Factors Influencing the Formulation of Effective Marketing Strategies of Chinese Businesses Operating in Jordan

Lilin Huang
Assistant Professor of Marketing
American University of Madaba
Jordan.

Muhammad Abu-Salih
Professor of Statistics
Amman Arab University
Jordan

Younes Megdadi
Associate Professor of Marketing
Amman Arab University
Jordan

Abstract

The study aimed at evaluating the impact of the factors influencing the formulation of an effective marketing strategy of Chinese Businesses operating in Jordan. The data were collected through questionnaires distributed to a sample of 90 managers and the response rate was 100%. Data were analyzed using SPSS 19 and AMOS. The paper discussed the effects of Broad Environmental Factors (BEF), Task Environmental Factors (TEF) on Marketing Mix (MM) and Marketing Performance (MP). It concluded that there is positive effect of BEF and TEF on MM. There is no significant effect of TEF on MP. Also, there is negative effect of MM on MP. Using path analysis, the research evaluated direct, indirect and total effects of BEF, TEF and MM on MP.

Key words: Marketing Mix, Marketing Strategies, and Marketing Environmental Changes

Introduction

Chinese business operating in Jordan has been growing since 2000. Last decades of 20th century witnessed a remarkable start of Chinese business to look for investment opportunities in many countries all over the world. Jordan was one of the countries that attracted Chinese business mainly at the start of the current century. Jordanian policy maker is concerned of promoting Jordan as one of the most suitable countries to attract new Chinese investments. Chinese business operating in Jordan covers different sectors such as industrial, commercial, service and others. The commercial sector has increased the number of investments especially in Aqaba Economic Special Zone Authority (ASEZA) during the last 10 years. Nevertheless, the industrial sector has faced some problems which led to the decrease in the number of investments in this sector.

The impact of Jordanian Environmental Factors, namely, Broad Environmental Factors and Task Environmental Factors on Chinese business is investigated. Broad Environmental Factors consist of Basic Infrastructure, Global Economic, Global Technology, Political/Legal, Socio-Cultural and Demographic Characteristic Factors. Task Environmental Factors consist of Business Customers, Business Suppliers, Business Competitors, Business Intermediaries and Governmental Agencies and Intermediaries.

The right marketing strategies include not only creating a large number of transactions with Chinese business or increasing market share, but also finding out better ways to meet Chinese business' needs and desires. This study will mainly focus on those factors which affect Chinese business operating in Jordan and its formulation of marketing strategies, provide a comprehensive understanding of how the Jordanian environmental factors interact and influence the Chinese business operating in Jordan and suggest solutions to the main investment problems that are encountered by Chinese businesses.

Due to such phenomenon, the researchers found there is a need to investigate the flow of Chinese business operating in Jordan. The investigation focused on the marketing strategies of Chinese business particularly marketing mix and marketing performance.

Statement of the Problem

There is need for research to highlight the environmental issues that Chinese businessman needs to be aware of and how crucial it is for Chinese businesses to understand the different interpretations of the Jordanian investment environment in order to develop effective marketing strategies. This research will involve careful scanning of the broad and task environmental factors as central elements for examining the complex relationships between marketing mix and marketing performance. Once a thorough environmental scan is completed, the optimal marketing mix, plus marketing performance analysis can be constructed to identify general marketing strategies.

Descriptive analysis used to explore the background of Chinese business operating in Jordan. There is need to investigate the effect of the two environmental factors on each of marketing mix and marketing performance, which are critical for Chinese business operating in Jordan. Therefore, the purpose of this study is to evaluate the impact of "Factors Influencing the Formulation of Effective Marketing Strategies of Chinese Businesses Operating in Jordan". It will construct a model to answer the following questions pertaining to the most effective marketing strategies for such business.

1. To what extent do the Chinese businesses operating in Jordan adapt the marketing mix (4Ps: Product, Price, Promotion, and Place)?
2. Is there any effect of the two environmental factors (broad and task environmental factors) on marketing mix for Chinese businesses operating in Jordan? This question is divided into two sub-questions.
    2a. Is there any effect of the broad environmental factors on the market mix for Chinese businesses operating in Jordan?
    2b. Is there any effect of the task environmental factors on the market mix for Chinese businesses operating in Jordan?
3. Is there any effect of the two environmental factors (broad and task environmental factors jointly) on marketing performance for Chinese businesses operating in Jordan? This question is divided into two sub-questions.
    3a. Is there any effect of the broad environmental factors on the market performance for Chinese businesses operating in Jordan?
    3b. Is there any effect of the task environmental factors on the market performance for Chinese businesses operating in Jordan?
4. Is there any effect of the marketing mix on marketing performance for Chinese businesses operating in Jordan?
5. Are there any differences in marketing mix among Chinese businesses operating in Jordan attributed to their business characteristics (i.e. nature of company type, company age, and company size: capital and company size: number of employees)?
6. Are there any differences in marketing performance among Chinese businesses operating in Jordan attributed to their business characteristics (i.e. nature of company type, company age, and company size: capital and company size: number of employees)?

Hypotheses

A number of hypotheses are formulated for the purpose of answering the questions of the research.

HO 1:   There is no significant effect at the level (α=0.05) of the two environmental factors (i.e. broad environmental factors and task environmental factors jointly) on marketing mix for Chinese businesses operating in Jordan.

HO 1a: There is no significant effect at the level (α=0.05) of the broad environmental factors on the marketing mix for Chinese businesses operating in Jordan.

HO 1b: There is no significant effect at the level (α=0.05) of the task environmental factors on the marketing mix for Chinese businesses operating in Jordan.

HO 2:   There is no significant effect at the level (α=0.05) of the two environmental factors (i.e. broad environmental factors and task environmental factors jointly) on marketing performance for Chinese businesses operating in Jordan.

HO 2a: There is no significant effect at the level (α=0.05) of the broad environmental factors on the marketing performance for Chinese businesses operating in Jordan.

HO 2b: There is no significant effect at the level (α=0.05) of the task environmental factors on the marketing performance for Chinese businesses operating in Jordan.

HO 3: There is no significant effect at the level (α=0.05) of the marketing mix on marketing performance for Chinese businesses operating in Jordan.

HO 4: There are no significant differences in marketing mix by Chinese businesses operating in Jordan attributed to their business characteristics (i.e. nature of company type, company age, and company size: capital and company size: number of employees).

HO 5: There are no significant differences in marketing performance by Chinese businesses operating in Jordan attributed to their business characteristics (i.e. nature of company type, company age, and company size: capital and number of employees).

These Hypotheses are depicted on the following model:

Fig.1:   Research Model: Research Model presents different types of variables: Independent Variables and Dependent Variables and the pertaining hypotheses
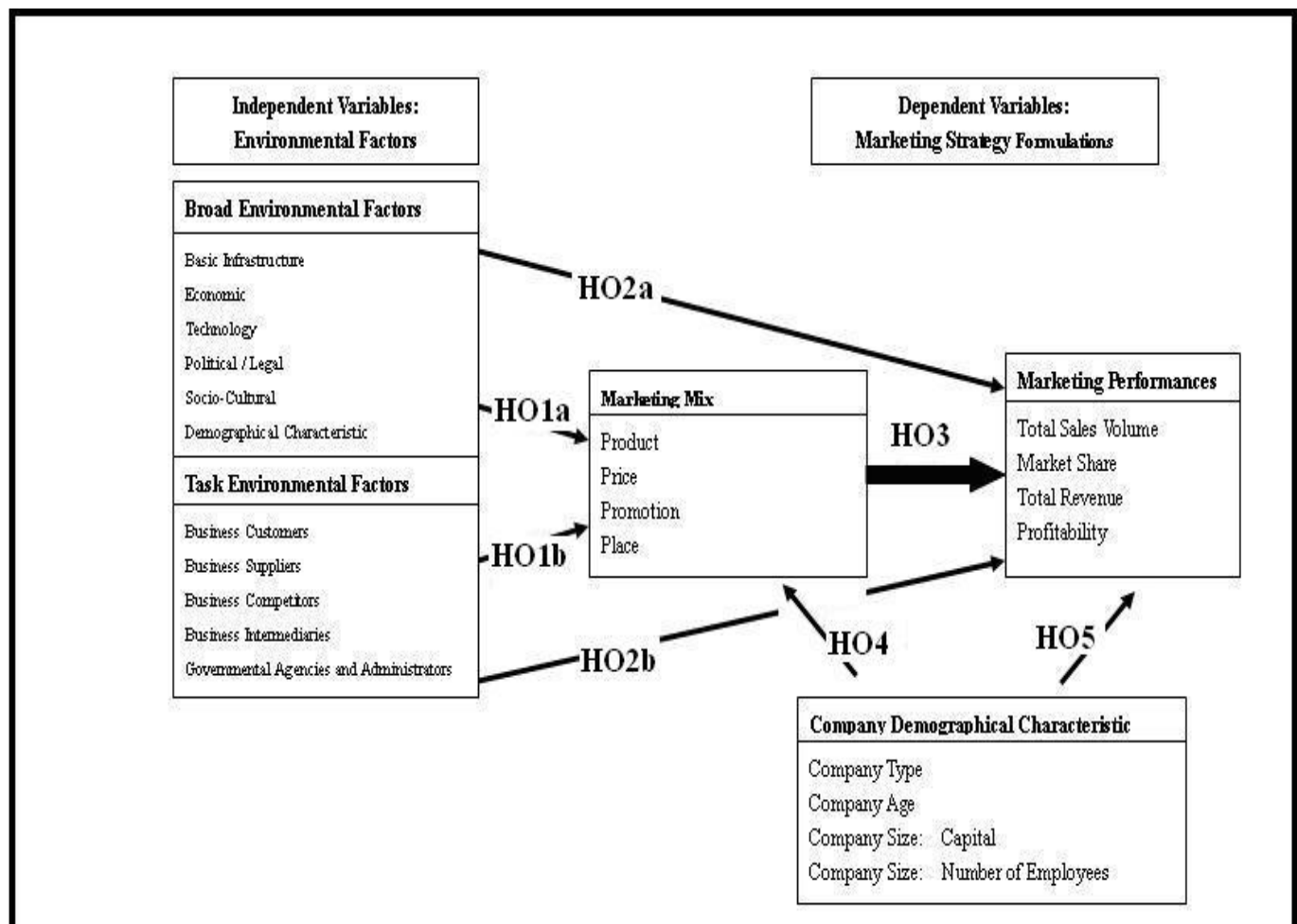
Literature Review

Jordan succeeded in attracting foreign direct investment as a result of several factors, such as inward and outward political stability, incentives, investment encouragement, legislations, privatization schemes, advancement of the private sector, and joining the world trade organization WTO (Baker & Alfawaz, 2009).

The availability and quality of an infrastructure is critically important in evaluating marketing operations abroad. International marketers rely heavily on services provided by the local market such as transportation, marketing communication, information technology, and financing (Baron, 2010).

Organization can begin strategy formulation , it must scan the broad environment to identify possible opportunities and threats and task environments for strengths and weaknesses (Akroush,2012,& Kotler,2000). Akroush (2012) & Kotler (2000) pointed out the necessity of scanning broad environment to identify possible opportunities and threats, as well as task environments for strengths and weaknesses when organization begins strategy formulation.

Public and private sectors found a solution of human resources market to replace "shame culture" (Magableh, et. al., 2010). General socio cultural aspects, and corporate culture played an important role in the Chinese businesses in terms of production oriented, product oriented, sales oriented, and market oriented (Baron, 2010). Technology has had a major impact on particular aspects of marketing which was able to lead management of increasing interest in sophisticated market modeling and decisions support systems (Honeycutt et, al., 2009). High technology penetrating a high rate and fasting growth of international communication technology, enabled Jordan to earn high marks in connectivity ranking(Czinkota & Ikka, 2002).

Business managers can't ignore the political policies, laws and regulations of the country from which they conduct international marketing transactions. They are required to understand the country in which the businesses will operate and work within the existing parameters and anticipate and plan for changes that may occur (Czinkota & Ikka, 2002). Demographic factors and changes can create business opportunities for marketing innovation as far as consumer income, age, standard of living, occupation, educational level…etc. are concerned. (Keegan & Green, 2008, Kotler & Keller, 2011).

Marketing strategy is a process that can allow an organization to concentrate its limited resources on the greatest opportunities to increase sales to achieve sustainable competitive advantages (Baker, 2008). Marketing strategy is valuable as a long - term direction of an organization to achieve advantages in a changing environment through its configuration of resources and competences with the aim of fulfilling of stakeholder expectations(Johnson et. al., 2008). Marketing strategy defined as a strategic planning involves repeated cycles of planning, implementation, and control(Sorger, 2011).

The first element of marketing mix is product which is considered as the core of the marketing strategy. Product is usually a combination of goods, services, and even people(Ferrell et al., 2002).Strategic pricing is the second element which consists of three major driven factors such as cost, market, and competitor driven pricing(Nagle, et al., 2000).Promotion activities are a necessary for businesses to communicate the feature and the benefits of products to their intended markets, and promotion mix in a particular marketing strategy which depends on the nature of the promoted products(Czinkota & Ronkainen, 2002). Moving product to the right place in the right time, and cost-efficient manner by efficient system is to be adopted by business management (Vignali, 2001).

Marketing performance refers to the number of products sold or services provided by a company in a particular period of time, market share such as the total sales earned over a specified period of time, total revenue and profitability which refers to the relationship between costs and benefits (Kotler & Keller, 2011).

Chinese investors pay very high relative importance to stimulant investment factors, which reach collectively an average of about 80%. In contrast with that the levels of Chinese investors satisfactions toward the factors of investment in Jordan are quite low whereby the average is about 58% (Al-Dmour & Huang, 2007). Government intervention, legal and regulatory systems require the development of relationships to cope with (Cheah, et al, 2007).

Edo Rajh (2005) showed that different marketing mix elements impact the creation of brand equity with different levels of intensity as well as that some elements of marketing mix can negatively affect the creation of broad environment.   He conducted empirical research on a sample of graduated students of the Faculty of Economic Business in Zagreb.   Implications of the results for the theory and practice of brand management were analyzed and discussed.

Heryanto, H. (2011) summarized the views of Hurriyati (2005) who evaluated the effect of the 4 P's of marketing mix on loyalty.   He emphasized that in choice of place or location, it is required to take careful consideration of several factors such as, access, visibility, traffic, spacious parking lot, expansion, environment, competition, and governmental regulation. Shoham and Kropp (1998) discussed a comprehensive set of performance variables. Using data from mail survey and from in-depth interviews, they tested hypotheses about export performance as an outcome of international firm strategies covering channels of distribution, product, promotion, pricing, and planning.

Their findings indicated that each of the variables; diversity scale, advertising scale, and pricing scale has negative effect on each of the variables: sales, sales' change, profits and profits' change.   Also, planning Z advertising has negative regression coefficient on sales and on profits' change.   The other marketing strategies have positive regression coefficients on sales, sales' change, profits and profits' change.

Reviewing these pertaining studies, we feel there is need to conduct our study which aimsat evaluating the relationships among several exogenous and endogenous variables and taking the demographic characteristics into account. Direct effects of broad environmental factors and task environmental factors on marketing mix and marketing performance were evaluated. Moreover, the effect of marketing mix and marketing performance was studied.

Research Methodology

Our approach is observational analytic one.   It relied on primary and secondary sources of data.   The population of our study consisted of all Chinese businesses operating in Jordan, Their total number was 120 firms.   The study sample was 45 firms, which are located mainly in Amman, Irbid, Mofraq, Kerak and Aqaba represented by managers and deputy managers. Primary data were collected through distribution of a questionnaire to the managers and deputy managers of the firms chosen.

The questionnaire was designed using a five-point Likert scale to get the perception of the professionals involved in the different contracting parties and compare their perception about the particular variables.   The five – point Likert scale was given the scores of 5 to "strongly positive", 4 to "positive", 3 to "not decided", 2 to "negative", and 1 to "strongly negative".   Two versions were made, first one in Chinese Language for those who don't master English language and the second one in English Language.   The first part was about business characteristic information of respondents and all their firms and the second part was about identifying the importance of factors. The questionnaire items were constructed to cover all variables of the study which are demonstrated in the Model.   The first draft was sent to ten experienced specialized referees in the field to verify the validity of the questionnaires' items.The overall respondents are 90 respondents who answered the items and therefore the response rate was 100%.

To check the reliability of the scale, Cronbach Alpha was calculated and the result is shown in Table 1

Table 1: Cronbach Alpha for the Questionnaire and Its Parts

Variable	Cronbach Alpha
Broad Environmental Factors	75.3
Task Environment Factors	78.3
Marketing Mix	91.0
Marketing Performance	87.2
The whole Questionnaire	88.9

Table 1 indicates high reliability of the entire questionnaire and each of its parts, indicating a very good overall reliability.

Study Results

The data collected were analyzed using SPSS Version 19 + AMOS. The results are presented in the following Tables.

Table 2 shows the description of the sample according to the demographic factors.

Table 2:   Demographic Factors of the Sample

Factors	Variable	Frequency	Percentage%
Company's Nature			
	Industry	18	20.0
	Services	12	13.4
	Commercial	56	62.2
	Consulting	4	4.4
Company Size: Capital			
	5 million or less	72	80.0
	6-15 millions	16	17.8
	More than 16 millions	2	2.2
Company Size: Number of Employees			
	50 employees or less	70	77.8
	51-100	6	6.7
	501-1000	10	11.1
	More than 1000	4	4.4
Company's Age			
	5 years or less	28	31.1
	6 – 15 years	56	62.3
	16 – 25 years	4	4.4
	26 – 35 years	2	2.2
	Total	90	100

To answer question one of the study questions, the means and standard deviations of the importance of the factors affecting the company formulation of marketing strategies in Jordan are given in the following tables:

Table 3: Sample's Responses Regarding the Importance of the Broad Environmental Factors

Factors	Mean	S. Deviation
Basic Infrastructure Factors	3.80	1.19
Economic Factors	3.79	1.005
Socio-Cultural Factors	3.57	1.158
Technological Factors	2.84	1.198
Political / Legal Factors	4.41	0.939
Demographic Factors	3.51	1.244

Table 3 shows that Political / Legal Factors have the highest mean of 4.41 which is expected because of the importance of encouraging legal factors in a country enjoying reasonable security level. The lowest is the Technological Factors.

Table 4: Sample's Responses Regarding the Importance of the Task Environment Factors

Factors	Mean	S. Deviation
Business Customers	4.09	1.235
Business Suppliers	3.49	1.394
Business Intermediaries	2.63	1.520
Government Agencies and Administrators	4.28	0.926

Table 4 shows that Government Agencies and Administrators has the highest mean (4.28) indicating the importance of Government Agencies and Administrators especially to foreign investors and businesses.   The lowest is the Business Intermediaries with mean (2.63).

Table 5: Sample's Responses Regarding Marketing Mix Modification

Factors	Mean	S. Deviation
Product Modification	2.88	1.471
Pricing Factors	3.56	1.375
Promotion Factors	2.70	1.183
Place Factors	2.82	1.434

Table 5 shows that Promotion factors ranked last with mean 2.70 indicating a somewhat strong situation whereby Promotion is not very important.

Table 6: Sample's Responses Regarding Marketing Performance

Factors	Mean	S. Deviation
Total Sales Volume	2.71	1.008
Total Revenue	2.69	.968
Profitability	2.51	.864
Market Share	2.82	.955

Table 6 indicates that means of subjects' responses are ranging from (2.51- 2.82), meaning that all the means are less than 3.   "Market Share" ranked the first, while "Profitability " ranked the last.   There are historical reasons behind these results :

1. The manufactures of Garment are producing under the protection of both QIZ & US-JO FTA agreement, which let USA importers save almost 30% duty which help Chinese businesses operating in Jordanian industry zone to gain the market share and have the competitive advantage.
2. The commercial sectors of Chinese businesses in Jordan are gaining large market shares, because they are located inside of ASEZA, which applies only 7% sales tax compared with the 16% sales tax in the rest part of Jordan.

Table 7: The Summary of Sample's Responses Regarding Independent Variables and Dependent Variables

Independent Variables and Dependent Variables	Mean	S. D.	Relative Importance %
Broad Environmental Factors	3.75	0.467	75.0
Task Environmental Factors	3.75	0.475	75.0
Marketing Mix	2.94	0.891	58.8
Marketing Performance	2.68	0.808	53.6

Table 7 indicates that overall average means of samples' responses are ranging from (2.68- 3.75) Each of Broad Environmental Factors and Task Environmental Factors carried the same mean (3.75), while marketing mix and marketing performance have lower means, 2.94 and 2.68, respectively.

Hypotheses Testing

To answer the study questions and test the hypotheses pertaining to them, the data were entered into SPSS 19 and AMOS 7.   Since the aim of the study was to assess the direct and indirect effects of the Independent Variables on the Dependent Variables, Regression Analysis and Path Analysis seem to be the proper statistical methods to use.

1. To test HO1 which states "There is no significant effect at the level (α=0.05) of the two environmental factors (i.e. broad environmental factors and task environmental factors) on marketing mix for Chinese businesses operating in Jordan" and hence the two sub-hypotheses HO1a and HO1b, multiple regressions were used and the results was shown in the following tables:

**Table 8: ANOVA for Regression of Marketing Mix on
Broad and Task Environmental Factors**

Source of Variation	Sum of Squares	df	Mean Square	F	Sig.
Regression	31.685	2	15.843	24.048	0.000
On Residual	57.315	87	.659		
Total	89.000	89			

The results in Table 8 show that (F calculated = 24.048) which is greater than F tabulated (3.12) and (sig = 0.000) is less than 0.05, the level of significance.   So we reject the null hypothesis and conclude that the factors have significant effect on marketing mix. Regression analysis is carried out to determine which environmental factors have more effect on marketing mix.

**Table 9: Regression of Coefficients for the Effects of
Broad and Task Environmental Factors on the Marketing Mix**

Coefficients					
Variables	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	1.90E-016	.086	0.000	.000	1.000
Broad Environmental Factors	.451	.086	.451	5.246	.000
Task Environmental Factors	.384	.086	.384	4.461	.000

Table 9 shows that the hypothesis is rejected, t = 5.246, and t = 4.461 for the Broad and Task Environmental Factors respectively, and significant is 0.00 for both factors. Also the results show that the standardized coefficients for Broad Environmental Factors and Task Environmental Factors are 0.451 and 0.384 respectively indicating the effect of Broad Environmental Factors is larger than that of Task Environmental Factors.

The results also give R = 0.597 and the coefficient of determination (R^2 = 0.356) which means that independent variables (Broad and Task Environmental Factors) explain together approximately (36%) of the variation in dependent variables (Marketing Mix).

2. To test HO2 which states "There is no significant effect at the level (α=0.05) of the two environmental factors (i.e. broad environmental factors and task environmental factors) on marketing performance for Chinese businesses operating in Jordan" and hence the two sub-hypotheses HO2a and HO2b multiple regressions were used and the results are shown in the following tables:

**Table 10: ANOVA for Regression of Marketing Performance on
Broad and Task Environmental Factors**

Source of Variation	Sum of Squares	df	Mean Square	F	Sig.
Regression	3.058	2	1.529	1.548	.219
Residual	85.942	87	.988		
Total	89.000	89			

The results in Table 10 show that (F calculated = 1.548) is smaller than F tabulated (3.12) and sig = .219 is greater than level 0.05.   Therefore HO2 is not rejected and it is concluded that the factors have no significant effect on marketing performance.

Table 11
Regression Coefficients of Marketing Performance on Broad and Task Environmental Factors

Coefficients					
Variables	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	-1.11E-016	.105		.000	1.000
Broad Environmental Factors	.110	.105	.110	1.044	.300
Task Environmental Factors	-.151	.105	-.151	-1.431	.156

The results show that the t - values for Broad Environmental Factors and Task Environmental Factors are 1.044 and -1.431 respectively and the significance is 0.300 and 0.156 respectively, indicating that each of Broad Environmental Factors and Task Environmental Factors has no significant effect on Marketing Performance. The effect of Broad Environmental Factors is positive although it is not significant and the effect of Task Environmental Factors is negative although it is not significant. (The standardized coefficients are 0.110 and -0.151 respectively). The results also give R = 0.185 and the coefficient of determination (R^2 = 0.034) which means that independent variables (Broad and Task Environmental Factors) explain together approximately (3.4 %) of the variation in DV (Marketing Performance).

3. To test HO3 which states that there is no significant effect at the level (α=0.05) of the marketing mix on marketing performance for Chinese businesses operating in Jordan, simple regression was used and the results are shown in Table 12:

Table 12:   Regression Coefficients of the Marketing Performance on Marketing Mix

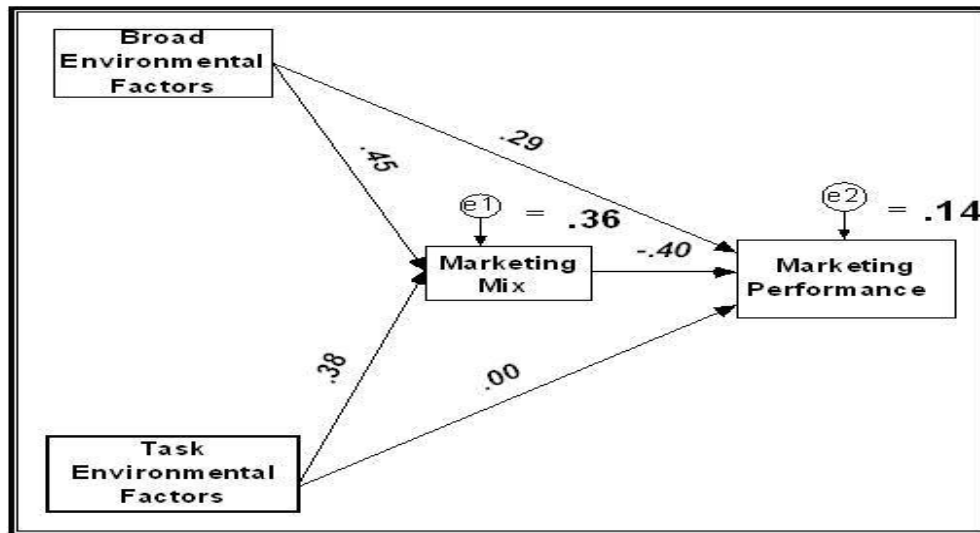| Coefficient					
Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-7.66E-017	.102		.000	1.000
Marketing Mix	-.266	.103	-.266	-2.585	.011

From Table 12, the effects of Marketing Mix variable on Marketing Performance is significant (t = -2.585) and the associated (sig = 0.011) smaller than 0.05, but the effect is negative. The results also give R = 0.266 and the coefficient of determination (R^2 = 0.071) which means that Marketing Mix explains approximately (7.1 %) of the variation in Marketing Performance.

After examining the direct effects of the Independent Variables on the Dependent Variables, the indirect effect and total effects are to be examined.   Path analysis was used and the results are shown in Tables 13 and 14 and depicted in Fig. 2.

Table 13:Stepwise Regression of Marketing Performance on Broad, Task Environmental Factors and Marketing Mix

Regression Coefficient				
ID	β	SE	t	Sig*
Marketing Mix	-.398	.112	-3.554	.001
Broad Environmental Factors	.290	.112	.011	.011
Task Environmental Factors	.002	.110	.000	.500

Figure 2: Path Analysis

In Figure 2 arrows show the direct effects of the exogenous variables on the endogenous ones, while the *e1* and *e2* are the coefficients of variation. Some researchers use the square root of $1-R^2$ as the value of *e*.

Table 14: Direct, Indirect and Total Effects in Path Analysis

	Direct	Indirect	Total Effect
BEF ⟶ M. Mix	.451	-----	.451
TEF ⟶ M. Mix	.384	-----	.384
BEF ⟶ M. Performance	.290	-.180	.110
TEF ⟶ M. Performance	.002	-.153	-.151
M. Mix ⟶ M. Performance	- .398	.000	- .398

The summary of direct, indirect, and total effects in path analysis is shown in Table 14. Two indirect effects appear in the table. First one is the indirect effect from broad environmental factors to marketing performances through marketing mix (-.180) and the second is the indirect effect from task environmental factors to marketing performances through marketing mix (-.153) and Total Effect = Direct Effect + Indirect Effect.

The effect of Marketing Mix on Marketing Performance is negative. The regression model indicating direct effects of M. Marketing, BEF, and TEF on M. Performance is given by

M. Performance = 0.00 – 0.398 (M. Mix) + 0.290 (BEF) + 0.002 (TEF)
Path analysis evaluated the direct, indirect and total effects of BEF, TEF and M. Mix on M. Performance.

4. To test HO4 hypothesis which states: "There is no significant difference in marketing mix formulation by Chinese businesses in Jordan attributed to their demographic characteristics (i.e. nature of company type, company age, company size: capital and number of employees) in Jordan". ANOVA was carried out and result are as follows:

Table 15:　ANOVA for Difference in Marketing Mix Attributed to Company Demographic Factors

Variable	Source of Variance	Sum of Squares	df	Mean of Squares	F calculated	F Tabulated	Sig
Company Nature	Between Groups	28.536	3	9.512	19.420	2.72	0.000
	Within Groups	42.123	86	.490			
Company Age	Between Groups	3.966	3	1.322	1.704	**2.7**2	.172
	Within Groups	66.694	86	.776			
Company Size: Capital	Between Groups	10.925	2	5.462	7.955	3.12	.001
	Within Groups	59.735	87	.687			
Company Size: Number of Employees	Between Groups	11.092	3	3.697	5.338	2.72	.002
	Within Groups	59.568	86	.693			

Table 15 indicates the following:

(1) F calculated (19.42) is more than F tabulated (2.72), and Sig. (0.000) is less than 0.05. And therefore the null hypothesis is rejected indicating there are significant differences in marketing mix among Chinese businesses operating in Jordan attributed to company nature. (2) F calculated (1.704) is less than F tabulated (2.72) , and Sig. (0.172) is more than 0.05. And therefore the null hypothesis is not rejected, so there are no significant differences in marketing mix among Chinese businesses operating in Jordan attributed to company age. (3) F calculated (7.955) is greater than F tabulated　(3.12), and Sig. (0.001) is less than 0.05. And therefore the null hypothesis is rejected indicating there are significant differences in marketing mix by Chinese business operating in Jordan attributed to company size: capital.(4) F calculated (5.338) is greater than F tabulated (2.72), and Sig. (0.002) is less than 0.05. And therefore the null hypothesis is rejected indicating there are significant differences in marketing mix among Chinese businesses operating in Jordan attributed to the number of employees.

To show which companies are different in Marketing Mix, Scheffe's test was performed and the results are shown in Table 16.

Table 16: Scheffe's Test Results of Nature of Company Type Entries are:　(mean i – mean j)

i ╲ j	Mean	Industry	Services	Commercial	Consulting
Industry	2.2917	0.000	----	-----	-----
Services	3.1354	-.8438 *	0.000	-----	-----
Commercial	3.2522	-.9606 *	-.1168	0.000	-----
Consulting	1.0000	1.2917 *	2.1354 *	2.2522 *	0.000

Table 16 indicates that Service and Commercial Types of Chinese businesses operating in Jordan adopt marketing mix more than industry and consulting types.　Also, industry type adopts marketing mix more than consulting type. This seems to be natural because marketing mix is not highly required in consultancy.

Table 17: Scheffe's Test Results of Company Size:　Capital Entries are:　(mean i – mean j)

i ╲ j	Mean	Small	Medium	Big
Small	3.1076	0.000	----	----
Medium	2.1953	.9123 *	0.000	----
Big	3.0625	.0451	-.8672 *	0.000

Table 17 indicates that there is no difference in adopting marketing mix between small and big capital companies and both are significantly more than medium capital companies.

Table 18:   Scheffe's Test Results of Company Size: Number of Employees

i / j	Mean	50 or less	51-100	501-1000	More than 1000
50 or less	3.1036	0.000	----	----	-----
51-100	1.8750	1.2286 *	0.000	----	-----
501-1000	2.4500	.6536 *	-.5750	0.000	-----
More than1000	3.0000	.1036	-1.1250 *	-.5500	0.000

Table 18 indicates that there is no difference in adopting marketing mix between small size (50 or less) and large size (more than 1000) employees and both are adopting marketing mix more than companies with (51- 100) and those with (501 – 1000) employees.

5. To test HO5 which states that there is no significant difference in marketing performance by Chinese businesses operating in Jordan attributed to their business characteristics (i.e. nature of company type, company age, company size: capital and number of employees), ANOVA was carried out and the results as follows:

Table 19: ANOVA for Difference in Marketing Performance attributed to Company Demographic Characteristics

#	Variable	Source of Variance	Sum of Squares	Df	Mean of Squares	F calculated	F Tabulated	Sig
1	Company Nature	Between Groups	18.598	3	6.199	13.496	2.72	.000
		Within Groups	39.502	86	.459			
2	Company Age	Between Groups	7.984	3	2.661	4.567	2.72	.005
		Within Groups	50.116	86	.583			
3	Company Size: Capital	Between Groups	3.546	2	1.773	2.828	3.12	.065
		Within Groups	54.554	87	.627			
4	Company Size: Number of Employee	Between Groups	4.361	3	1.454	2.327	2.72	.080
		Within Groups	53.739	86	.625			

Table 19 indicates the following:

(1) F calculated 13.496 is more than F tabulated (2.72) , and Sig. (0.000) is less than 0.05, therefore there are significant differences in marketing performance by Chinese businesses operating in Jordan attributed to nature of company type.   (2) F calculated (4. 567) is greater than F tabulated (3.12), and Sig. (0.005) is less than 0.05, therefore are significant differences in marketing performance among Chinese businesses operating in Jordan attributed to company age.   (3) F calculated (2.828) is less than F tabulated (2.72), and Sig. (0.065) is greater than 0.05, therefore are significant differences in marketing performance among Chinese businesses operating in Jordan attributed to company size: capital.   (4) F calculated (4. 567) is greater than F tabulated (2.72), and Sig. (0.080) is greater than 0.05, therefore are significant differences in marketing performance among Chinese businesses operating in Jordan attributed to company age.

Scheffe's test was used to show which companies are different in M. Performance and the results are shown in Table 20.   The entries are mean *i* – mean

Table 20: Sheffe's test Results of Company Demographical Characteristics

Company Nature	Industry	Services	Commercial	Consulting	Mean
Industry	0.000	------	-----	-----	2.8056
Services	-.81944 *	0.000	-----	-----	3.6250
Commercial	.42163	1.24107 *	0.000	-----	2.3839
Consulting	-.69444 *	.12500	-1.11607 *	0.000	3.5000
Company Age	5years or less	6-15 years	16-25 years	26-35 years	Man
5years or less	0.000	-----	-----	-----	2.6714
6-15 years	.047	0.000	-----	-----	2.6667
16-25 years	.2714	.2667	0.000	-----	2.4000
26-35	-.9536*	-.9583*	-1.2250 *	0.000	3.6250

Discussion of Results

The results of our study indicated the importance of the constituents of BEF, with very high emphasis on Political / Legal factors (mean 4.41 out of 5).   This seems to be logical because the security and stability of a country in addition to encouraging laws attract foreign investments.   Technological factors ranked the lowest among BEF (mean 2.84 out of 5).   This seems to indicate that Chinese businesses rely on their own technological factors and not on technological factors in Jordan.

Regarding the importance of TEF results seem to be very logical with Government Agencies and Administrators having the highest mean (4.28 out of 5) and Business Customers coming the second mean (4.09 out of 5).   The factory of Business Intermediaries is considered as a priority, because they can manage their own business without relying on intermediaries.

The results show that the 4P's are modified moderately with the highest modification for pricing factors which seems to be natural.

In general, the study shows low mean response for M. Performance.   It seems Chinese Businesses do not score high on M. Performance.   This may be due to the low economic status of Jordan population.

The study showed significant effects of BEF (coefficient = 0.45) and TEF (coefficient = 0.38) on M. Mix with prediction formula M. Mix = 0.00 + 0.45 (BEF) + 0.38 (TEF) and the model is adequate (F = 24.048), although the effects of BEF and TEF on M. Performance were not significant at $\alpha = 0.05$ level.   (F = 1.548), the results changed when M. Mix was entered as an exogenous variable and there were significant effects of M. Mix (coefficient = -0.398) and Sig. (0.001), BEF (coefficient = 0.290) and Sig. (0.011) but no Sig. effect of TEF (coefficient = 0.002) Sig. (0.500).

Recommendations

1. Chinese businesses are highly recommended to carry in- depth study about Jordanian environmental factors before setting up their businesses in Jordan.
2. Marketing Mix constituents need to be adapted. Lastly, joint ventures between Jordanian and Chinese businesses are recommended to overcome the barriers facing individual Chinese businesses.
3. It is recommended to pursue further research on this topic. The negative effect of MM on MP needs to be investigated, especially in similar situations. Regulations related to foreign direct investment need to be reviewed and better Jordan channels of Communication with Chinese businesses are recommended.

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