study of 161 Mexican SMEs utilizing SEM-PLS analysis demonstrate that network capabilities have a positive impact on the international performance of these companies and international entrepreneurship approach, but not by international market orientation. Similarly, there exist relationships and dependencies among the explanatory variables of international performance for SMEs, where a positive impact of the international entrepreneurship approach on network capabilities and international market orientation of SMEs is observed.

Bhattarai *et al.* (2018) investigated whether the access to certain business approaches such as market orientation and market agility contributes to both the economic and social performance of social enterprises. Their study, which drew on empirical data from 162 social enterprises in the UK, show that market orientation enhances both social and economic performance simultaneously. In contrast, market disruption capability improves only economic performance and not social performance. Nevertheless, they discovered a positive interaction between market disruption and market orientation regarding social performance, while the effect on economic performance was negative.

Mansourian and Taghi Nasab (2023) explored the link between marketing agility and economic performance in market turbulence. The study was applied in terms of its objective, survey-based in terms of method and descriptive in nature. The study's population included 35 companies listed on the Tehran Stock Exchange that operate in the automotive and parts manufacturing sectors. Using the Morgan-Krejcie table, a sample of 370 individuals was randomly selected. Data analysis was carried out with the assistance of SPSS and SMART PLS statistical software. The hypothesis test results indicated a significant positive correlation between marketing agility and economic performance, taking into account various levels of market turbulence. Marketing agility significantly and positively affects economic performance.

Additionally, there exists a significant positive correlation between marketing agility and innovation capability which in turn significantly influences economic performance. Market turbulence moderates the relationship between marketing agility and financial performance but does not moderate the relationship between marketing agility and innovation capability or the relationship between innovation capability and financial performance.

Afsharfar (2022) examined the impact of market orientation and marketing capabilities on financial performance, considering the moderating role of innovation. This study, in terms of purpose, is applied, and in terms of data collection, is a descriptive survey. A questionnaire was used as the data collection tool, developed through library and field studies. The statistical population consisted of 412 employees of Hekmat Bank, from which 200 were selected as the sample using Cochran's formula. The sampling method was stratified random sampling. In this research, market orientation and marketing capabilities were the independent variables, financial performance was the dependent variable, and innovation was the mediating variable. The questionnaire was standardized, and after confirming its validity (content) and reliability (Cronbach's alpha), it was distributed among the statistical population. The results from structural equation modeling in the LISREL software environment showed a significant positive impact of market orientation and marketing capabilities on the financial performance of Hekmat Bank. Additionally, innovation moderated the effect of market orientation on financial performance.

Dehdar (2022) examined the relationship between marketing performance and financial performance and marketing strategy in private medical clinics in Isfahan. The questionnaire was used to gather data, and the validity of the instrument was established by a Cronbach's alpha of 0.85. The data was analyzed with the help of structural equation modeling and LISREL software to test the hypotheses and all the components of the research were measured on a five-point Likert scale. Since it is an applied study, this research was done using the descriptive survey research method. The statistical population included all the customers of private medical clinics in Isfahan in the spring of 2021. The sampling method adopted in the study was random and easy to access. The results of the research indicated that marketing performance and marketing strategy have a positive effect on financial performance.

Javidi and Broomand (2019) conducted a study titled "The relationship between international marketing strategies and international experience with export performance (Case study: Zohreh Tarshiz Tile Company)." They found a significant relationship between international marketing strategies, international experience, and export performance, confirming the main hypothesis of the research. The subsidiary hypotheses also showed that international marketing strategies and international experience are significantly related to export performance. Furthermore, the impact of international marketing strategies on export performance was found to be greater than that of international experience, with all three subsidiary hypotheses confirmed.

Research methodology

In terms of its objective, this study is applied research and falls under the category of descriptive-correlational research in data collection. Additionally, it follows a deductive-inductive reasoning approach. Given that the data was gathered for a specific time frame, the analysis follows a cross-sectional method, and the data analysis method is based on path analysis. For this purpose, a questionnaire was used as the data collection tool. The analysis dimension is also descriptive-correlational, utilizing quantitative methods. Data collection was carried out in two ways. Initially, relevant information on the research variables (literature review) was extracted from reputable domestic and international databases such as Noormags,

Ganj, Civilica, SID, IranDoc, Emerald, Elsevier, Web of Science, etc., using note-taking techniques. In the field section, marketing data (sales promotion, market management, and market share) was collected through the standardized questionnaire of Santos *et al.* (2022), which contains 17 questions. Financial performance data was collected using the standardized financial performance questionnaire by Touni *et al.* (2020), which included 8 questions and was distributed to the sample population.

Statistical population, sampling method, and sample size

The statistical population includes all marketing managers, financial managers, and senior staff of ornamental plant-producing companies in 2024. The sample size will be calculated based on the Klein and Jackson (2011) formula. In confirmatory factor analysis (CFA), the sample size is determined based on the factors rather than the variables. If structural equation modeling (SEM) is used, about 20 samples are needed for each factor (latent variable). The recommended sample size for CFA is about 200 samples for ten factors. According to Klein's criteria, for each questionnaire item, at least 5 to 25 subjects are needed. Since the questionnaire contains 25 questions and 5 subjects are needed for each item, the sample size amounts to 125 individuals. The sampling method is simple random sampling.

RESEARCH FINDINGS
Descriptive statistics

In order to get acquainted with the characteristics of the statistical sample, the demographic data of the research participants are provided in table 1.

Table 1. Demographic characteristics of respondents.

Index	Frequency	Percentage
Gender		
Male	117	93.6%
Female	8	6.4%
Total	125	100%
Education		
Bachelor's degree	24	19.2%
Master's degree	97	77.6%
PhD and PhD student	4	3.2%
Total	125	100%
Work experience		
Up to 5 years	13	10.4%
6 to 10 years	18	14.4%
11 to 15 years	32	25.6%
Over 16 years	62	49.6%
Total	125	100%
Age		
Up to 30 years	15	12%
31 to 40 years	84	67.2%
Over 41 years	26	20.8%
Total	125	100%

The descriptive statistics on gender showed that 8 of the respondents were women while 117 were men, which means that the data collected mostly focused on men. With regards to education, 24 participants had a bachelor's degree, 97 had a master's degree, and 4 had a PhD, which indicates that the majority of the collected data was from participants with a master's degree. As for work experience, 13 participants had no more than 5 years of work experience, 18 had 6-10 years of work experience, 32 had 11-15 years, and 62 had more than 16 years of work experience. Concerning age, the study showed that 15 participants were below 30 years, 84 participants were between 31-40 years, and 26 participants were above 41 years.

Hypothesis testing

To assess the reliability of the measurement model, convergent validity and discriminant validity were examined using confirmatory factor analysis (CFA) and average variance extracted (AVE). The confirmatory approach evaluates the consistency of the data with a specific factor structure. In fact, CFA examines the validity of the items selected to represent the latent variable or construct. CFA is essentially an extension of traditional factor analysis and is a critical aspect of structural equation modeling (SEM), in which specific hypotheses about the structure of factor loadings are tested. According to Fornell and Larcker's (1981) criteria, factor loadings greater than 0.50 are considered to have acceptable validity. Moreover, the average variance extracted between constructs should be equal to or greater than 0.50. Based on the results of this study, all factor loadings are at least 0.70, thereby fully confirming the convergent validity of the data in this section. Additionally, the statistical t-values for all variables are above 1.96, indicating their significant influence on the corresponding constructs. As shown in table 2, the average variance extracted for all variables exceeds 0.50 and is within acceptable limits, thereby confirming the convergent validity of the constructs in this section as well. Moreover, the composite reliability and Cronbach's alpha coefficients obtained for all constructs indicate that the measurement models' internal consistency is satisfactory.

Table 2. Convergent validity and reliability.

Dimension	AVE	Composite reliability	Rho	Cronbach's alpha
Sales promotion	0.875	0.977	0.980	0.970
Market share	0.863	0.974	0.981	0.966
Financial performance	0.772	0.963	0.983	0.952
Market management	0.971	0.994	0.993	0.993

The present research assessed discriminant validity using the Fornell and Larcker (1981) procedure. In this method, discriminant validity is achieved if the square root of the AVE of each construct is greater than the correlation between that construct and other constructs. Table 3 presents the result of the average variance extracted test of the constructs. The diagonal values are the square root of the AVE values.

Table 4 shows the R2 value of the latent variables of the model that defines the impact of independent variables on the dependent variables. According to these findings, 7. It shows that sales promotion, market management, and increased market share contribute to 68.7% variations in financial performance.

Table 3. Average variance between constructs (discriminant validity test).

Constructs	Sales promotion	Market share	Financial performance	Market management
Sales promotion	0.936			
Market share	0.544	0.929		
Financial performance	0.667	0.480	0.879	
Market management	0.348	0.472	0.681	0.986

Table 4. R2 values for the research model.

Dimensions	R-squared	Adjusted R-squared
Financial performance	0.687	0.686

The examination of the values in table 5 shows that none of the Q2 values are negative, and the minimum required values for prediction have been met.

Table 5. Goodness-of-fit indices.

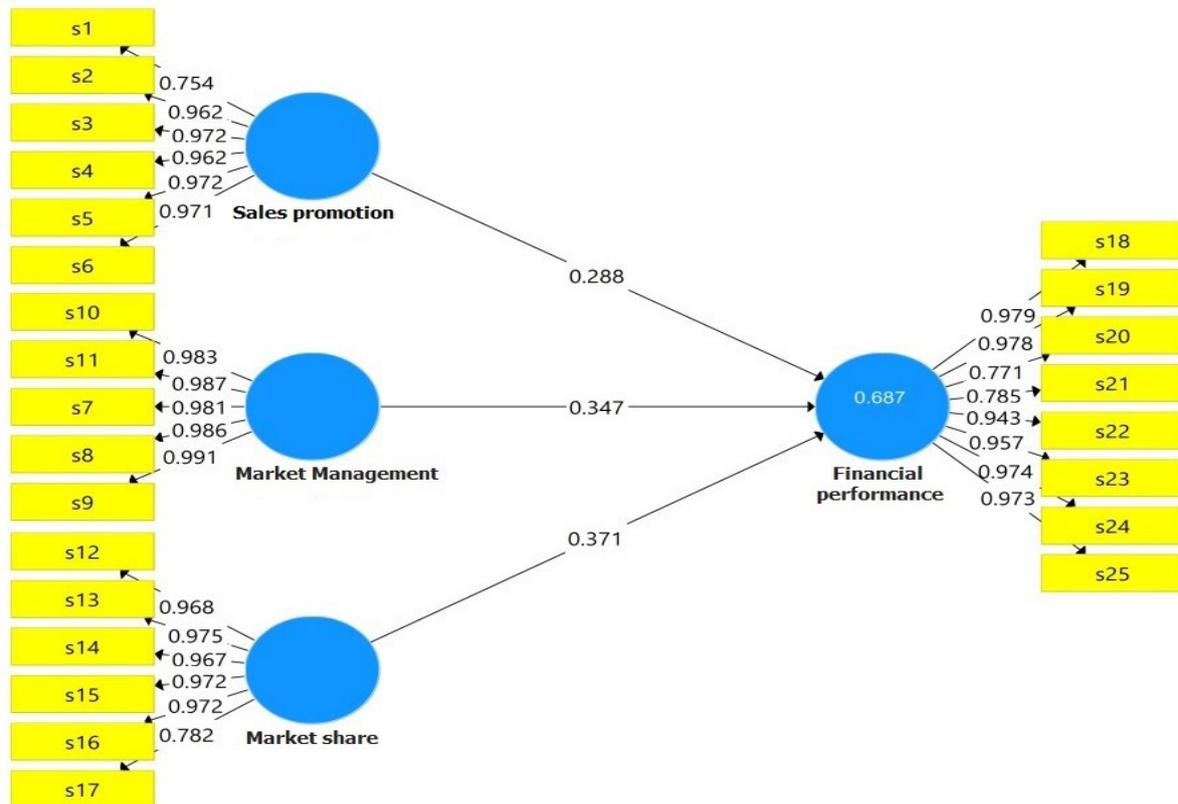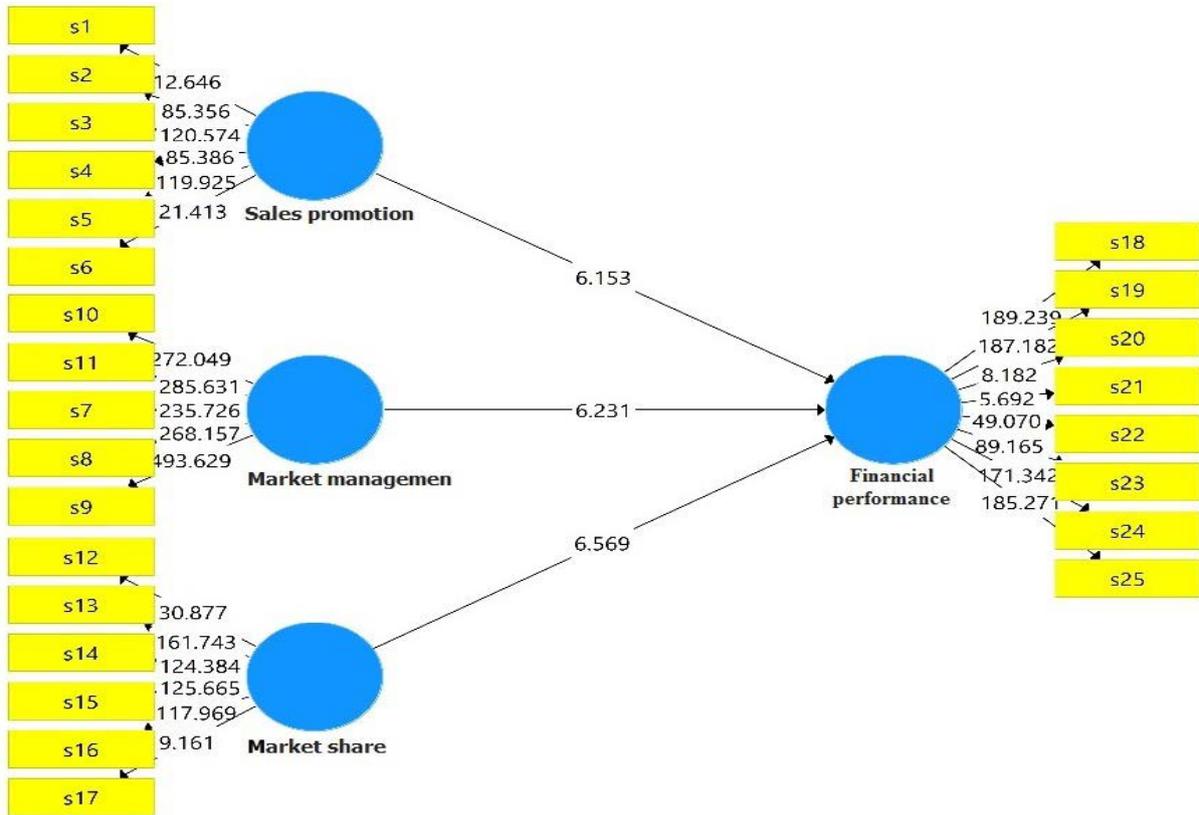| Dimensions	CV. communality (Q2)	CV. redundancy (Q2)
Sales promotion	0.772	....
Market share	0.761	....
Financial performance	0.671	0.701
Market management	0.869	....

Fig. 1. Path coefficients in the research model.

Fig. 2. T-statistics values of the model.

This section analyzes the research hypotheses using path coefficients and t-statistics. In other words, if the t-statistic of a given path is greater than 1.96, it means that the path is significant and the hypothesis is accepted at a 5 percent error level.

Table 6. Results of the hypothesis testing.

Hypothesis	Variable		Path coefficient	T-statistic	Significance level	Result
	Independent variable	Dependent variable				
1	Sales promotion	Financial performance	0.288	6.153	0.000	Confirmed
2	Market management	Financial performance	0.347	6.231	0.000	Confirmed
3	Market share	Financial performance	0.371	6.569	0.000	Confirmed

The results for the first hypothesis, which examines the effect of sales promotion on the financial performance of ornamental plant producers, show that the standardized path coefficient of the sales promotion – financial performance relationship is 0.288, t=6.153, and it is highly significant at 95% level of confidence. Therefore, it can be said that the use of sales promotion has a positive and significant impact on the financial performance of the ornamental plant producers.

Hypothesis 2: The findings for the second hypothesis that tests the relationship between market management and financial performance of the ornamental plant producers show that the standardized path coefficient for the market management to financial performance is 0.347, and the t-statistic is 6.231 which is relatively high and therefore the null hypothesis is rejected at 95% level of confidence. Therefore, the findings reveal market management as a significant and positive determinant of the financial performance of these producers.

Hypothesis 3: The results of the third hypothesis, which determines the connection between market share and the financial performance of the ornamental plant producers, show that the standardized path coefficient between the market share and the financial performance is equal to 0.371, whereas the t-statistic is 6.569 and thus the 95% level of confidence can be regarded as significant. Consequently, this research established that market share has a positive and significant relationship with the financial performance of the ornamental plant producers.

DISCUSSION AND CONCLUSION

The average income per country from the export of ornamental plants is estimated to be 60 billion dollars per year, while our country earns only 5 million dollars. On the other hand, India and Turkey, for example, make 5 billion and 3 billion dollars from the export of flowers and plants. It is only possible to achieve and sustain a competitive advantage in the current market environment through the application of contemporary marketing techniques. One of them is relationship marketing, which involves direct interaction with the customer to understand their needs and, thus, develop a competitive edge (Santos *et al.*, 2022).

This study focused on the effect of sales promotion, market control, and market share of the ornamental plant producers on their financial outcomes. The findings of the study also indicated that the independent variables, namely sales promotion, market management, and increased market share, have a positive and significant relationship with the financial performance of the ornamental plant producers.

Financial performance is one of the key issues that managers of economic units are interested in. Managers want their companies to perform better, so they use new techniques. Many factors affect the financial position of the companies, and every company attempts to choose the right strategies to enhance the business. The degree of development of countries, the recognition of methods, the willingness of managers to use certain methods, and the availability of tools to support these methods in organizations are some of the factors that determine the advantage of a particular method (Garanti and Kissi, 2019).

Over the past few decades, management experts' main concerns have been identifying factors that influence financial performance and finding ways to improve it. Significant efforts have been made in this regard, resulting in valuable findings. Company managers and experts are particularly interested in financial performance data. They assess the company's position using financial ratios and make decisions based on this evaluation. Companies must adapt to the complexities of today's world to cope with environmental turbulence (Brodie *et al.*, 2011; Hollebeek *et al.*, 2014).

Today's organizations are required to use and adopt new management systems to be relevant in the market. One of the most important approaches is the improvement of their marketing skills. Marketing capability is a coordinated set of activities that apply organizational knowledge, skills, and resources to satisfy market demands and facilitate firms' value creation. Another definition states that marketing capabilities refer to certain organizational skills that enable a firm to offer a better market understanding of customer and channel management in global markets (Aydin *et al.*, 2023).

Based on the above findings, it is suggested that marketing should be accepted as a strategy for the implementation of organizational programs. All companies should cultivate a strategic marketing plan according to the company's position and resources to enhance financial performance. Producers of ornamental plants are encouraged to gain deep insight into various market segments, analyze their market niche in certain periods, and adjust to the customers. Thus, they can improve their financial performance if they increase their market knowledge.

The marketing and sales managers of ornamental plant producers should increase their marketing capacity by advertising widely and stressing their competitive advantage. Managers of hotels are also urged to place emphasis on the quality of the services offered as a way of enhancing the market capacity of their organizations for the benefit of their firms' financial health.

This research's main weakness is using questionnaires in data collection. Perhaps the most severe drawback of a questionnaire is the respondents' comprehension, interpretation, and analysis of the subject. Further research could be done on the real-life application of each theory in an effort to increase the market share of ornamental plant producers. Further, the social, political, cultural, and geographical factors may affect the financial performance of these companies. Thus, it is recommended that these factors should be taken into account in further research.

ACKNOWLEDGMENT

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