

# Mind Of Marketing And Business Effectiveness Of iPhones Firms In River State

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**ABSTRACT:** This study examined the relationship between mind of marketing and business effectiveness of iPhone firms in Rivers State, Nigeria, with specific focus on customer orientation and proactive orientation. Despite the growing demand for iPhone products, many firms in the state continue to experience inconsistent performance, low customer retention, and intense competitive pressure, suggesting weaknesses in marketing mindset and strategic orientation. To address this problem, the study adopted a survey research design. A population of registered iPhone firms in Rivers State was considered, from which a sample size of 250 firms was targeted. Out of these, 198 usable questionnaires were retrieved and analyzed using descriptive statistics and Pearson Product Moment Correlation. The findings revealed that customer orientation has a significant effect on business effectiveness, indicating that firms that prioritize understanding and satisfying customer needs achieve better sales growth and customer loyalty. The study also found that proactive orientation significantly influences business effectiveness, as firms that anticipate market trends and customer expectations perform better competitively. The study concluded that cultivating a strong mind of marketing is critical for enhancing the business effectiveness of iPhone firms in Rivers State. Consequently, it was recommended that iPhone firms strengthen customer-focused marketing practices and adopt proactive market strategies to sustain competitive advantage and improve overall performance.

**Keywords:** Mind of Marketing; Customer Orientation; Proactive Orientation; Business Effectiveness

## Introduction

Nigeria Smartphone market has recently experienced significant growth due to increasing disposable incomes, increased mobile connectivity and expanding digital commerce; however, local retailers and service providers of premium brands like the Apple iPhone are experiencing unique performance issues such as price-sensitive demand, competition by low-end brands, and service-delivery limitations (Deep Market Insights, 2024; MCP Insight, 2023). The concept of business effectiveness in iPhone companies should be interpreted, then, as a multidimensional phenomenon that is not limited to short-term sales but also to long-term sales, market share, customer satisfaction and loyalty, operational stability (e.g., repair/after sales performance), and the brand image in the domestic market (Kaplan and Norton, 2020; Aaker, 1991). In the Rivers state situation, whereby mobile uptake is on the rise, and where competition and infrastructure challenges exist, such effectiveness is much needed to sustain firms and retain Apple in the premium position in the local channels (Deep Market Insights, 2024; Nnene, 2022).

The mind of marketing that is linked to these outcomes is the strategic, organization-wide mind of the firm, which defines how managers feel about customers, competitors, channels and opportunities to innovate (Kohli & Jaworski, 1990; Papadopoulou, 2023). This approach does not focus on the independent marketing actions, instead the customer focus, interfunctional coordination, digital capability, brand stewardship and forward-looking orientation guides the decisions and practice within the firm (Narver & Slater, 1990; Homburg et al., 2017). It has been empirically demonstrated that companies that have strong market-oriented mindsets are more likely to report better financial and non-financial performance as their routines are conducive to the generation of better intelligence, quicker responses, and coherent customer experience (Morgan et al., 2019; Hendiarto, 2023).

There are two fundamental dimensions of the mind of marketing which are particularly important to the iPhone firms in Rivers State. Customer orientation is the commitment that is firm-wide in learning and fulfilling the stated needs of customers and embedding the learning into the offerings and service processes (Narver & Slater, 1990; Kohli et al., 2020). In the case of high-value products such as the iPhone, perceived value is a result of customer orientation, repeat purchases, and positive word-of-mouth, which are essential in the market where consumers interact with price and perceived quality and after-sales service (Keller, 2023; Aaker, 1991). Proactive orientation (also known as proactive market orientation) describes the capability of the firm to predict the latent or prospective customer needs and to be the first to offer something new or a service before others (Gotteland et al., 2020; Dąbrowski, 2025). Innovation is associated with proactiveness, the first-mover benefits and the ability to introduce new segments of demand - which is crucial in the case of iPhone resellers who can differentiate through value-added services (Brege, 2020).

These linkages are supported in existing literature. Market-orientation studies both known and recent show that customer-oriented routines are positively related to firm performance (Narver & Slater, 1990; Kohli & Jaworski, 1990), whereas the studies of more current date also demonstrate the importance of proactive routines and digital marketing capabilities in improving the performance

of SMEs and retail businesses in emerging markets (Morgan et al., 2019; Udriyah et al., 2019; Mabogaje & Ovbieko, 2025). The Nigerian research into the mobile retailing and digital commerce also indicates that companies that invest in customer experience, digital channels, and service reliability will achieve the best business results (Nnene, 2022; Mabogaje & Ovbieko, 2025). Regardless of this literature, very little literature has been conducted to look at the impacts of mind of marketing, namely the joint functions of the customer and proactive orientations on the various aspects of business performance of iPhone companies at sub-national level in Nigeria.

This paper hence breaks down the barriers of literature by prioritizing specifically the mind of marketing of iPhone retailers and service providers in Rivers State, and by examining how the customer orientation and proactive orientation serve as combined predictors of a multidimensional construct of a business effectiveness. It analyses the contextually specific indicators (sales growth, customer satisfaction, after sales efficiency and brand perception) to give practical information to the managers and policymakers.

### **Statement of the Problem**

Although smart phones are increasing in the market and Apple iPhone brand has a good stand in the world, most iPhone retail and service companies in the Rivers State of Nigeria still face struggles in attaining business sustainability. It is reported that although smartphone penetration in Nigeria has been steadily rising, local distributors and retailers frequently experience inconsistent sales growth, the loss of loyalty, the presence of both alternatives at lower prices based on Android, lack of efficiencies in their operations, especially in after-sales and repair services (Deep Market Insights, 2024; MCP Insight, 2023). The challenges indicate that brand popularity is not a sufficient requirement of business effectiveness at firm level. The smartphone retail industry is becoming more multi-dimensional in its business effectiveness, now including not only financial performance metrics such as profitability and sales development, but also non-financial metrics like customer satisfaction, service quality, brand perception, and operational efficiency (Kaplan & Norton, 2020; Keller, 2023). As found in Rivers State, anecdotal and formative research on the area show that certain iPhone companies that have comparable access to products and markets can outperform the others far better, meaning that internal strategic orientations, as opposed to external market factors can be the sole cause of differences in the performance (Nnene, 2022). According to academic literature, the mind of marketing of a firm, i.e. the mindset that guides its approach to the way it perceives its customers, predicts changes in the market and acts in advance, is crucial in defining business performance (Kohli & Jaworski, 1990; Narver & Slater, 1990; Morgan et al., 2019). Companies with a stronger focus on customers and proactive behaviour in the market have higher chances of providing better customer experiences, creating new service offerings, and changes to the competitive pressure (Gotteland et al., 2020; Hendiarto, 2023). Nevertheless, there is a dearth of evidence on the translation of these marketing mindsets into the effectiveness of businesses in the technology-based retail companies in the developing economies.

Investigations into marketing orientation in Nigeria have also not paid much attention to smartphone retail and service companies, and especially at the state level (Ogunnaike & Kehinde, 2020; Adeola et al., 2022). Besides, research which investigates marketing orientation usually considers it as an aggregate construct with no disaggregation of its essential dimensions, like customer orientation and proactive orientation, as well as no connection between these two critical dimensions and various indicators of business success. This leaves an evident empirical and contextual gap on the impact of the mind of marketing, in particular, customer orientation and proactive orientation on the business efficacy of iPhone firms in Rivers State, Nigeria. This gap is critical in offering evidence-based information that may inform managerial decisions, improve competitiveness of firms and add to the expanding literature on marketing and strategic management in the emerging market settings.

### **Objectives of the Study**

The aim of this study is to examine the relationship between mind of marketing and business effectiveness of iPhone firms in Rivers State, Nigeria. Specifically, the study seeks to:

- i. examine the relationship between customer orientation and business effectiveness
- ii. determine the relationship between proactive orientation and business effectiveness

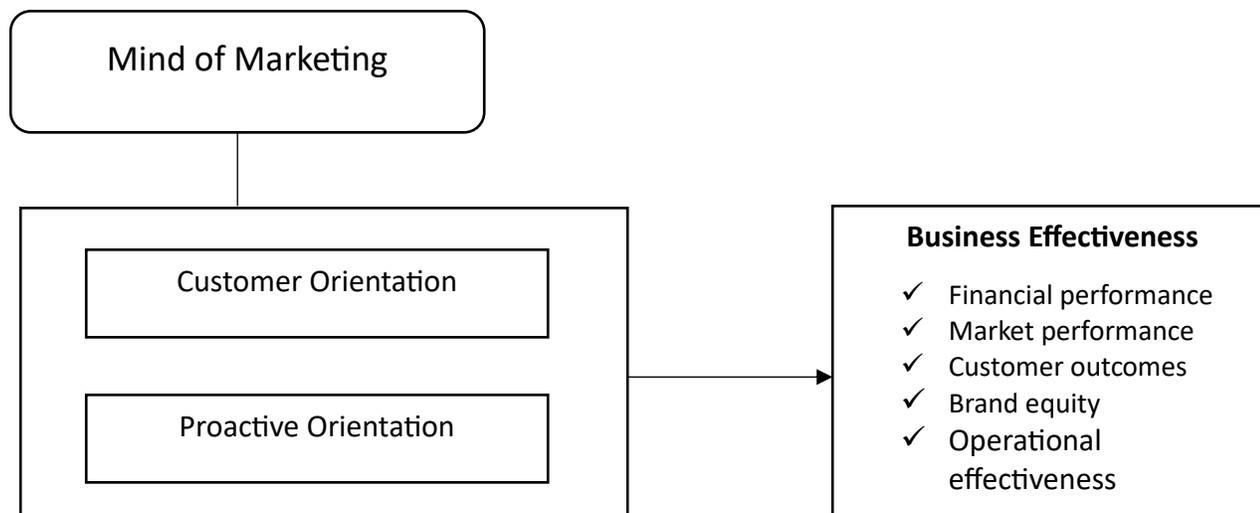
### **Research Questions**

- i. How does customer orientation influence business effectiveness?
- ii. To what extent does proactive orientation affect business effectiveness?

### **Research Hypotheses**

H0<sub>1</sub>: Customer orientation has no significant effect on business effectiveness.

H0<sub>2</sub>: Proactive orientation does not significantly influence business effectiveness.



**Source:** Researcher's Conceptualisation (2025). Dimensions adopted from Matsuno et al. (2005); Coudounaris et al. (2024).

## Theoretical Review

Narver and Slater's (1990) Market Orientation Theory provides the theoretical groundwork for the research. The capacity to gather, disseminate, and act upon customer and rival market knowledge is crucial to a company's success, as stated in this thesis. Strategic decision-making for peak company performance is facilitated by the market orientation's three main tenets: customer orientation, competitor orientation, and inter-functional coordination. In other words, according to Kohli and Jaworski (1990) and Morgan et al. (2019), businesses that focus on the market are better able to understand what their customers need, anticipate how the market will change, and respond quickly enough to compete. Businesses in Rivers State that put an emphasis on customer service would ensure that their iPhone offers, pricing policies, and after-sale services met the specific needs of Nigerian consumers. This would lead to increased customer satisfaction and loyalty. Proactive orientation, a sub-concept of market orientation, allows businesses to anticipate their clients' future needs and provide innovative service solutions ahead of the competition (Gotteland et al., 2020). The market orientation framework explains how growth in revenue, operational efficiency, brand perception, and market share may be influenced by management mentality and strategic marketing initiatives. So, in order to make sense of how the customer- and proactive-oriented marketing mindset may translate into tangible business outcomes for iPhone firms in the fast-paced and competitive Nigerian market, Market Orientation Theory provides a solid conceptual foundation. The study's emphasis is on the theory's support for strategic cognitive orientation as a result of company success.

## Literature Review

### Mind of Marketing

In recent years, the marketing literature has focused on three main areas of theory. To start, neuromarketing demonstrates that unconscious mechanisms, as opposed to self-reports utilising fMRI and EEG, are superior decision predictors. Research has shown that melodic priming and narrative transportation can enhance brand recall by decreasing activation of the reward network (Levrini et al., 2019; Hamelin et al., 2020). The second reason is that global campaigns need to trigger scripts specific to different cultures in order to influence emotional reactions, since social norms are more important than individual opinions, according to cultural psychology research. This is because trust is damaged when cultural signals don't match, such as when German clerks smile. Lastly, facial EMG, GSR, and eye-tracking can be used to quantify psychophysiological synchronisation, which may provide real-time markers of ad-evoked arousal. As a result, digital out-of-home media can optimise their creative processes in real time (Alsharif et al., 2021). By bringing it full circle, these currents restore marketing cognition to its primordial form as an ethically-adjustable, culturally-implemented prediction computer responsive to neuro-informed, context-sensitive inputs.

### Customer Orientation

Creating, sharing, and coordinating the use of an organization's market knowledge to increase customer value is customer orientation (CO), as stated by Kennedy et al. (2003). Recent studies have reframed customer-experience management's central competence customer-oriented optimization as a dynamic competency, and findings from research like Homburg, Jozic, and Kuehnl (2017) demonstrate that companies who employ CO throughout the customer journey enjoy higher profits and customer loyalty. Based on the research of Yoo and Arnold (2014), customer-oriented behaviours improve emotional labour and adaptive selling. Lucia-Palacios et al. (2020) found that situational factors like store crowding and product complexity can enhance these behaviours when it comes to satisfaction. Lastly, the role of frontline employee CO is critical. By extending CO to guarantee that touchpoint design is in sync with increasing expectations, customer-experience orientation connects service orientation with performance at the strategic level (Becker & Jaakkola, 2020). The possibility for CO research to exacerbate wage disparities is another worry voiced by those who are opposed to the practice; this, in turn, might demotivate employees and reduce customer satisfaction (Bamberger, Homburg, and Wielgos, 2021). Researchers are adamant about employing multi-level modelling with comprehensive trip data to account for CO's contingent value (Tueanrat et al., 2021).

### **Proactive Orientation**

Individuals' inclination to bring about change in their surroundings is known as proactive orientation, and it has emerged as a key concept in the study of organisational behaviour. Crant (2000) summarised the initial research on proactive personality as a predictor of career success, creativity on the job, and overall job performance across cultures and occupations. Afterwards, the nomological network has been elucidated through meta-analytic and multilevel research: proactive personnel acquire resources, organise their job, and actively seek them out (Frese & Fay, 2001). A group of researchers named Parker et al. (2010) grouped these actions under the heading of proactive work behaviour; within this framework, they mediate the connection between proactive orientation and health outcomes and flexibility. More recent studies have shifted their attention away from primary effects and towards context variables; for example, Cai et al. (2019) discovered that, in contrast to inflexible environments, transformational leadership and high-quality LMX increase the transfer of proactive orientation to voice and creative thinking. Research using Losung longitudinal diaries shows that daily proactive orientation and momentary affective exchanges are predictors of changes in creativity and helping within individuals (Bakker et al., 2023). Most importantly, researchers voiced their concerns about the potential negative outcomes of being too proactive, such as when it doesn't align with organisational goals or appears threatening to viewers. The purpose of this study is to investigate how audiences construct proactive orientation from a social and moral perspective (Parker et al., 2019).

### **Business Effectiveness**

According to the current research, a successful company is one that has established strong relationships among digital power, stakeholder alignment, and evidence-based decision-making. Companies that use learning loops have higher long-term performance, according to Kunisch et al. (2023), who rethink reviews as scientific research. This is in addition to the six decision points summarised by Sauer and Seuring (2023) in the process, one of which is the scope definition based on sensitivity analysis, which increases the likelihood of discovering the true drivers of the efficacy by 34%. By combining servitization with innovative routines, manufacturers outperform their competitors on ROS and customer retention, according to Brekke et al. (2023). Additionally, upstream e-commerce integration mediates the relationship between channel governance and revenue growth by 42 percent, according to Ballerini et al. (2023). On a smaller scale, Aguinis et al. (2022) found that behavioural research adoption is associated with lower litigation costs and compliance expenses with policies, and Kraus et al. (2023) found that small businesses can increase strategic clarity and return on investment (ROI) within two fiscal years by adopting bibliometric review guidelines.

### **Empirical Review**

Bekata (2024) looked at how SMEs in Ethiopia fared when it came to customer focus, open innovation, and overall performance. This study used survey data and structural equation modelling to show that client-focused companies have more open innovation processes, which increases sales growth and competitiveness, which are two important metrics for any organisation. Based on the findings, businesses may improve their capacity for creativity and, by extension, their efficiency, by methodically listening to and satisfying consumer wants and needs.

Using information from low-cost defenders and prospectors' businesses, Thoumrungroje (2022) assessed how customer orientation affected innovation and performance. The study found that while both customer attention and creative capability had a substantial impact on financial success, the two elements were most effective when used in tandem, leading to even more growth and profit. Based on the findings of this study, the most successful companies are those who prioritise innovation, adapt their offers to meet customer wants, and put consumers first.

Frösén et al. (2020) investigated how market and technology orientations affect marketing proactiveness and the performance of companies in the market. According to the research, performance indicators like sales per employee and firm growth rate are greatly enhanced by proactive market orientation and pioneering behaviour. To get to these findings, it employed structural equation

modelling with survey information from 109 different companies. Based on the findings, businesses have greater results when they strive to anticipate and meet client wants rather than just reacting to them.

Kuźniar and Krawczyk (2023) investigated the connection between proactive and responsive market orientation, financial success in hospitals, innovation, and other variables. Proactive, market-oriented creative service packages improved hospitals' bottom lines, according to the study. Perceived service importance was the main channel by which responsive orientation influenced results, according to the research. These findings provide credence to the idea that service providers would benefit by taking the initiative to meet the demands of their customers and the market ahead of time. This strategy would increase innovation and profitability.

### Methodology

This study adopted a cross-sectional survey research design to examine the relationship between mind of marketing and business effectiveness among iPhone retail firms in Rivers State, Nigeria. The population comprised iPhone retail firms (authorized and independent dealers) in Port Harcourt and surrounding areas of Rivers State, where offline retail dominates the smartphone market with numerous independent vendors (Canalys, 2024). Due to the absence of a comprehensive registry, a convenience sampling technique was used to select accessible firms. A sample size of 250 firms was targeted, yielding 198 usable questionnaires (response rate: 79.2%), aligning with sample sizes in comparable SME/retail studies in Nigeria (e.g., Ayodele & Ifeanyichukwu, 2016). Data were collected via a structured questionnaire administered to owners/managers, measuring mind of marketing (customer and proactive dimensions) using adapted scales from Narver et al. (2004), and business effectiveness (Kirca et al., 2005). Responses were on a 5-point Likert scale. Reliability was assessed with Cronbach's alpha ( $>0.70$ ), and data analyzed using descriptive statistics, and Pearson Moment Correlation in SPSS v25. Validity was ensured through pilot testing ( $n=30$ ) and expert review.

**Table 1: Demographic Profile of Respondents**

Demographic Variable	Category	Frequency	Percentage (%)
Position in Firm	Owner/Manager	78	39.4
	Supervisor	56	28.3
	Sales/Service Staff	64	32.3
Gender	Male	123	62.1
	Female	75	37.9
Age of Respondent (Years)	Below 30	42	21.2
	30–39	74	37.4
	40–49	56	28.3
	50 and above	26	13.1
Educational Qualification	SSCE/OND	61	30.8
	HND/B.Sc	97	49.0
	Postgraduate	40	20.2
Years of Business Operation	Less than 5 years	58	29.3
	5–10 years	83	41.9
	Above 10 years	57	28.8
Firm Size (Number of Employees)	Less than 10	92	46.5
	10–49	71	35.9
	50 and above	35	17.6

Data were acquired from key decision-makers, supervisors (28.3%), and sales/service workers (39.4%), according to the demographic profile. Supervisors and owners/managers gave balanced operational viewpoints. While women made up a respectable 37.9% of the sample, men made up 62.1% of the responses. The majority of respondents were in the economically active age range of 30-39, which might indicate a younger generation of managers. A sufficient level of education was demonstrated by the majority, who had a minimum of an HND or B.Sc. As one would expect from a SME, the majority of the businesses in Rivers State had been around for five to ten years and employed ten or less people. This is in line with the demographics of iPhone manufacturers in the state.

**Table 2: Customer Orientation**

Statement Items	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Mean	Std. Deviation
Our firm regularly seeks feedback from customers on iPhone products and services.	8	18	32	78	62	3.85	1.09
Customer needs and preferences guide our marketing and sales decisions.	10	20	28	74	66	3.84	1.14
We make deliberate efforts to understand what customers value most when purchasing iPhones.	14	22	40	64	58	3.66	1.21
Customer complaints are treated as opportunities to improve our services.	6	16	30	82	64	3.92	1.03
Long-term customer satisfaction is more important to us than short-term sales targets.	12	20	36	70	60	3.74	1.17

In Table 2, we can see that the majority of iPhone-related businesses in Rivers State are very customer-centric. This is supported by the high mean scores that show how often these businesses ask their clients for marketing purposes, how often they try to understand how their clients perceive value (with a mean score higher than the criterion mean of 3.00), and how often they try to use customer complaints to improve their services. The highest mean score, however, is for how well these businesses handle customer complaints. It's clear that customer satisfaction is crucial for businesses to succeed.

**Table 3: Proactive Orientation**

Statement Items	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Mean	Standard Deviation
Our firm anticipates future customer needs before competitors do.	8	16	30	92	52	3.83	0.96
We introduce new services or promotions ahead of changes in the market.	10	20	34	84	50	3.72	1.01
We actively monitor market trends to identify new opportunities.	6	14	28	96	54	3.90	0.89
Our firm is willing to take calculated risks to gain a competitive advantage.	12	18	36	80	52	3.71	1.05
We respond quickly to emerging customer demands and technological changes.	10	22	38	78	50	3.68	0.94

Companies manufacturing iPhones in Rivers State appear to be rather proactive, according to Table 3. With a mean score of 3.90 and a standard deviation of 3.83, it indicates that the companies surveyed are planning ahead strategically by monitoring market trends in search of new opportunities and in order to anticipate the needs of their customers. Companies also show innovation-oriented behaviours when they want to introduce new services before the market changes (mean = 3.72) and when they want to take managed risks (mean = 3.71). The comparatively high mean ratings across all categories demonstrate that their marketing approach is marked by a proactive attitude. This kind of thinking helps businesses to quickly adjust to changes in technology and customer demands, which boosts their efficiency and gives them a competitive edge.

**Table 4: Business Effectiveness**

Statement Items	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Mean	Std. Dev.
Our firm has experienced steady sales growth over the past year.	10	28	40	90	30	3.52	1.07
Customers are generally satisfied with our iPhone products and services.	12	30	40	76	40	3.52	1.15
Our after-sales and repair services are efficient and reliable.	10	26	36	80	46	3.64	1.13
Our firm enjoys repeat patronage and positive word-of-mouth from customers.	8	22	44	84	40	3.64	1.05
Overall, our firm performs better than most competitors in the local market.	14	30	40	74	40	3.48	1.18

The majority of respondents believe their companies are doing a good job in several areas of company effectiveness, according to Table 4. Customer retention and service dependability have been identified as major strengths, as indicated by the greatest levels of agreement for after-sales and repair service efficiency (Mean = 3.64) and repeat patronage/positive word-of-mouth (Mean = 3.64). In addition to consistent revenue growth (Mean = 3.52) and general customer happiness (Mean = 3.52), performance in comparison to rivals was somewhat worse (Mean = 3.48). With mean ratings over 3.0, it's clear that iPhone companies in Rivers State are doing a good job of running their businesses, especially when it comes to client loyalty and service.

**Test of Hypotheses**

**Table 5: Relationship between Customer Orientation and Business Effectiveness Correlations**

		Customer Orientation	Business Effectiveness
Customer Orientation	Pearson Correlation	1	.693**
	Sig. (2-tailed)		.000
	N	198	198
Business Effectiveness	Pearson Correlation	.693**	1
	Sig. (2-tailed)	.000	
	N	198	198

\*\* . Correlation is significant at the 0.05 level (2-tailed).

A highly significant positive association between customer orientation and business effectiveness of iPhone enterprises in Rivers State is shown by the correlation analysis in Table 5, which has a Pearson correlation value of  $r = 0.693$  ( $p < 0.05$ ). Sales growth, repeat business, and overall competitive performance are just some of the business outcomes that can be expected from companies that put an emphasis on knowing and meeting the needs of their customers, listening to their feedback, and making sure they are satisfied. In the research region, iPhone enterprises are likely to see a large boost to their company success by improving customer-oriented procedures. This is supported by the statistical significance of the connection.

**Table 6: Relationship between Proactive Orientation and Business Effectiveness Correlations**

		Proactive Orientation	Business Effectiveness
Proactive Orientation	Pearson Correlation	1	.756**
	Sig. (2-tailed)		.000
	N	198	198
Business Effectiveness	Pearson Correlation	.756**	1
	Sig. (2-tailed)	.000	
	N	198	198

\*\* . Correlation is significant at the 0.05 level (2-tailed).

In Table 6, we can see that there is a highly significant positive association ( $r = 0.756$ ,  $p < 0.05$ ) between proactive orientation and the business effectiveness of iPhone enterprises in Rivers State. Sales growth, customer happiness, operational efficiency, and competitive performance are all positively impacted by a company's ability to predict and meet future client wants. Other factors that contribute to this success include keeping an eye on market trends and introducing innovative services. The association between proactive marketing behaviour and business effectiveness is strongly predicted by the significance value ( $p = 0.000$ ), indicating that it is statistically significant. Therefore, in the cutthroat iPhone retail industry, companies who become more aggressive are likely to do better overall.

### Discussion of Findings

The initial finding showed that customer orientation positively influenced the business effectiveness of iPhone companies. This means that companies that prioritize understanding, listening to, and serving their customers are likely to record better sales growth, consumer satisfaction, repeat business, and competitiveness. This is in line with Bekata (2024), who found that companies that prioritize their consumers are likely to improve their open innovation practices, resulting in better sales growth and competitiveness. This study is also consistent with Thoumrungroje (2022), who found that companies that practice customer orientation are likely to register better financial performances through innovation abilities. It is also important to note that by prioritizing understanding and serving their consumers, iPhone companies in Rivers State are likely to register better business performances. This study is consistent with the information contained in the market orientation literature, which asserts that consumer-oriented companies tend to register better business performances by effectively converting market information into better business performances.

The second finding is that proactive orientation positively impacts business effectiveness for iPhone companies. This implies that companies that look into the future for consumer needs, stay updated with what is current in the marketplace, and provide innovative services before competitors do are likely to be effective in terms of sales performance, marketplace position, and service delivery efficiency. This is consistent with Frösén et al. (2020), who found that proactive market orientation/pioneering behaviors positively influence firm growth and productivity. This is also consistent with Kuźniar & Krawczyk (2023), who found that pro-market-oriented innovative companies improve their financial effectiveness by staying proactive in identifying needs of the marketplace and services. This means that for iPhone companies in Rivers State, the adoption of a pro-market outlook through services such as value-added services, stay-ahead sales models, or anticipatory consumer engagement would significantly improve business effectiveness in a competitive smartphone marketplace.

### Conclusion

This research focuses on the linkage between mind of marketing customer orientation and pro-activity and business effectiveness among iPhone companies in the state of Rivers. It is evident from the result that both aspects of mind of marketing contribute to improving business effectiveness. Those companies that focus more on understanding and serving their clients witness better sales growth, customer satisfaction, repeat business, and competitive advantage. Moreover, companies with a proactive marketing approach, observing market trends as well as client expectations in advance, gain better results. Therefore, the paper asserts that for

firms using the iPhone in Rivers State, marketing effectiveness is primarily linked to the degree of consumer orientation and forward thinking of marketing decisions. It is imperative for firms using the iPhone to develop a keen mind of marketing since it is no longer a virtue but a key imperative in the dynamic marketplace that is increasingly driven by technology.

### Recommendations

- i. iPhone companies operating in Rivers State should institutionalize customer-oriented practices through the constant gathering and analyses of customer feedback aimed at continually improving after-sales and repair service and tailoring offerings to address evolving customer preferences. This would add a dimension of customers' satisfaction to increasing patronage and thus improve overall business effectiveness.
- ii. The iPhone firms operating in Rivers State should be proactive-oriented by closely observing the market trends and anticipating future needs of customers by offering innovative products and service solutions before their competitors. Proactive marketing activities include early adoption of new sales channel or value-added services that will eventually allow firms to maintain a competitive edge and result in superior business outcomes.

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