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RESEARCH PAPER

Outsourcing Marketing Plans for Small and Medium Enterprises Using Knowledge Sharing Process Case study: Tehran Wood and Furniture Companies

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ABSTRACT

This study proposes an outsourcing mechanism for marketing plans in small and medium-sized enterprises (SMEs) using knowledge sharing. SMEs may not be able to establish a marketing department due to operational expenditures. Therefore, organizing a marketing agency to handle marketing concerns of SMEs is significant. First, SMEs are clustered regarding their activity area, products, services, and etc. Then, for SMEs in a same cluster, the marketing agency should collect the required information to process marketing actions. The challenge is how to gather and deposit information in common among SMEs in a cluster. Knowledge sharing is one of the stages of knowledge management helping to distribute information among elements of a system. Thus, the process of knowledge sharing is investigated in outsourcing marketing activities. Accordingly, a questionnaire was prepared based on research hypotheses. After confirmation of validity and reliability, the questionnaire was given to managers and employees of furniture companies in Tehran province, Iran. The collected questionnaires were analyzed using SPSS software version 24.0. According to the statistical sample of the research, descriptive statistics, and inferential statistics were analyzed. Descriptive statistics were used to describe the demographic characteristics of respondents. The inferential statistics, Kolmogorov-Smirnov test was used first for the test of normality of data. Considering normality of the data, T-student test was used to obtain the relationship between variables. Finally, the results of the research showed that there is a positive and significant relationship between outsourcing marketing in SMEs using knowledge sharing. Therefore, it is suggested that SMEs pay particular attention to outsourcing their marketing activities using knowledge sharing.

KEYWORDS: *Outsourcing; Marketing activity; Knowledge sharing; Small and medium enterprises (SMEs)*

1. Introduction

In a complex and mysterious world of commerce and business, companies that cannot keep pace with environmental changes in the marketplace and meet the needs of customers and adapt themselves to the prevailing conditions of business, gradually eliminated by competitors. or due to a series of unstructured-orientation process, they have to leave the business. Therefore, any company entering the business must be familiar with a series of vital business signs (eg. marketing activity); [1]. Today, about 90% of companies and more than 50% of the workforce include small and medium enterprises which play an important role in the economy and population of every society and are the source of economic development [2]. Indeed, small and medium-sized businesses make up the heart of today's world economy. However, most of these companies are subsequently defeated due to lack of knowledge of business features. So if these companies can be introduced to new business features, they can play a vital and successful role in the economy of each community because of

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the high potential of these businesses. Therefore, small and medium-sized businesses should have a long-term and global perspective on their business's future. One of the main weaknesses of these companies, which are the main factor behind many of these companies' failures, is the lack of management. Many managers of these companies, in other words, the owners of these companies, are rarely familiar with managerial issues and in some cases even rarely familiar with the management alphabet and they start to business just because of their financial ability. Therefore, the purpose of this study is to show the way for these managers to maintain business prosperity and create a solution to the problems of these businesses [3]. Therefore, one of the most important weaknesses that small companies face is the management weakness. Many managers of these businesses are not familiar with business features or do not take any special measures to carry out their marketing activities and only on the basis of personal experience and market conditions they produce the crop and most of these managers do not assign the budget or responsibility for allocating marketing activities [4]; and since the heart of all businesses is the marketing activities and the recognition of customer or market needs, they will gradually step out of the business scene, if these business owners fail to recognize these topics. Today, despite the high potential of small and medium-sized enterprises in manufacturing, they have to leave the business world due to the weakness of marketing and market knowledge. So, what is the solution? Why cannot these companies compete with competitors in spite of the several benefits that they have?

Due to the gap in the modern business world (especially SMEs), we decided to propose a solution to this problem. The solution is based on the challenges and issues associated with marketing activities and the recognition of the markets by SMEs. In past works, design of a marketing agency for SMEs was not investigated and thus this paper considered the impact of outsourcing marketing activities to a marketing agency through knowledge sharing. SMEs have a high economic and productive potential helping them to fulfill market needs. But, lacks of knowledge management, integrated data circulation system, and marketing operations cause inefficiency in satisfying customers' requirements [5]. Thus, outsourcing marketing activities based on customer needs and market recognition is proposed. As a case study, the proposed model is implemented through the process of knowledge sharing among SMEs of wood and furniture in Iran. All internal and external information is collected and analyzed for marketing operations and the identification of customers' needs, and information provided to managers and business owners is used to develop the product and to overcome competitors in the domestic and foreign markets. The remainder of the paper is organized as follows. Next, the related works are reviewed in a categorized manner. The research method and model are explained in Section 3. Data analysis and graphical illustrations are fully presented in Section 4. Finally, Section 5 concludes with the managerial implications regarding each hypothesis and justification of results.

2. Literature Review

2.1. Outsourcing

Outsourcing is the assignment of all or part of the responsibility for performing a specific organizational task to a specific person, group or organization, in order to reduce the costs and provide superior quality. The practice of transferring some of the internal activities of an organization with or without assigning the right to make decisions to a supplier outside the organization was worked out on the basis of a contract. Also, [6], according to research conducted in Greece, concluded that one of the most commonly used business strategies that many companies today use, including large companies, is the outsourcing process which companies use to create partnerships between companies and a competitive advantage in their business, and as a way to sometimes bring companies together in the long run.

Today, outsourcing activities are applied to many small and medium-sized businesses which can focus on their potentials and competencies and increase efficiency and effectiveness through cost savings, corporate capital reduction, improve responsiveness to changes in the business environment [7]. [8] concluded that increased globalization has led companies to focus more on their outsourcing decisions and use it as a strategic weapon in fighting rivals in the markets.

The outsourcing process usually involves three main dimensions:

1. Scope of outsourcing (What activity will be outsourced)
2. Act of outsourcing (How to manage and implement the outsourcing process)
3. Impact of outsourcing

Also, according to research by [9] in Malaysia, outsourcing is becoming a common thread as an external resource to improve the efficiency of many companies. However, the relationships

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between outsourcing companies and service providers can directly affect company productivity. Therefore, marketing outsourcing as one of the strongest trends for modernization of marketing operations in many companies began to work with service providers.

In fact, outsourcing is a fundamental change in the structure of tomorrow's world organizations. This means that organizations are no longer required to employ a large number of people. Such organizations are becoming formations that achieve high income and high productivity because they focus only on activities that they have been mandated for [10]. One of the economic benefits of outsourcing to outsourcing companies is that they can reduce some of their fixed costs, such as equipment costs, fixed employee salaries, Information Technology and marketing activities, and also change them in to variable costs [11]. Outsourcing activities in organizations usually has a complex structure that includes many activities and functions which increase the complexity of administrative and managerial issues. As a result, some of them make the specialists more aware of the weaknesses of organizations and help managers manage and control their weaknesses in organizations [12]. Outsourcing is used as one of the strongest upgrade process in marketing renewal. In fact, the logic of these activities, if based on the true commitment, mutual knowledge and inter-organizational communication, will lead to greater success in organizations. Outsourcing is undeniable in many modern businesses. Most companies with medium-sized firms and small companies tend to outsourcing at the moment, companies tend to focus on what (those activities) as well as their ability to perform, and also outsourcing what (those activities) that is not central to their business. Experts quickly identify the many areas that have been outsourced to mid-market. These areas include accounting, IT consulting and sales and marketing consulting. Although, most existing literature deals with outsourcing to large companies, most companies are relatively small. So it's important to know how small and medium sized businesses deal with outsourcing. Studies on collaborative strategies for small and medium-sized businesses show that these companies tend to focus on relationships that mostly provide part of the elements or services for larger firms, rather than the activity vendor. Therefore, recognizing the existence or absence of outsourcing, how it is and the nature of the deployed activities and, in general, the nature of outsourcing in the small and medium businesses is very important. Therefore, little statistics on outsourcing to these businesses are reported. According to past research, 83 percent of entrepreneurship companies have some types of outsourcing and their outsourcing has been relatively low, because, the outsourcing process can be short-term or long-term depending on the needs of the outsourcing company [13]. Therefore, companies can cooperate with business partners specializing in the field, rather than hiring full-time employees to engage in some of their activities as a result, companies can focus on their strengths and increase productivity [9]. Outsourcing is the process of creating and managing a contractual relationship with a foreign organization to provide skills that are not within the organization or there is not enough capital and knowledge to carry out those activities within the organization. Despite the significant studies that focus on outsourcing, one of the issues that focus on outsourcing is how to divide duties and to select activities. This is one of the main issues and concerns of many companies. It’s better to go outside the organization to create value for the company because it is better to outsource activities that the missions of companies and organizations are not endangered, which is in fact the core of the business, and other activities circulate around it [14].

2.2. Marketing

Marketing activity, providing a product or a service to customers, is an important core to any business which requires the careful training of experienced and creative experts to this field. Therefore, considering the conditions and environment of SMEs, and being unable to solve some of these problems, outsourcing these activities can be a serious and effective solution to the business development and success of these businesses [15]. According to a study conducted on factors that cause business failure in Iran, one of the most important factors influencing this issue is the lack of correlation between production and marketing strategies as well as inappropriate pricing which is considered as a threat to business strategies and prevents success in a business. Also, the marketing features of small and medium enterprises are such that the companies are not really involved in different market conditions and competition, marketing and innovation activities. They are usually inherently productive, flexible on prices, and are not a strong brand and do not have much market share consequently, there is no balance between

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production, marketing and sales techniques in these companies [16]. Using the outsourcing process to create partnerships between companies and providing competitive advantages in their business is a way to merge companies together in some cases in the long run [6].

2.2.1. Marketing outsourcing

According to studies by [5] on the marketing outsourcing process for SMEs, outsourcing applies the best route to reducing costs, understanding the effectiveness of the process, and focusing on core competencies in small and medium businesses. This action will make it possible to these companies to succeed on the basis of experiences to battle against their rivals in the business market [5]. When an organization outsources its marketing activities, it actually gives one of the responsibilities of its institutions outside the organization these may include activities such as research, analysis, strategy, planning, management, advertising, public relations, marketing, and communication, which are tasks of a wide range of marketing activities which is done by an external company depending on its size and type of activities. These activities reduce costs for companies and also create competitive advantage over time as a result, it will be possible for companies to support their full marketing strategy by outsourcing these activities and focus on the core of their business and increase their competence and productivity [17]. In some cases roughly 60 percent of SMEs are having a problem when they launch their new product because of the high cost of product development and marketing and also their market share is low. One of the benefits of outsourcing, including outsourcing of marketing, is to determine the strengths and weaknesses, as well as identify threats and opportunities in the organization, and increase productivity in companies having a direct impact on corporate decisions. Therefore, companies that cannot do their marketing activities or finance it are better to use the outsourcing process, which is one of the most powerful tools for modernizing marketing operation. Marketing outsourcing can also be a strategic goal for corporate growth which fulfill using experts in that field outside the organization. Putting this kind of activity out of the organization does not simply mean that manufacturing companies are considered separate from these activities because the manufacturer and the company that performs the marketing activities are both responsible. They should be constantly connected with each other so that they can determine the level of quality and identify the needs of customers to improve the efficiency and the quality of services as well as solutions to solve problems, and identify the long-term goals of the company [18].

2.3. Small and medium businesses

According to studies, about 90 percent of businesses account for more than 50 percent of the world's job potential they play a major role in the economy of society and are the source of economic development of societies. So, the need to improve small and medium enterprises is very important for global competition. However, these companies are usually vulnerable and not strong enough to resist competition in global markets; they should be able to oversee their businesses, especially in management information resources [2]. Also, regarding the type of outsourcing contracts in SMEs, it should be accepted that many companies use short-term outsourcing contracts with open-ended (short-term and high flexibility) ones; this, coupled with a contract near a small and medium business location, will increase the reliability and flexibility of the business. Ultimately, SMEs managers play an important role in determining success or failure of businesses. A survey of corporate bankruptcy in Canada showed that almost half of companies are bankrupt due to internal problems and mismanagement (lack of experience, lack of knowledge and managerial insight, motivation, skills, etc.).

2.4. Knowledge sharing

According to a study by [19] on knowledge sharing, they concluded that knowledge sharing create a sense of cooperation in individuals and organizations, ownership, high commitment, job satisfaction, competitive advantage and also being able to respond to environmental changes in their business. It also boosts productivity and profitability, including revenue and sales growth through knowledge sharing, which results in decision-making, problem-solving and creation of new business ideas. In today's knowledge-based advanced world, pioneer organizations emphasize more on knowledge orientation, being leaders in knowledge management (KM) implementation [20]. The purpose of [21] was to investigate the role of knowledge management in the development of drought crisis management programs from the viewpoint of agricultural beneficiaries in Iran by exploring the tacit knowledge of beneficiaries, using explicit knowledge, and integrating tacit and explicit knowledge. [22] presented distinct mechanisms of knowledge sharing, which include knowledge

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sharing tools, both formal and informal; types of knowledge, i.e. tacit and explicit knowledge; and levels of units such as individuals, teams, organizations (internal knowledge sources) and the interorganizational level (external knowledge sources). Based on the findings, the authors propose an integrative model of the interplay between knowledge sharing tools, types of knowledge and levels of units.

2.5. Research gap analysis

To summarize the reviewed papers it can be mentioned that, most of the past researchers analyzed marketing generally without specific consideration to knowledge management. While knowledge management processes are essential for information data management and facilitate informative decision making. Further, SMEs were not widely studied from marketing aspect since products and services delivered by SMEs need marketing activities to find the market and sales. On the other hand, cost effective decisions is significant for SMEs due to lack of working capital and steering liquidity to production purposes. As a result, it is necessary to investigate the effectiveness of outsourcing marketing activities through knowledge sharing on SMEs performance.

3.Research Methodology

The research method is descriptive and survey approach. The statistical population of the present study includes all managers and experts in wood and furniture companies of Tehran province, Iran. The sample size was determined using 144 people extracted from Cochran formula and the method of sampling is based on simple random method. The data was collected using a library and field method and the tool used was a questionnaire. The reliability of the questionnaires was confirmed by Cronbach's alpha (0.804) and the validity of the tool was confirmed by the content method which was done using the SPSS software.

3.1. Population and statistical sample

The statistical population of the research includes all managers and experts in furniture and wood companies of Tehran province, Iran. Based on the survey, the size of the statistical population will be about 224 people. Therefore, using the Cochran formula, the sample size is 144 people and Simple random sampling method was used for research purposes.

3.2. Data collection tools

In general, data collection methods can be divided into two categories: library methods and field methods. In this research, the field method (questionnaire) has been used to collect data about answering questions and also, in compiling hypotheses, collecting subject literature and presenting the basic model, the library methods (reading books, articles, journals and Internet databases) were used. Thus, variables are collected from the literature (library method) and the corresponding questions for each variable are developed. The variables and number of questions for each of them are given in Table 1.

Tab. 1. Research variables and the corresponding questions

Number of questions	Variable
7	Marketing concepts and features
20	Marketing Activities in Small and Medium Business
7	The concept of outsourcing and its features
7	The concept of knowledge sharing and its application
11	Understanding Markets and their Features
7	Features of Small and Medium Businesses
7	Marketing outsourcing using knowledge sharing

For the three main variables the research model is depicted in Figure 1.

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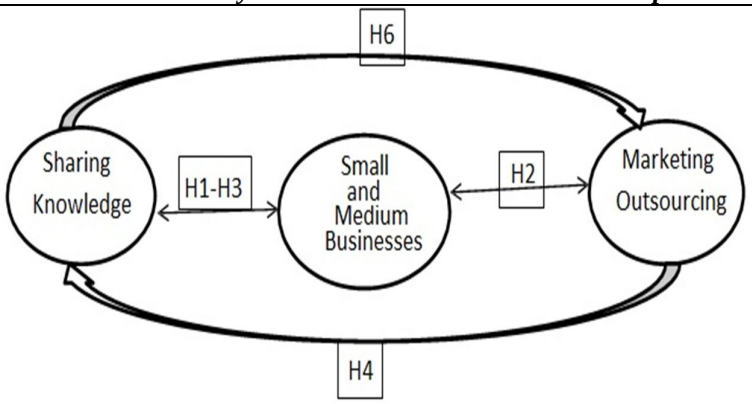

Fig. 1. The research model

4. Analysis of Data

To analyze the collected data, descriptive statistics that examine the demographic variables of the research, including age, level of education, marital status, etc., are first examined. Then, according to hypotheses, the effect of the specified variables has been measured,; for this purpose, descriptive statistics and then inferential statistics are stated in which regression analysis has been used and t-student test is used to rank variables.

4.1. Descriptive statistics analysis

In this section, after collecting data, descriptive statistics including central indicators and dispersion such as percentages, charts and tables are described in the sample.

Gender

Table 2 shows the respondents' sexual distribution; the total number of people was 144, of which 125 were male and 19 were female; in the other words, 86.8% of male respondents and only 13.2% of the sample are female (see Figure 2).

Tab. 2. Sexual distribution of the population

Statistics		
	sex	
N	Validity	144
	Missing	0
Percentiles	25	1.00
	50	1.00
	75	1.00

sex					
		Frequency	Percent	Validity Percentage	Cumulative Percentage
Validity	man	125	86.8	86.8	86.8
	woman	19	13.2	13.2	100.0
	Total	144	100.0	100.0	

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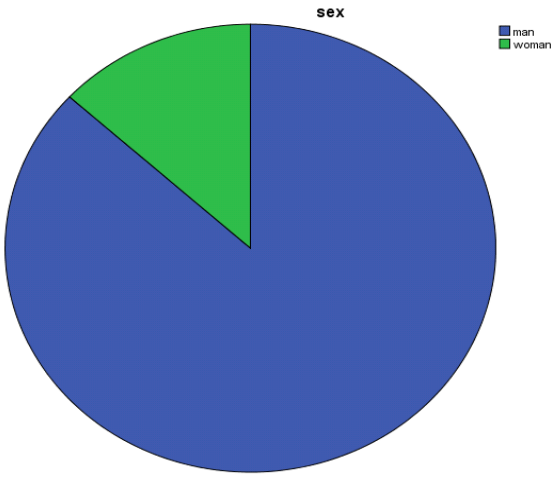

Fig. 2. Pie chart for sexual distribution

Age

Table 3 shows the age of the respondents, The total number of samples was 144, of which 10 persons were under 30, 48 persons were between 30 and 40, 66 persons were between 40 and 50, and 20 person were over the age of 50 years. According to the results, it was found that many of these managers are over 40 years old (see Figure 3).

Tab. 3. Age distribution of the population

Statistics		
	age	
N	Validity	144
	Missing	0
Percentiles	25	36.00
	50	44.00
	75	50.00

age					
		Frequency	Percent	Validity Percentage	Cumulative Percentage
Validity	28	1	.7	.7	.7
	29	9	6.3	6.3	6.9
	34	10	6.9	6.9	13.9
	35	9	6.3	6.3	20.1
	36	9	6.3	6.3	26.4
	37	1	.7	.7	27.1
	38	9	6.3	6.3	33.3
	40	9	6.3	6.3	39.6
	42	9	6.3	6.3	45.8
	44	9	6.3	6.3	52.1
	45	1	.7	.7	52.8
	47	18	12.5	12.5	65.3
	49	9	6.3	6.3	71.5
	50	8	5.6	5.6	77.1
	51	8	5.6	5.6	82.6
	54	8	5.6	5.6	88.2
	55	9	6.3	6.3	94.4
	57	8	5.6	5.6	100.0
	Total	144	100.0	100.0	

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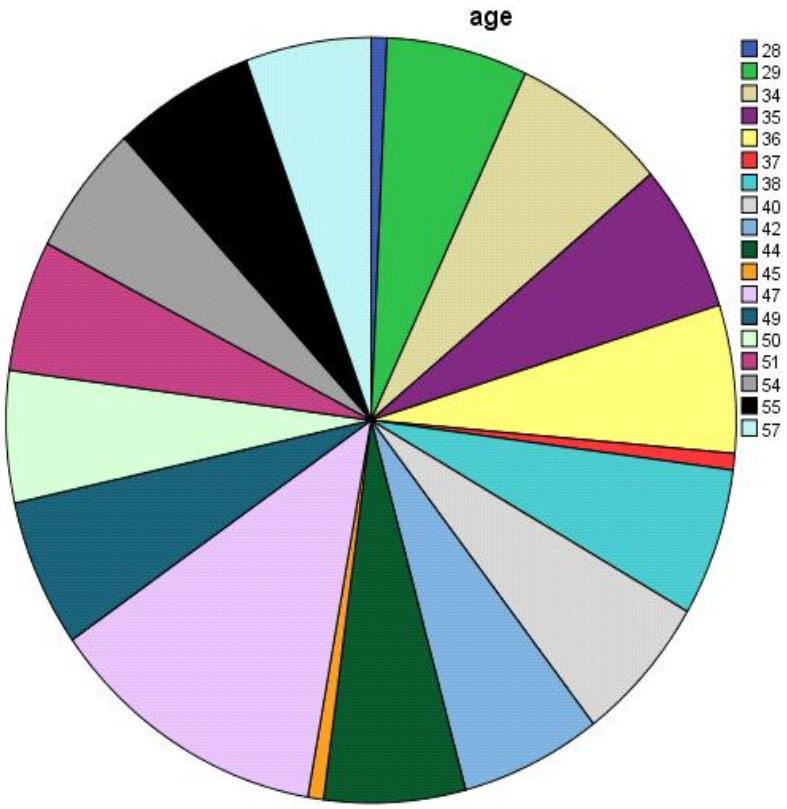

Fig. 3. Pie chart for age distribution

Education

Table 4 shows that 88 persons of the sample (47.2%) had a diploma and post diploma, 47 persons (32.6%) of the respondents had a bachelor's degree, and 26 (18.1%) had a master's degree and 3 people (1/2) had a PhD. The most frequency suggests that the majority of respondents in terms of education had a diploma and a post diploma (see Figure 4).

Tab. 4. Education distribution of the population

Statistics		
	Education	
N	Validity	144
	Missing	0
Percentiles	25	1.00
	50	2.00
	75	2.00

Education					
		Frequency	Percent	Validity Percentage	Cumulative Percentage
Validity	Diploma-post Diploma	68	47.2	47.2	47.2
	B.A	47	32.6	32.6	79.9
	M.A	26	18.1	18.1	97.9
	PhD	3	2.1	2.1	100.0
	Total	144	100.0	100.0	

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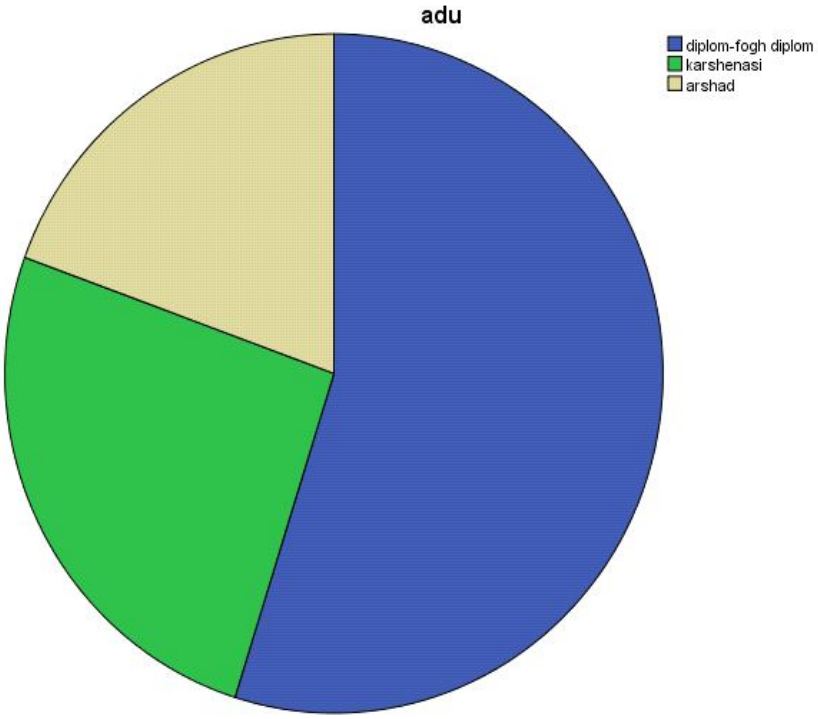

Fig. 4. Pie chart for education distribution

Management background

Table 5 shows that 9 of the total sample (6.3%) of those with a management background of less than 2 years, 38 (26.4%) of respondents with a background of 2-5 years and 97 (67.4% Percent) had a background of more than 5 years. The highest frequency of the management experience was over 5 years old (see Figure 5).

Tab. 5. Background distribution of the population

Statistics		
back		
N	Validity	144
	Missing	0
Percentiles	25	2.00
	50	3.00
	75	3.00

Background					
		Frequency	Percent	Validity Percenta	Cumulative Percent
Validity	Lower than 2 years	9	6.3	6.3	6.3
	Within 2-5 years	38	26.4	26.4	32.6
	Upper than 5 years	97	67.4	67.4	100.0
	Total	144	100.0	100.0	

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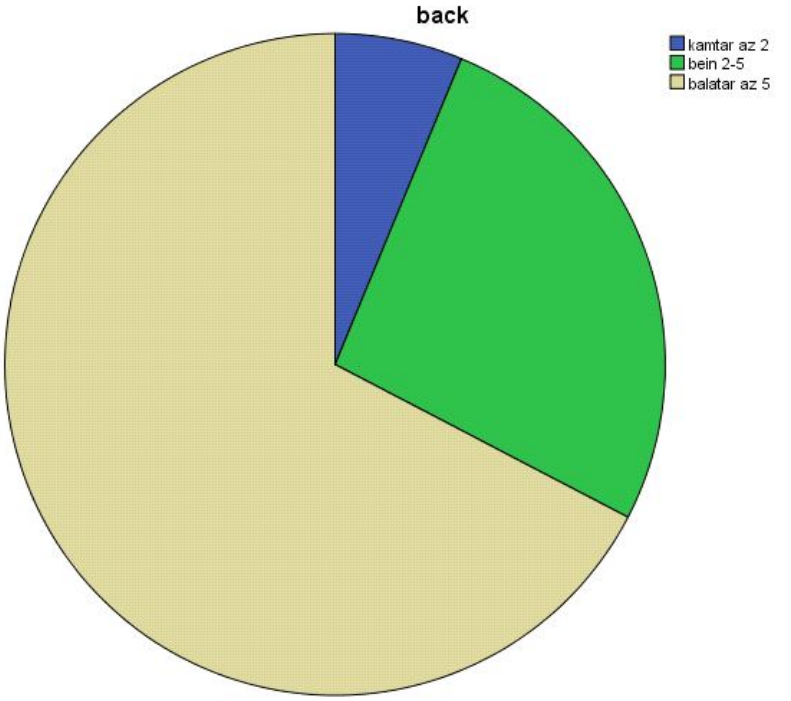

Fig. 5. Pie chart for background distribution

Rank and position

Table 6 shows that, 28 people were marketing and sales specialist, 48 persons were marketing and sales manager, 9 persons were operational directors, 43 people were executive manager, and 16 people were senior management of organization (see Figure 6).

Tab. 6. Position distribution of the population

Statistics		
	position	
N	Validity	144
	Missing	0
Percentiles	25	4.00
	50	4.00
	75	6.00

position					
		Frequency	Percent	Validity Percenta	Cumulative Percentage
Validity	marketing and sales specialist	28	19.4	19.4	19.4
	marketing and sales manager	48	33.3	33.3	52.8
	operational directors	9	6.3	6.3	59.0
	executive manager	43	29.9	29.9	88.9
	senior management organization	16	11.1	11.1	100.0
	Total	144	100.0	100.0	

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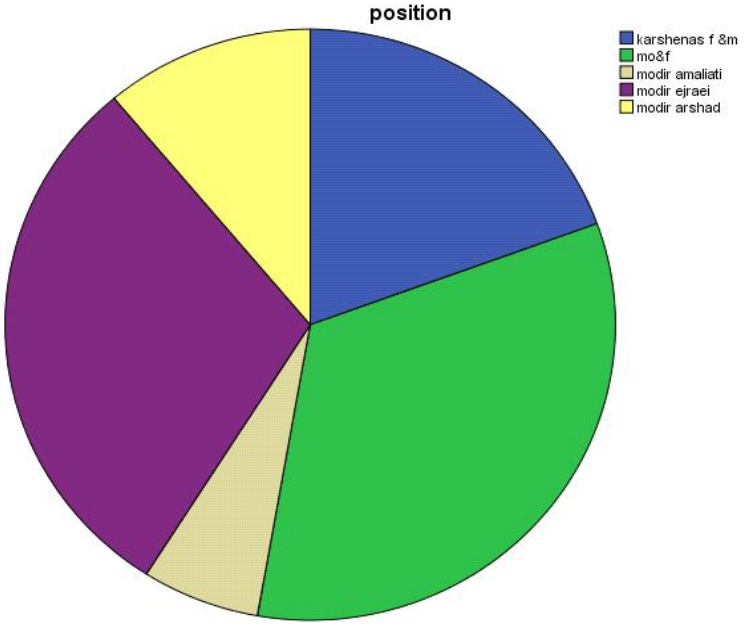

Fig. 6. Pie chart for position distribution

4.3. Inferential statistics analysis

Inferential statistics and hypothesis testing:

After describing the demographic variables and the responses obtained from the statistical population, in this section the considered hypotheses and the statistical tests used in the research are discussed. In the other words, the analysis of the obtained findings is carried out in order to statistically validate the hypotheses.

Kolmogorov-smirnov test:

The Kolmogorov-Smirnov test is a distribution matching test for quantitative data distribution. This test is used to test the normal distribution of the community. To use statistical techniques, it must first be determined that the data collected are of normal or of abnormal distribution; because if the distribution of the collected data is normal, parametric, and in the case of non-normality, nonparametric tests are used. For this purpose, at this stage, we examine the results of Kolmogorov-Smirnov test for each of the independent and dependent variables and based on the results, we take the appropriate tests for verifying the correctness and conclusions of the research hypotheses.

Kolmogorov-smirnov test to determine the normality of the dependent variable:

Variable data "i" has a normal distribution: H0

Variable data "i" has not a normal distribution: H1

According to the results of Table 7, if the value of the significant level is greater than the value of the error, we accept the zero hypothesis and we take the hypothesis 1 if the value of the significance level is less than the error value. The following table shows the result of the normal test of the dependent variable and its components.

Tab. 7. Kolmogorov-smirnov test

Factor	Result	Proving the Theory	Error Value	Significance Level
Marketing concepts and features	Normal	H0	0.05	0.138
Marketing activities in SMEs	Normal	H0	0.05	0.124
Outsourcing and features	Normal	H0	0.05	0.175
Knowledge sharing and its application	Normal	H0	0.05	0.245
Understanding Markets and their Features	Normal	H0	0.05	0.197
Features of SMEs	Normal	H0	0.05	0.178
Marketing outsourcing using knowledge sharing	Normal	H0	0.05	0.222

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According to the results of Table 7, since the level of significance for all variables is larger than the error value of 0.05, these variables have a normal distribution. The result is that the distribution of all variables is normal, so that the parametric test can be used for this statistical sample. In this study, we use the t-student test to compare the average rank of variables, which is presented in Table 8.

Tab. 8. T-Student test for comparing average rating of variables

Factor	Significant Level	Standard deviation	Mean
Marketing concepts and features	0.000	0.2604	4.65
Marketing activities for SMEs	0.000	0.2722	3.49
Outsourcing and features	0.000	0.3115	2.59
Knowledge sharing and its application	0.000	0.5038	2.87
Understanding Markets and their Features	0.000	0.5180	3.62
Features of SMEs	0.000	0.4932	4.06
Marketing outsourcing using knowledge sharing	0.000	0.4651	2.68

The results of Table 8 shows that among the variables studied, marketing concepts and its features with mean and standard deviations (0.2604 and 4.65), and the characteristics of SMEs with mean and standard deviation (4.06 , 0.4932)have the highest average and minimum standard deviation.

4.4. Research hypotheses

1. There is a significant relationship between marketing concepts and its features in small and medium businesses.

H0: There is no meaningful relationship between marketing concepts and its features for small and medium businesses.

H1: There is a significant relationship between marketing concepts and its features for small and medium businesses.

As shown in Table 9, marketing concepts and features have a positive and significant effect on small and medium businesses. It is observed that the value of the significant level is less than 0.01; consequently, with a confidence of 99%, the hypothesis H0 is rejected and the H1 is confirmed. The coefficient of determination between two variables is equal to 0.376, which shows that the variable of marketing concepts and its characteristics, 37.6%, can predict the variable of marketing activities in SMEs.

Tab. 9. Marketing concepts and features

Factor	Significant Level	Determination Coefficient (R^2)	Correlation Coefficient	Calculated t	Standard Deviation	Mean
Marketing concepts and features	0.000	0.376	0.614	36.38	0.2604	4.65
regression analysis	Sig	Error Level	t	beta	Std. Error	B
Marketing concepts and application	0.000	0.05	8.287^{**}	0.125	0.225	0.445

2. There is a significant relationship between marketing activities for small and medium businesses.

H0: There is no meaningful relationship between marketing activities for small and medium businesses.

H1: There is a significant relationship between marketing activities for small and medium businesses.

As seen in Table 10, there is a positive and significant relationship between marketing activities for small and medium businesses. It is observed that the level of significance obtained is less than 0.01; consequently, with a confidence of 99%, the hypothesis H0 is rejected and H1 is confirmed. So, this effect is significant; therefore, the second sub-hypothesis is confirmed. The coefficient of determination between the two variables is equal to 0.187, which indicates that the variable of marketing activity for small and medium businesses of 18.7% can predict the variable of the concept of outsourcing and its characteristics.

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Tab. 10. Marketing activities for small and medium businesses

Factor	Significant Level	Determination Coefficient (R^2)	Correlation Coefficient	Calculated t	Standard Deviation	Mean
Marketing activities	0.000	0.187	0.433	36.38	0.2722	3.49
regression analysis	Sig	Error Level	t	beta	Std. Error	B
Marketing activities	0.000	0.05	5.265**	0.115	0.174	0.525

3. There is a significant difference between the concept of outsourcing and its characteristics for small and medium-sized businesses.

H0: There is no meaningful relationship between outsourcing and its features for small and medium businesses.

H1: There is a significant relationship between outsourcing and its features for small and medium businesses.

As can be seen Table 11, there is a positive and significant relationship between the concept of outsourcing and its features for small and medium businesses. It is observed that the level of significance obtained is less than 0.01; consequently, with a confidence of 99%, the hypothesis H0 is rejected and H1 is confirmed and this effect is significant. Therefore, the third sub-hypothesis is confirmed. The coefficient of determination between the two variables is equal to 0.193, which indicates that the variable of outsourcing for small and medium businesses of 19.3% can predict the variable of the knowledge share and its characteristics.

Tab. 11. The concept of outsourcing and its features for small and medium businesses

Factor	Significant Level	Determination Coefficient (R^2)	Correlation Coefficient	Calculated t	Standard Deviation	Mean
outsourcing and features	0.000	0.193	0.440	32.14	0.3115	2.59
regression analysis	Sig	Error Level	t	beta	Std. Error	B
Marketing and application	0.000	0.05	3.215**	0.105	0.265	0.725

4. There is a significant difference between the concept of knowledge share and its characteristics for small and medium-sized businesses.

H0: There is no meaningful relationship between knowledge share and its features for small and medium businesses.

H1: There is a significant relationship between knowledge share and its features for small and medium businesses.

As shown in Table 12, there is a positive and significant impact between knowledge sharing and its application. It is observed that the level of significance obtained is less than 0.01; consequently, with a confidence of 99%, the hypothesis H0 is rejected and H1 is confirmed. Therefore, the fourth sub-hypothesis is confirmed. The coefficient of determination between two variables is equal to 0.148, which indicates that the knowledge sharing variable of 14.8% can predict the market knowledge and its characteristics.

Tab. 12. Knowledge sharing and application for small and medium businesses

Factor	Significant Level	Determination Coefficient (R^2)	Correlation coefficient	Calculated t	Standard Deviation	Mean
Knowledge sharing and features	0.000	0.148	0.385	28.02	0.5028	2.87
Regression analysis	Sig	Error Level	t	beta	Std. Error	B
Knowledge sharing and application	0.000	0.05	2.188**	0.982	0.241	0.698

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5. There is a significant impact between knowing the markets and their characteristics with sharing knowledge.

H0: There is not a significant impact between knowing the markets and their characteristics with sharing knowledge.

H1: There is a significant impact between knowing the markets and their characteristics with sharing knowledge.

As shown in Table 13, there is a positive and significant impact between the recognition of markets and their characteristics with marketing. It is observed that the level of significance obtained is less than 0.01; consequently, with a confidence of 99%, the hypothesis H0 is rejected and H1 is confirmed and this effect is significant. Therefore, the fifth sub-hypothesis is confirmed. The coefficient of determination between two variables is equal to 0.390, which indicates that the market knowledge recognition variable of 39% can predict the variability of the characteristics of small and medium enterprises.

Tab. 13. Understanding markets and their features using sharing knowledge

Factor	Significant Level	Determination Coefficient (R^2)	Correlation coefficient	Calculated t	Standard Deviation	Mean
Understanding markets	0.000	0.390	0.625	26.07	0.5180	3.62
Regression analysis	Sig	Error Level	t	beta	Std. Error	B
Markets and application	0.000	0.05	4.222**	0.152	0.212	0.457

6. There is a significant effect between the characteristics of small and medium sized businesses with marketing activities

H0: There is not a significant effect between the characteristics of small and medium sized businesses with marketing activities.

H1: There is a significant effect between the characteristics of small and medium sized businesses with marketing activities.

As seen in Table 14, there is a positive and significant relationship between the characteristics of small and medium businesses. It is observed that the level of significance obtained is less than 0.01; consequently, with a confidence of 99%, the hypothesis H0 is rejected and H1 is confirmed and this effect is significant. The coefficient of determination between two variables is equal to 0.262, which shows that the variables of the characteristics of small and medium businesses of 26.2% can predict the outsourcing variable by using knowledge sharing.

Tab. 14. Features of small and medium businesses with marketing activities

Factor	Significant Level	Determination Coefficient (R^2)	Correlation coefficient	Calculated t	Standard Deviation	Mean
Businesses features	0.000	0.262	0.512	27.04	0.4932	4.06
Regression analysis	Sig	Error Level	t	beta	Std. Error	B
Markets application	0.000	0.05	6.144**	0.142	0.287	0.254

7. There is a significant impact between marketing outsourcing and the use of knowledge sharing.

H0: There is not a significant impact between marketing outsourcing and the use of knowledge sharing.

H1: There is a significant impact between marketing outsourcing and the use of knowledge sharing.

As shown in Table 15, there is a positive and significant impact between outsourcing and using knowledge sharing. It is observed that the level of significance obtained is less than 0.01; consequently, with a confidence of 99%, the hypothesis H0 is rejected and H1 is confirmed and this effect is significant. Therefore, the main hypothesis is confirmed.

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Tab. 15. Marketing outsourcing using knowledge sharing

Factor	Significant Level	Determination Coefficient (R^2)	Correlation coefficient	Calculated t	Standard Deviation	Mean
Outsourcing using knowledge sharing	0.000	0.145	0.711	34.05	0.4651	2.62
Regression analysis	Sig	Error Level	t	beta	Std. Error	B
Outsourcing using knowledge sharing	0.000	0.05	7.122**	0.115	0.174	0.254

5. Conclusion

Theories and research suggestions:

The results of the research showed that there is a significant relationship between marketing concepts and its features for small and medium businesses. The coefficient of determination between two variables is equal to 0.376, which shows that the variable of marketing concepts and its characteristics, 37.6%, can predict the variable of marketing activities for small and medium enterprises. So according to the above results, we offer the following suggestions:

Hypothesis suggestions (1):

- Use of marketing activities and familiarity with the new marketing concepts by companies.
- Use of technology and marketing tools by companies.
- Encouraging companies to manufacture products based on the needs of customers.

The results of the research showed that there is a significant relationship between marketing activities for small and medium businesses. The coefficient of determination between the two variables is equal to 0.187, which indicates that the variable of marketing activity for small and medium businesses of 18.7% can predict the variable of the concept of outsourcing and its characteristics. Then, we suggest:

Hypothesis suggestions (2):

- All companies, including small and medium enterprises, need marketing activity.
- Awareness of companies and businesses in relation to the benefits of marketing activities.
- Training marketing knowledge to managers and employees of organizations in order to achieve organizational goals.

The results of the research showed that there is a significant difference between the concept of outsourcing and its characteristics for small and medium businesses. The coefficient of determination between two variables is equal to 0.193, which indicates that the outsourcing variable and its features of 19.3% can predict the variable of the concept of knowledge sharing and its application for small and medium businesses. Then, we suggest:

Hypothesis suggestions (3):

- Using the right marketing outsourcing methods by small and medium Enterprises.
- Optimal and effective use of marketing outsourcing to strengthen marketing activities in organizations.
- Training and informing companies about the advantages and disadvantages of marketing outsourcing for its proper use.

The results of the research showed that there is a significant difference between the concept of knowledge sharing and its application for small and medium enterprises. The coefficient of determination between two variables is equal to 0.148, which indicates that the knowledge sharing variable of 14.8% can predict the market knowledge and their characteristics. Then, we suggest:

Hypothesis suggestions (4):

- Motivate organizations to use the knowledge sharing process to achieve goals.
- Learning to share knowledge in organizations and businesses and familiarizing organizations with their advantages and disadvantages.
- The use of knowledge sharing processes to achieve organizational goals and marketing activities.

The results of this study showed that there is a significant effect between knowing the markets and their characteristics by sharing knowledge. The coefficient of determination between two variables is equal to 0.390, which indicates that the market knowledge recognition variable of 39% can predict the variability of the

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characteristics of small and medium enterprises. Then, we suggest:

Hypothesis suggestions (5):

- Identifying and distinguishing target markets and target-oriented products by companies.
- Using companies to share knowledge to identify markets and market leadership.
- Use of information and communication technology systems by companies to compete with competitors.
- Use of knowledge sharing processes by enterprises to maximize marketing activity.

The results of the research showed that there is a significant effect between the characteristics of small and medium businesses with marketing activities. The coefficient of determination between two variables is equal to 0.262, which shows that the variables of the characteristics of small and medium businesses of 26.2% can predict the outsourcing variable by using knowledge sharing. Then, we suggest:

Hypothesis suggestions (6):

- Support of organization managers to carry out marketing activities.
- The use of up-to-date information and communication technology to carry out the marketing process by companies.
- Providing educational tools and supplies and communication system for marketing activities by companies.

The results of the research showed that there is a significant effect between marketing outsourcing and using knowledge sharing. The coefficient of determination between two variables is equal to 0.147, which indicates that the marketing outsourcing variable is confirmed by using knowledge sharing. Then, we suggest:

Hypothesis suggestions (7):

- Using the process of knowledge sharing to outsource marketing activities by small and medium enterprises.
- Training and increasing corporate awareness of the benefits of the knowledge sharing process in outsourcing marketing in companies.
- Creating a sense of empathy and trust between small and medium enterprises in order to use the knowledge sharing process.

Future research directions:

- Considering other processes of knowledge management besides knowledge sharing into marketing analysis;
- Studying other industries in the category of SMEs for marketing outsourcing using knowledge sharing;
- Strategic road-mapping with respect to the outputs of the study for policy making in wood and furniture industry.

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