

**T.C.
ISTANBUL GEDİK UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**



**THE EFFECT OF PRODUCT -MARKET FIT ON STRATEGY
IMPLEMENTATION IN STARTUPS IN IRAQ**

MASTER'S THESIS

Mohammed Majid BRISSAM

Business Administration

Business Administration in English Program

NOVEMBER 2021

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Thesis Advisor: Prof. Dr. Enver Alper GÜVEL

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İSTANBUL GEDİK ÜNİVERSİTESİ
LİSANSÜSTÜ EĞİTİM ENSTİTÜSÜ MÜDÜRLÜĞÜ

Yüksek Lisans Tez Onay Belgesi

Enstitümüz, Business Management Department İngilizce Tezli Yüksek Lisans Programı 191285013 numaralı öğrencisi Mohamed Majid Brissam'ın "The Effect of Product -Market Fit on Strategy Implementation in Startups in Iraq" adlı tez çalışması Enstitümüz Yönetim Kurulunun 25.11.2021 tarihinde oluşturduğu jüri tarafından *Oy Birliği* ile Yüksek Lisans tezi olarak *Kabul* edilmiştir.

Öğretim Üyesi Adı Soyadı

Tez Savunma Tarihi: 25/11/2021

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DEDICATION

I, Mohammed Majid Brissam, as a result of this announce that this thesis entitled “The effect of product -market fit on strategy implementation in startups in Iraq” is original work I did for the the master's degree in the faculty of Business Management. I also announce that this thesis or any part of it, as far as I know, has not been tackled or studied for other degrees or research papers in other universities or institutions. (25/11/2021)

Mohammed Majid Brissam

PREFACE

I thank my father, who was the first reason for my progress and my persistence, and I dedicate this thesis to my mother, who struggled with cancer until she passed away. I extend my thanks and gratitude to the supervisor who helped me in my thesis. I thank everyone who helped me to end this long and tiring journey. Thank you very much everyone, with all my love and appreciation for my family who have stood by my side for the past few years.

November 2021

Mohammed Majid BRISSAM

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THE EFFECT OF PRODUCT -MARKET FIT ON STRATEGY IMPLEMENTATION IN STARTUPS IN IRAQ

ABSTRACT

The main purpose of the study is to investigate the effect of product -market fit on strategy implementation in startups in Iraq. The paper try to oversee the variables are product market fit, sharp go to market focus and buyer persona because they are related to this study. The study method used for this research are descriptive design and quantitative approach because this study were used close ended questionnaire as method of data collection from the target population of the study.

To investigate the interrelationship between the variables of the study the researcher was employed different statistics methods are linear regression analysis, correlation analysis, multicollinearity analysis because they were matching the objective of the study.

The study was found there is a positive and significant association between product market fit, sharp go to market focus and buyer persona and strategic implementation, which was discovered through correlation and confirmed by regression. The study also found that there is no multicollinearity problem between variables. A key component of any successful inbound marketing approach is buyer personas. Before you can make a sale, you need to know who you're marketing to and selling to. Consumers today only pay attention to targeted marketing messages that are highly relevant to their individual experiences.

This study research throw light on the tech companies of the Small start-up, arguing that adding a few hierarchical management tiers can greatly help start-ups achieve economic success and survive in hostile environments, although at the expense of creative success. Despite the fact that this research advances our understanding of start-up organizational structures, it has significant shortcomings that could be addressed in future research.

Keywords: *Product market fit, Sharp Go to market focus, Buyer persona, Strategic implementation*

IRAK'TA BAŞLANGIÇLARDA ÜRÜN PAZARI UYUMUNUN STRATEJİ UYGULAMASINA ETKİSİ

ÖZET

Çalışmanın temel amacı, Irak'taki girişimlerde ürün-pazar uyumunun strateji uygulamalarına etkisini araştırmaktır. Makale, bu çalışmayla ilgili oldukları için ürün pazarına uygunluk, keskin pazar odaklılık ve alıcı kişiliği değişkenlerini denetlemeye çalışmaktadır. Araştırmanın hedef kitlesinden veri toplama yöntemi olarak kapalı uçlu anket kullanıldığından, bu araştırma için kullanılan araştırma yöntemi betimsel tasarım ve nicel yaklaşımdır.

Araştırmanın değişkenleri arasındaki karşılıklı ilişkiyi araştırmak için araştırmacı, çalışmanın amacına uygun olması nedeniyle doğrusal regresyon analizi, korelasyon analizi, çoklu bağlantı analizi gibi farklı istatistiksel yöntemler kullanmıştır.

Çalışmada, korelasyon yoluyla keşfedilen ve regresyonla doğrulanan ürün-pazar uyumu, pazara keskin odaklanma ve alıcı kişiliği ile stratejik uygulama arasında pozitif ve anlamlı bir ilişki olduğu bulundu. Çalışmada ayrıca değişkenler arasında çoklu bağlantı sorunu olmadığı da tespit edilmiştir. Herhangi bir başarılı gelen pazarlama yaklaşımının önemli bir bileşeni, alıcı kişilikleridir. Bir satış yapmadan önce, kime pazarlama yaptığınızı ve kime satış yaptığınızı bilmeniz gerekir. Günümüzde tüketiciler, yalnızca bireysel deneyimleriyle son derece alakalı olan hedefli pazarlama mesajlarına dikkat ediyor.

Bu çalışma araştırması, birkaç hiyerarşik yönetim katmanı eklemenin, yaratıcı başarı pahasına da olsa, yeni başlayanların ekonomik başarıya ulaşmasına ve düşmanca ortamlarda hayatta kalmasına büyük ölçüde yardımcı olabileceğini savunarak, Küçük start-up'ın teknoloji şirketlerine ışık tutuyor. Bu araştırma, yeni kurulan organizasyon yapıları anlayışımızı geliştirmesine rağmen, gelecekteki araştırmalarda ele alınabilecek önemli eksikliklere sahiptir.

Anahtar Kelimeler: *Ürün pazarına uygunluk, Sharp Go to pazar odağı, Alıcı kişiliği, Stratejik uygulama*

1. INTRODUCTION

The market-fit process for the product is the framework by which the company's success can be assessed and its strategy achieved. This process describes how widely accepted a new application is on the market and how high the profit is obtained (Yarbrough et al., 2011).

Recently, companies need to implement new strategies to validate their assumptions. To do that we need to build a minimally viable product and "leave the building," so that we can meet clients from every corner that are potential customers and see whether or not demand is being made for these products. The product marketability process is important because it is a big focus for institutions because it is a key area where a real problem that suffers from a large enough market can be solved (Kovach, 2019). Otherwise, premature jobs or investment in sales and marketing without a real return on the institutions will burn down funds, given that early growth is one of the major causes of start-up failure. The reason for this is, the organisation can buy the product with a sufficient number of real users or real customers to solve a real question for a particular audience. This is because the strategy for the product market is related to how the company plans to compete in markets where it plans to serve the whole model for publishing more materials that the company tries to achieve its objectives (Dennehy et al., 2016). The organization can usually benefit from the most significant inputs and influences through this strategy, in which research into marketing strategy can contribute and thus influence its strategy (Yarbrough et al., 2011).

On institutional side, startups have to work to meet customer and supplier needs in many ways. This inertia of these startups resists changing architectural characteristics and this stiffness and inertia restricts the creativity and innovation (Carlson & Usher, 2016). On the other hand, these start-ups have real opportunity that is more flexible and easier to change, as it depends on their smaller size and organizational diversity.

The implementation of corporate strategy in the existing enterprises therefore appears flexible and can be compatible with the properties of an integrated

organization, which in turn could lead to a change in strategies for product market alignment with the goals of the company (Sommer, 2018).

The assessment of whether the product market strategy of the company corresponds to the overall strategy of the company seems to be compatible, but that requires an examination of the results of its performance, including, for example, the theory of training, which is a multidimensional approach to its strategy and organization. This theory assumes that there is an ideal set of organizational characteristics for all strategic features, which ultimately lead to superior performance (Yarbrough et al., 2011).

Product fit strategy is a proportional process in which the company identifies a market need and adopts a solution which customers want to purchase. In the final analysis, this product is suitable for the market (Dennehy et al., 2016). It is a clear concept that allows the organization to ensure that a link between the product and market needs is established. As at the end of the day, the importance of future work can be determined from creative ideas or qualified teams or any other factors that are of great importance in creating the products (Osterwalder & Pigneur, 2012).

Many companies may not match their products to the market because they will waste a lot of time and money building the wrong product before it is too late to know what to do (Dennehy et al., 2016). The process of a product adapted to the market means that scarce resources and funds are assigned to new products, and that a more flexible development process called customer-centered development is taken into account, according to the organisations strategy, market needs and size (e.g. adjusted growth) (Blank & Euchner, 2018).

The corporate strategic objectives lie in many ways, especially for start-up companies, including, for instance, knowledge of the current status of the work they are doing, identifying all their components, identifying all tools and tools used for the work to be carried out and understanding the advantages and disadvantages of the strategy's work. To benefit from the positive effect of work and ensure its proper implementation, the implementation of the strategy is also important (Chrisman et al., 2016). As such, the financial plan and procedures are the institutional strategy to achieve clear, real and applicable goals in all growth programmes, one of the goals to implement the objectives, methods and administrative rules (Reddy, 2017).

If these strategies are not successfully carried out, the organisation may fail quickly, as an organisation can plan to implement the required strategic plan. It therefore definitely tackles all the dilemmas facing the organisation, such as the potential for misuse of insufficient capital or the risk of self-esteem in the event of a business failure etc. In fact, it is important for product improvements, company vision development, customer base increase, financial risk prevention, and substantial objectives (Thomas et al., 2019).

Every startup has its strategy: start-up, start-up growth, maturity and recovery. Earlier stages of its operation, a start-up enterprise is always attempting to enter an existing market or open a new market with innovative services (Karam et al., 2018). The key issue for startups is strategic management, as these types of companies have different characteristics from mature market companies, such as decision making, the ability to expand the market for startups, the ability to draw product boundaries and the link between them and customers. These characteristics of such institutions are regarded as framework structures that largely govern the work of startup companies and are closely related to market success (Kull et al., 2016).

The strategies of the organisation aim to achieve the growth objectives of the organisation over time through the evaluation of current strategic units, decision-making on business and how many resources the organisation maintains. This requires the market definition that the company will use to a significant extent to conquer the market, as the Company's competitiveness requires the implementation of a series of competitive strategies to adapt the company according to its attractiveness (Johansson, 2017).

Zhong et al. (2018) argue for start-ups that the best result of the organisation is that it supplies a product with value that is higher than the competition, in such a way that the surplus buyer adds up to the company's profit minus the cost of production. Furthermore, it needs to be careful to implement its strategy so that consumers are not certain of product quality or technological developments and can gain advantages from rapid changes including their brand reputation.

The institution's policies and targets relating to creative and innovative challenges are therefore implemented to seek new market opportunities and to interact in an integrated manner with customers, companies and markets (McDonald, 2016).

1.1 The Study Problem

Most businesses, particularly start-ups, strive to increase sales by introducing new products to the market or developing existing products. Finding new uses for existing products is another goal associated with increasing sales, and because this process is easier than developing new products, companies are constantly looking for new uses for their products. Furthermore, many companies may seek to maintain or improve their market share, in which case companies focus on increasing their ability to compete rather than collecting a certain level of profits. Firms frequently use a product differentiation strategy to achieve this goal.

Among the product's objectives is to develop an integrated line of products. For example, a company that owns a partial line may seek to complete this line and offer an integrated range of products, and the motivation to achieve this goal comes primarily from sales representatives, who may require an integrated line to provide customers. Furthermore, it could come from retailers themselves, who may want more product variety. Increasing the product's ability to attract new marketing segments is also one of the company's goals (Göthensten & Hellström, 2017).

Any product's primary mission is to facilitate the success of the marketing strategy, which determines what the seller is willing to achieve in relation to the buyers. The product launch method is part of the marketing strategy, and while there are several methods for launching the product, each of these methods may change at any stage of its life cycle.

Defining a specific market for the product has always been an impediment to the success of several projects, and experts agree that the biggest problem facing start-up companies is that they have nothing to do with the product market, and most start-up project owners lack a suitable strategy that suits market performance.

As a result, the hypocrisy problem can be summed up in the certain major question:

- **What is the effect of Product-Market fit on the strategy execution in tech startups in Iraq?**

Sub-questions can be derived from the main question.

- Is there is a relationships between product market fit on strategic implementation in start-up?

- Is there is a relationships between sharp Go-to has positive significant on strategic implementation in start-up?
- Is there is a relationships between buyer persona on strategic implementation in start-up?

1.2 Research Objectives

The objectives of the research are the following:

- To recognize the impact of Product-Market Fit on strategy execution in Iraqi tech startups.
- To learn about the perception of Product-Market Fit in Iraqi tech startups.
- To determine the reality of strategy execution in Iraqi tech startups.
- To know the recommendations that can be given to managers of Iraqi tech startups in terms of Product-Market fit and strategy execution.

1.3 The Importance of Studying

The appearance of suitability between the product and the market is the first sign of product success within tech startup institutions, particularly technology companies, because it provides the first evidence of the existence of a "need" for the product. When the organisation creates a product, it does so in response to an existing market problem and seeks to solve it with the product. The suitability of the product to the market is a strong stage through which the organisation can test its product on real customers and confirm the existence of an actual need for this product. In order to put the institution's strategy into action, a plan must be developed that specifies how these institutions' work will allocate resources (for example labor, money, inventory) to support marketing, infrastructure, inventory, production, and other business activities (Product Plan, 2020).

A startup requires a well-planned set of measures to achieve its long-term objectives, such as managing resources, risks, and returns across the business. As a result, the startup's scheme aims to attract and retain customers for the company's goods and services. This ensures that we understand who the ideal customer is. What does this

customer require, and how does your company provide it? How will the company go about attracting this client?

The researcher's goal of this research is to be well familiar the nature of product market fit to the strategic nature of the enterprise and to identify the most important mechanisms that can be tracked in order to succeed in that suitability according to the organization's strategy that it carries out in order to avoid making mistakes committed by startups in Iraq.

The study is also important in that it provides us with the appropriate mechanisms to study the market suitability of the product, which is to determine the segments that will be targeted by these startups and the personalities that the organisation expects to buy / use. As a result, it is possible to enhance the long-term levels of integrated enterprise strategy for startups in the Iraqi market.

2. LITERATURE REVIEW

2.1 Introduction

The basic idea as well as existing scientific knowledge are given, analyzed, and merged in this section. This theoretical framework will give you the information you need to address the research topic. This section is broken into several subsections. First, a review of the available research on the differences between start-ups and incumbents is presented. The theoretical part on strategy implementation and/or execution is next presented and examined. The third component of the section will join the two preceding sections to see the way current knowledge may be used to map the variations in strategy execution processes between start-ups and incumbents.

2.2 Strategy Implementation in Startup Business

The topic of this paper is the execution of a strategy, due to the tremendous pace and scope of change in the corporate world, this is a topical and important subject which necessitates not only the development but also the implementation of a plan. The less stable the environment gets, the more critical it is to create a plan that permits current operations to be more effective and efficient while also supporting future success. The relevance of strategy “implementation actions” and “the assurance of consistency” between the impacts of completed implementation programs and projects and the operational results are the reasons for commencing studies on strategy implementation. The most important challenge is to identify the roadblocks that prevent present operations from being linked to their strategic implications. To conclude, the aim of this paper is to test the constraints identified in the literature as major strategy killers (Beer, Eisenstat, 2000). This is reinforced with a component related to employee participation and its relationship to firm performance as measured by revenue on sales.(Radomska, 2014).

According to the (Haafkes, 2015). Even if a corporation develops one of the most creative strategy, without “successful execution”, the expected outcomes will not be achieved. According to Crittenden & Crittenden (2008), strategy execution is a critical pillar and ally in the growth of an effective company. According to Johnson Whittington and Scholes (2011), strategy is concerned with the general direction of a

variety of organizations, from multinational corporations to entrepreneurial start-ups. Nonetheless, the majority of research on strategy implementation occurs in established organizations (Crittenden & Crittenden, 2008). Despite the popularity of entrepreneurship and its immense potential as a result of far-reaching technological advancements, start-ups place a low premium on plan implementation. Additionally, because they provide life and growth, start-ups are a unique research unit in today's economy (Martens, Vanhoutte, De Winne, Baesens, Sels & Mues, 2010). (2003) (Vecchio).

In accordance with (Verreynne, 2004). Because strategic management is a practical subject in business, its survival and extension are dependant not only on its theoretical depth and methodological rigor, but also on its practical relevance. Despite the fact that research indicates that organizations that are adept at strategic management are more successful than those that have not yet developed strategy-making capabilities (Pekar and Abraham, 1995), practitioners frequently do not view strategy-making as critical to improving their firm's performance (Heracleous & DeVoge, 1998). Nonetheless, Eden and Ackermann (1998) assert that "the strategy-making process may be the most crucial factor determining a firm's ability to fulfill its strategic objectives, and the strategy-making method adopted by a corporation may have a major impact on firm performance" (Hart & Banbury, 1994).

According to (Bendickson et al., 2017), human capital and human resources are important to existing businesses as well as startups and new initiatives (Hornsby & Kuratko, 1990). The firm's primary growth mechanism is its human capital, which is represented by individual employees as well as the collaborative ties they develop (Nahapiet & Ghoshal, 1998). The quality of services and products of the company is determined by its human capital (Nahapiet & Ghoshal, 1998). Human resource management is primarily concerned with the training, selection, remuneration, and performance management of employees. Scholars have begun to evaluate the strategic value of human resources in the last 20 years, moving beyond standard human resource management. The study of the bundling together of numerous activities has been the primary focus of this method. Human resource activities, when combined, can provide synergies among human capital deployment practices. Despite the numerous variables and contextual elements at play, experts agree on what constitutes excellent practices and how well those best practices are influenced

by contextual circumstances (Becker & Huselid, 2006). We provide a series of ideas concerning the role of strategic human resource management in establishing startups in order to add to the literature.

2.3 Strategy Implementation at Start-Ups

The relationship between organizational structure and implementation methods has received little attention in the literature (Noble, 1999). Start-ups are frequently smaller, more adaptable to change, and have more flexible organizational structures, more innovative, and confront a lower level of internal and external inertia than established businesses, according to the literature on start-ups. The literature on strategy implementation, known as the eight levers, showed eight different levers for strategy execution, which were linked to the characteristics of start-ups to produce the following goals and objectives.

Cross-functional integration and elaboration is the initial lever that implies that good execution necessitates the participation of all companies participants. Horizontal communication is at the heart of cross-functional integration. In contrast to incumbent firms, which prefer to communicate vertically, one of the highlighted features of start-ups is horizontal communication. As a result, start-ups are likely to be different on this metric.

The second lever is programs, which encompasses activities such as organizational learning and continuous improvement. This indicates that the firm's creative capital must be anticipated, and that the strategies developed and implemented in the end will be governed by this lever (Crittenden and Crittenden, 2008). According to the literature, start-ups and incumbents differ in terms of originality, and so start-ups are likely to differ on this lever. Additionally, structural inertia may have an effect on this lever.

The third lever relates to systems, namely to the establishment of strategic support systems. The strategic support system, which employs both quantitative and qualitative techniques, covers "customers, human resources, income and expense, and inventory/order fulfillment" (Crittenden and Crittenden, 2008). McCann (1985) asserts that several hurdles to development exist, but none are more restrictive than lacking strategic support structures. The author categorizes strategic support systems

as "a) human resource systems, (b) information systems, and (c) information systems." Systems are classified into two types: control systems and structural systems. The research on these systems is sparse on the distinctions between start-ups and incumbents".

The fourth lever is the establishment of policies that support the approach. It is a matter of whether the organization has a well-defined policy that guides strategy implementation. This rule should serve as a deterrent to unplanned and haphazard activities; consistency is paramount. Due to the lack of depth in the literature on start-ups, "a statement on this lever is still left in the middle."

The fifth lever is the exercise of strategic leadership. According to the literature, start-ups are typically "small and lack hierarchy." This is not to say that leadership is not still an essential component of any business. Direction, protection, orientation, conflict resolution, and standard setting are just a few of the primary functions of leaders (Heifetz & Laurie, as cited in Crittenden & Crittenden, 2008). In a nutshell, strategy implementation leaders must make decisions that organizational members believe are just and exhibit moral characteristics such as justice, integrity, loyalty, honesty, drive, accountability, and courage (van der Maas, 2013). The characteristics of a business have little influence on a leader's managerial talents.

The sixth lever is allocating, which entails choosing the location and timing of resource allocation. Resource allocation is the process through which resources such as money, physical capital, capabilities, and people are allocated. Crittenden and Crittenden (2008) conducted research that includes an in-depth examination of a small business. They showed that early in the case study's existence, resource allocation was likely the most crucial implementation lever. Furthermore, Bhide (1994) says that successful entrepreneurs invest as little time and money as feasible in their innovations.

The eighth lever is monitoring, which requires associating rewards with performance. Such reward schemes are classified as "monetary" and "non-monetary." On the one hand, due to the lower size of start-ups, workers may be more tightly supervised. This might result in a highly customized reward system. On the other hand, startups lack a systematic reward system due to a lack of bureaucracy.

Due to these diametrically opposed perspectives, a choice on this lever remains uncertain.

The company's strategic culture is shaped by the eighth and final lever, which is organizational. A set of common beliefs and norms can be defined as culture (Chatman & Cha, as cited in Crittenden & Crittenden). The strategy implementation process should be supported by the culture. According to van der Maas (2013), a culture that encourages successful strategy execution must empower and be bold, and employees should be free to make mistakes without fear of repercussions. It's unclear whether this "fearless" approach is prevalent in both start-ups and established firms at the present.

In comparison to startups, established businesses may compensate for shortcomings with another lever, so minimizing the impact of a weak lever. As a result, it is critical for the startup's CEO to grasp how each lever relates to the firm's strengths and limitations. Due to their increased mobility, start-ups are more likely to experiment with fresh ways to give substance to the eight various levers, and they will do so more frequently than established enterprises. Haafkes (Haafkes, 2015).

The wider picture is strategy, which is a plan to achieve success. There is a missing link in the absence of strategy. Why did I come to this conclusion? Because you'll need something before you can get to the approach. My opinion is that in order to develop a thorough strategy, you must first acquire or obtain knowledge. Sun Tzu, who developed "the art of war" around 500 B.C. (before Christ) and emphasized "winning without fighting," is brought up by Michealson (2004). My take on this is that winning necessitates plan. According to Michealson (2004), in order to achieve a competitive advantage over your competitor, you must employ a strategy. Furthermore, in order to have that strategy, you will require information. Since information leads to wisdom, you must first learn before strategizing (Implications of Strategy Implementation for Start Up, 2016).

2.4 Benefits of Strategy Implementation

Start-ups are frequently burdened by the risk of their inexperience, which is a significant barrier for entrepreneurial enterprises to overcome (Singh et al., 1986; Dacin et al., 2007). It's also widely assumed that through acquiring and building

organizational legitimacy, as well as implementing proper legitimizing techniques, start-ups can not only overcome their newness liability, but also expand and become established businesses (Zimmerman and Zeitz, 2002). When strategies are brought to a startup, my understanding is that the chances of growth are high. According to (Guo et al., 2014), it is critical for start-ups to adopt diverse legitimizing tactics in order to generate legitimacy and address diverse legitimacy needs.

Turcan (2013) suggested that acquiring legitimacy, or failing to acquire legitimacy, has a differential effect on new foreign operations, which is a general rule for practically all start-ups. In their legitimization process, ventures should consider their institutional framework. Furthermore, Oliver (1991) proposed a typology of strategic reactions to institutional processes, ranging from passive acquiescence to proactive manipulation in terms of active organizational resistance. According to Suchman (1995), there are three legitimizing tactics.

2.5 Importance of Strategy Implementation in a Business

In order to succeed, businesses must comprehend both their external environment and their internal resources and capabilities" (Collis and Montgomery, 1995). The writers of the corporation's resource-based perspective have published extensively. While businesses have a variety of fundamental talents or capabilities that enable them to operate successfully, a competency must exhibit three critical criteria in order to be strategic. Its primary objective must be to add value to the customer. Second, the capabilities of the business must outperform those of its competitors". Finally, a strategic capability must be exceedingly difficult to replicate or imitate (Hubbard and Beamish, 2011).

The strategic capabilities of a business can be found in its resource dimensions, operating functions, or "networks of interdependence within, between, and in its surroundings" (Lenz, 1980, p. 226). Strategic capability identification is typically advocated as the first step in establishing a strategy (Hubbard and Beamish, 2011). Although management theorists occasionally contrast RBV's (1985) internally focused strategy approach with Porter's (1985) externally focused product/market approach, establishing strategic capabilities involves an appreciation for the importance of capabilities inside the firm's market and industry.

2.6 Problems faced in Implementing Strategies in Start-ups

Despite Sterling's (2003) advice that "effective implementation of a mediocre strategy always overcomes mediocre execution of a terrific plan," organizations frequently fail to operationalize their strategies in ways that boost their likelihood of being implemented effectively. Over 70% of strategic plans and strategies are never implemented, according to a 1999 study (Corboy&O'Corrbui, Management Accounting).

Sterling (2003) asserts that plans frequently fail because the market conditions intended to be exploited by the strategy change before the plan can take root. Additionally, product life cycles are becoming shorter, disruptive technologies are becoming more prevalent, and financial markets are becoming more volatile. Additionally, a significant number of markets are undergoing rapid and discontinuous development. Larry Downes (The Industry Standard, 2001) makes a solid argument for this based on his study into strategy implementation problems. According to Downes, technology "confronts established traditions and assumptions" and creates strong "external execution hurdles."

2.7 Product Market Fit

Despite Sterling's (2003) recommendation that "effective implementation of a mediocre strategy always trumps mediocre execution of a spectacular plan," businesses usually fail to operationalize their strategies in ways that increase their chances of being implemented successfully. According to a 1999 study (Corboy&O'Corrbui, Management Accounting), almost 70% of strategic plans and strategies are never followed.

Plans usually fail, according to Sterling (2003), because the market conditions meant to be utilized by the strategy alter before the plan can take root. Product life cycles are also shortening, disruptive technologies are becoming more common, and financial markets are getting more volatile. Furthermore, a large number of markets are undergoing rapid and irregular development. Based on his research into strategy implementation issues, Larry Downes (The Industry Standard, 2001) presents a strong case for this. Technology, according to Downes, "confronts established

traditions and assumptions" while also posing significant "external execution barriers."

According to Rosa et al. (1999), the amount to which items of one type differ from those of another can be determined by the presence of feature gaps (i.e., discrepancies among the calculated clusterings of characteristics that are regularly perceived to form the items). As we would like to think, ascribes don't exist all alone. Inductively, they are determined side-effect perception and association. Contingent upon their vantage position and observational destinations, individuals use and view items in various ways ". At the point when social communications among makers and buyers develop over the long haul, be that as it may, an express quality classification advances to portray the upgrade exhibit's broadly acknowledged properties. At the point when a settlement on the characteristic terminology and classification name for a boost exhibit is gotten, and the maker and customer reasonable frameworks have "balanced out," explicit drawings or models of things that have a place with the common applied frameworks become individuals from an item classification. Minivans, for instance, have come to be characterized by a bunch of qualities (for instance, "front-wheel drive," "low advance in stature," "seven-traveler," and "freight limit enormous enough for explicit item plans, utilization examples, and advertising methodologies"), just as their translations (for instance, review clarifications of cause-impact connections) of the market's response to such practices. In this cycle, both conduct and discernment are significant.

A market transaction is a local event that occurs between a single producer and a single customer at a specific location and time. On the other hand, product markets are global phenomena that transcend time, space, and market actors. Product markets require cognitive frameworks that are stable over time, cross-regional, and shared by a significant number of players on both sides of the market in order to exist. Market narratives, we believe, can give such stability, expansion, and sharing. In general, stories are critical tools for members of a social system to make meaning of events (e.g., Weick 1995; White 1992). Market stories demonstrate and clarify the connections between products, benefits, and usage scenarios. A narrative is exemplified by a product evaluation for a minivan. It contains information on the model's physical characteristics, such as three rows of seats and sliding doors; its intended use scenarios, such as family carrying and trailer towing; and its

performance attributes, such as versatility and practicality. Annual reports that detail manufacturers' strategic objectives for future minivan models are a different type of tale, but they add to the market's common knowledge. (Rosa et al., 1999).

They assert (Dennehy et al., 2016). Various associations, especially programming new businesses (Mullins and Komisar 2009, Crowne 2002), come up short because of investing a lot of energy and cash on some unacceptable item prior to acknowledging what the legitimate item ought to be (Nobel 2013, Bosch, Olsson, Björk, and Ljungblad 2013). More than 98% of new item ideas neglect to acquire foothold (Mullins and Komisar 2009). Many firms come up short on an organized cycle for checking on their plans of action (Clear and Dorf 2012), which can open them to an assortment of dangers, including committing significant assets and accounts to new items without first inspecting possible business sectors (market needs, size, development rate, and so on) Organizations are progressively moving away from customary item driven improvement toward a more deft procedure known as client driven turn of events, which contains an iterative course of 'making and assessing' things to address such vulnerabilities (Clear and Dorf 2012). Spry strategies, then again, are arrangement situated and center around "how" to make things quickly, rather than "which" item to create (Bosch, Olsson, Björk, and Ljungblad 2013). This makes a large number of non-specialized difficulties for new companies, as potential clients' needs might be uncertain, and it could be muddled how answers for address these solicitations ought to be created (Eisenmann, Ries, and Dillard 2012). Various new companies have accepted the Lean Beginning up System (LSM) in light of these issues, as it gives an incorporated way to deal with defeating a portion of the various vulnerabilities inborn in business arrangement (Harb, Noteboom, and Sarnikar 2015). LSM places a premium on giving worth to purchasers and limiting waste during the improvement stage (Clear 2013)

Blanchard and Giavazzi (2001) establish the importance of market entry, or more accurately, market contestability, as a stimulant of competitive forces and economic performance. They investigate the effect of product market regulations in a model with fixed firm and employee productivity and labor as the sole factor of production. According to their approach, deregulation of product markets can take the form of increased substitutability across items or lower entry costs. In the short run, increased substitutability of goods results in lower markups, decreased unemployment, and

higher real incomes. In the long run, the same results can be realized only if deregulation results in a reduction in entry barriers. If this is not the case, enterprises will relocate to areas with lower rents, restoring markups, unemployment, and real wages to pre-recession levels. In this context, the effectiveness of product market reforms aimed at increasing competition is heavily dependent on the ease with which firms/markets can enter the market (Andreesen, 2007).

2.8 Strong Net Revenue

Remeová et al. (Remeová et al., 2020) claim that In a business plan, revenue should be assigned to many sorts of channels. As part of a business model, the revenue model evaluates a company's ability to monetize the value it delivers to customers. As a result of the change, new revenue streams are developed. As a result, it explains how income streams are maintained while multiple business model components are working to generate revenue. It is founded on the acquisition of information about customer value, such as what type of value should be supplied to customers, which distribution channel should be used, and how the value should be presented, among other things, and price optimization at the proper time. The revenue model, according to the authors, shows how a corporation earns profit, while its economic character is viewed through the revenue and cost logic.

A company's revenue model is made up of various revenue streams, each with its own price model depending on the value supplied to customers (s). From the customer's perspective of product usefulness, the pricing mechanism gives a new method to value creation. The authors underline the importance of keeping an eye on new revenue streams, particularly in industries where output is king. The income stream, through product acceptance by customers, governs efforts undertaken in order to build products that affect the perception of such a product's value. Some studies used physiological changes to gather information about feelings and preferences in order to anticipate customer value. Key business operations, which vary based on the company model type, provide customer value. It also enables the organization to alter its business models in response to changing market demands and a competitive environment, better reflecting the needs of customers. The following key business actions are required: build and offer value propositions; access the market; manage customer connections and earn revenues, as well as

demonstrate how diverse sets of activities promote customer value (Remeová et al., 2020).

2.9 Sharp Go-To Market Focus

Smith is thought to be the one who coined the term "segmentation" (1956). His definition indicates that he was thinking of a single-product marketer who may aim for "share of a broad and generalized market" (product differentiation) or "depth of market position in effectively defined and penetrated groups" (product differentiation) (market segmentation). Segmentation and differentiation strategies can be used simultaneously, although they're more often used in order in reaction to changing market conditions. In some ways, segmentation is a transient or short-term phenomena, because good implementation of this strategy might lead to a more formal acknowledgement of market segments' reality through the characterization of segments as independent markets. Redefinition could lead to a return to distinctiveness (Smith 1956).

In accordance with (Wright & Esslemont, 1994). Segmentation caught marketers' interest, and it was swiftly integrated into the conventional curriculum. Kotler defined undifferentiated, differentiated, and concentrated marketing tactics in 1967. According to him, undifferentiated marketing takes the market as a whole into account, focusing on what people have in common rather than on what makes them unique. Its objective is to develop a product and marketing plan that are appealing to the broadest potential audience... When a business employs undifferentiated marketing, it typically generates a [mix] that is directed at the widest market segment (Kotler 1967, pp57-58).

Organizations must develop strategies for sustaining their company performance, competitive edge, and probability in today's competitive business climate. According to Thompson, Strickland, and Gamble (2007), a company's major objective with any strategy is to improve financial performance, strengthen its competitive position, and outperform competitors. One of the key challenges facing firms will be understanding how to construct their competitive strategies in such a way that they achieve effective firm performance within the context of sustained competitive advantage. This is because one of the basic approaches for achieving a firm's lasting competitive advantage is to create and implement performance-enhancing

competitive business strategies. As a result, policymakers are concerned about the effect of competitive strategies on firm performance, which has played a crucial role in refining business performance for a long period of time (Porter, 1980). A firm's competitive advantage over other firms is achieved, according to Barney (1991), when the firm implements value-creating methods that are not being adopted by other persons or possible competitors. This indicates that in order to obtain a competitive advantage, a company must learn to develop value-added strategies to better satisfy its target customers than its competitors. It is self-evident that if a firm strategizes and discovers that its competitors' plans are superior to theirs, it must not go to sleep but must re-strategize until her approach is superior to the strategies of other competitors in the same company. This is due to the fact that the management of other companies does not sleep but rather thinks outside the box in order to get a competitive advantage over their competitors. Adopting a market-focused approach is one of the most effective ways to achieve such competitiveness. 2018 (Akintokunbo).

The focuser's competitive advantage is based on either lower costs than competitors serving that market segment or the ability to give niche members something unique. Selecting a market niche where purchasers have specific preferences is the basis for focusing. Geographical exclusivity, specialized requirements for using the product, or specific features that appeal to members define the niche (Stone, 1995).

Byron Sharp, a marketing professor at the University of Southern Australia's Ehrenberg-Bass Institute, is well-known for his criticism of brands that target the same audience. Sharp stated, "Sales growth will not come from obsessively pursuing a certain segment of a brand's purchasers." "Marketing effectiveness is being harmed by this delusion. Sharp argues in his book *How Brands Grow* (Sharp, 2010) that consumers are not as devoted to individual brands as many marketers believe, and that for mass-market brands to continue to drive sales, their marketing message must reach new buyers and lighter purchasers. Narrow targeting, on the other hand, has the opposite effect. 2018 (Fulgoni).

2.10 Clearly Identified Buyer Personas

According to (Basuki, 2019). Buyer personas are simple samples or archetypes of genuine purchasers that marketers may use to create strategies for marketing

products and services to the individuals who could buy them. The term has nearly become a marketing slogan during the last decade. The requirement for a marketer to understand the market isn't new. However, as technological breakthroughs force firms to rethink how they sell everything from music and books to bulldozers and information technology, the amount of insight required is expanding dramatically. "What we're selling is changing; who we're selling to is changing (some are people we've never sold to before); and how these consumers want to be engaged, promoted, and sold to is changing, too," said Michael Gottlieb, a senior director of marketing and business strategy for one of the world's biggest software corporations.

Buyer personas can help you achieve that alignment, but not in the manner that most marketers think of them: as a method to create a profile of the people who will be your customers. Rather, the book's argument is that when buyer personas are created from real-life experiences told by real-life buyers in one-on-one interviews, the approach and presentation enable you to capture the customer's expectations and the elements that impact them. Then, and only then, can you fully put yourself in your buyer's shoes and contemplate the purchase from their perspective. Most marketers are unaware that this goes much beyond buyer profiling (2019, Basuki).

2.11 Challenges and Opportunity of Startup Business in Iraq

According to them (IOM, 2019). The technology sector is defined as a business sector that "harnesses technology to obtain a competitive edge." Due to the struggle against the Islamic State of Iraq and the Levant (ISIL) and the collapse in oil prices in 2014, limited state funds were available to invest in Iraq's technology sector. Iraq saw an increase in mobile phone ownership as a way of avoiding infrastructural shortcomings as a result of physical damage to telecommunications infrastructure in 2003 and ensuing years. In Iraq, for example, 95 percent of households are said to have mobile phones. From 2009 to 2014, the Information, Communication, and Technology sector grew at a comparable rate as the rest of the economy. 17.9% of the population

Since 2014, however, ISIL territorial advances have led in a series of service provider closures and setbacks, resulting in a geographic imbalance in basic telecommunications provision. The sector is currently lagging behind neighboring nations in terms of services due to a severe slowdown in the industry and

deterioration of public finances as a result of the economic crisis. Despite this, it has a lot of potential. According to the World Bank, Iraq's real GDP improved by 0.6 percent in 2018, after shrinking by 1.7 percent the previous year. The economy is strengthening primarily due to greater security and higher oil prices. According to the same research, non-oil sectors grew by 4%, and this trend is expected to continue. As a result, the tech industry should be able to recoup some of its lost ground while continuing to expand. Even if it isn't a national priority, the relevance of technical answers to common issues, as well as the prospect of such remedies, may be enough to attract the funding required to keep the sector developing. (IOM, 2019).

Local investment is required to take advantage of local opportunities. However, both government officials and investors agree that there is little to no legal framework in place to facilitate the kind of major private equity investments that would ordinarily propel an entrepreneurial ecosystem. With traditional interest-bearing loans either unavailable owing to liquidity restrictions or prohibited by Islamic banking traditions, businesses are more likely to get financial assistance in the form of informal equity investments from friends and family or a plan in which entrepreneurs present banks with invoiced commodities that the banks can acquire and resell to entrepreneurs at a profit. Many would-be investors would rather put their money somewhere else. The toughest obstacle for Marwan Ahmed, the founder of Baghdad-based food delivery service Mishwar, was collecting initial finance. "Getting people to contribute was exceedingly difficult since there are no quick returns," he explains. People would rather establish a restaurant and make money right away." Even if investors are prepared to part with their money, entrepreneurs must compete with an unregulated loan market that may yield yields of up to 2% per month, a rate of return that is extremely difficult for startups to match in the short or long run. (2017, Bartnick)

Iraq's economic growth will be led by oil, according to the IMF's World Economic Outlook (2011), but the non-oil economy will also grow at a strong rate, reaching 14% p.a. by 2014. 102 The Government of India intends to construct a series of assistance programs that will be implemented in partnership with relevant stakeholders and will be backed up by specialized national and international expertise. (According to the 2018 report). These assistance programs are expected to result in economic and social development projects that will not only support Iraq's

priority sectors (such as oil), but also leverage job opportunities and company development in the following areas:

- Industry and Minerals (particularly oil downstream and energy-intensive industry in general, non-oil minerals and construction materials, mechanical engineering, chemicals, electrical and electronic engineering, solar energy); Construction & Housing;
- Agriculture, food security, and food processing;
- Energy, transportation, and other physical infrastructures;
- Telecommunications and Information Technology; and
- Tourism.

Entrepreneurship's contribution to economic development is not restricted to increase to each capita income; it also entails the creation and implementation of fundamental changes in economic and social activities. Growth and increased returns accompany this evolution, allowing for larger sharing among different players (Adenuga and Ayodele, 2013). Entrepreneurs who are creative and imaginative have been the cause of tremendous breakthroughs in the industrial, manufacturing, and service sectors on a global scale, and they are also known as national champions. Because of the importance of entrepreneurship, just 500 entrepreneurial institutes have been established in India over the last two decades, and a lot of significant corporations have resorted to entrepreneurs to fix their problems. Entrepreneurship has as well been linked to the rise of industrialized countries such as the United States, Germany and Japan. Entrepreneurship has now established itself as a career, which, like other professions, requires the development and nurturing of specific educational and academic programs (Abtahi, et al., 2014).

According to them Mohammadali & Abdulkhaliq (2020) entrepreneurship is a valuable and limitless resource for all human cultures that stems from human ingenuity and is, on the one hand, both inexpensive and inexhaustible (Popescu and Simion, 2012). Entrepreneurship is a sign of business undertakings, and entrepreneurs are the forerunners of societal corporate success. The ability to take chances, innovate, and succeed are all regarded indicators of new entrepreneurship. In terms of management, leadership, efficiency, innovation, competitiveness, job

creation, productivity, and startups, entrepreneurs play a critical role in economic progress. In today's society, an entrepreneurial revolution is required. This revolution is significantly more essential than the industrial revolution in providing a forum for mass entrepreneurial discussion in the twenty-first century. Since the early 1980s, a growing trend toward entrepreneurship has evolved in the marketplace, leading to entrepreneurial activity within organizations and emerging as a new theoretical discovery (Forsström et al., 2015).

3. RESEARCH METHODOLOGY

3.1 Research Mode

The researcher model would look like the independent variables versus the dependent variable. the independent variables are, Product-Market Fit, Sharp ‘Go-To Market’ Focus, Buyer Persons

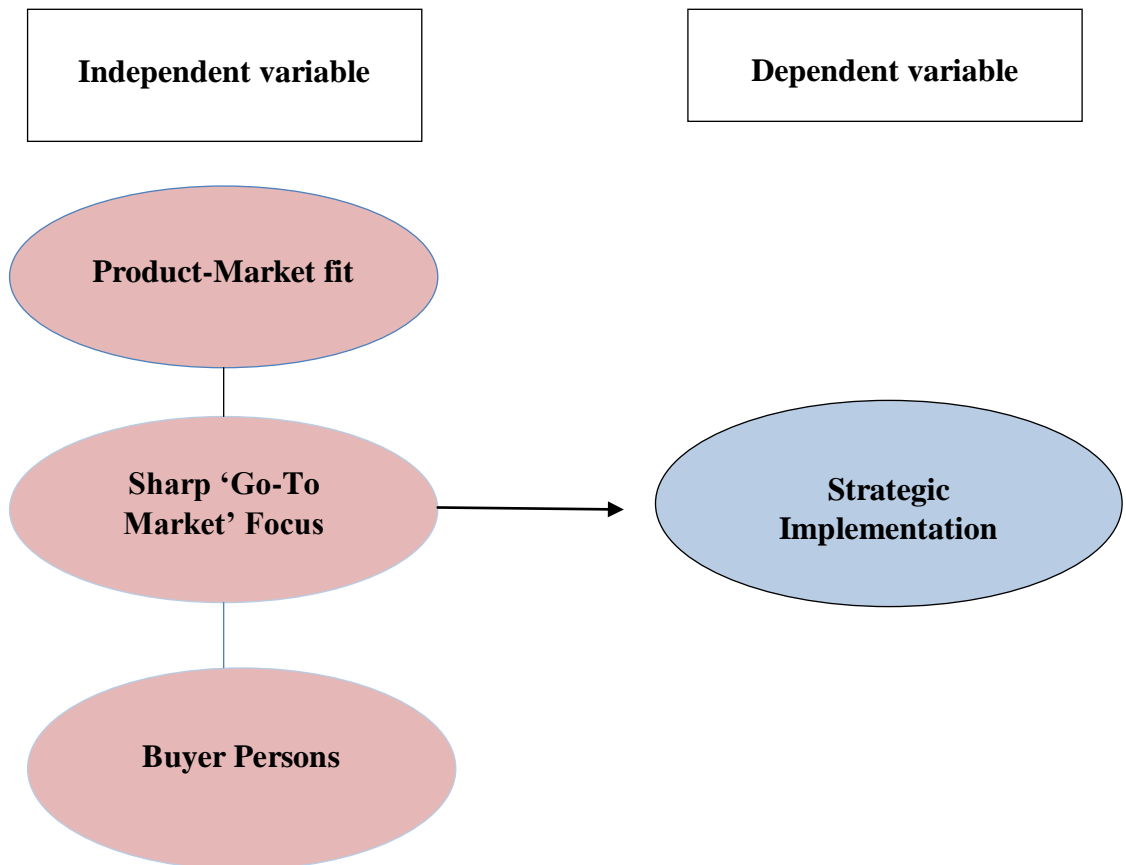


Figure 3.1: Conceptual Framework

3.1.1 Research hypothesis

- Product market fir has positive significant on strategic implementation in start-up
- Sharp Go-to Market has positive significant on strategic implementation in start-up
- Buyer Persona has positive significant on strategic implementation in start-up

3.2 Research Design

This study will be descriptive design and quantitative in approach. It will be descriptive in design. The reason for selecting this type of design is that the study intends to describe the impact of agency problem on organizations profitability. Because this study is quantitative in nature, the most acceptable data gathering technique to use is a questionnaire.

3.3 Research Population

This study used a quantitative approach. Primary data were gathered in September 2021 from 180 respondents' small private business companies in Iraq will be the target population for this type of study. According to managements of these organizations, a total of 120 respondents were secured to finally come up with required sample size.

3.4 Sampling Procedure

Probability sampling will be employed during sampling. The researcher will employ a particular type of probability sampling which is simple random sampling. Random sampling was chosen because it (a) makes statistical inferences easier; (b) ensures a representative sample; (c) reduces sampling bias; (d) uses probabilistic methods to pick units; and (e) meets the criteria for probability sampling.

3.5 Research Instrument

This study will use questionnaire as a method of data collection because the study is quantitative in design. Because this is a quantitative study, the most appropriate data gathering technique for this study is a questionnaire. The survey will be based on the four variables of this study. The measurement of Strategy implementation is assessed using a 13-item scale developed by Čater and Pučko (2010). The instrument utilizes a 5-point Likert Scale to measure the variable where 5=Strongly Agree, 4=Agree, 3=Neither Agree nor Disagree, 2=Disagree, and 1=Strongly Disagree.

Buyer persona this variable is going to be assessed using a 5-item status consumption scale developed and validated by Eastman, Goldsmith and Flynn (1999). it uses a 5-

point Likert scale with 5=Strongly Agree, 4=Agree, 3=Neither Agree nor Disagree, 2=Disagree, and 1=Strongly Disagree.

Product-Market fit utilized a MARKOR scale validated by Farrell and Oczkowski (1997). The scale contains 10-items and utilizes a 5-point Likert scale to measure the responses of the participants. The Likert scale uses is scored as follows; 5=Strongly Agree, 4=Agree, 3=Neither Agree nor Disagree, 2=Disagree, and 1=Strongly Disagree. Additionally, Market focus (“Go-to Market”) uses a MKTOR scale validated by Farrell and Oczkowski (1997). It contains 8-items and uses a 5-point Likert scale where 5=Strongly Agree, 4=Agree, 3=Neither Agree nor Disagree, 2=Disagree, and 1=Strongly Disagree.

3.6 Data Analysis

The process of examining each component of the data presented using analytical and logical reasoning. When performing research, this type of analysis is simply one of the many processes that must be accomplished. Data is obtained, evaluated, and analyzed from a variety of sources in order to arrive at a conclusion or finding. There are many other data analysis methodologies, but in this study, the SPSS program, specifically version 25.0, will be utilized to examine the data.

3.7 Ethical Considerations of the Study

The participants will be treated with respect by the researcher, who will consider them as capable decision-makers. When entering a respondent's private domain and asking questions, the researcher will respect their privacy. Participants' confidentiality will be protected to the greatest extent possible by the researcher. Their personal information will be used solely for the purposes of the research.

Participants will be notified that they have the option to participate or not. They will also be advised of their right to withdraw from the program. Participants' informed consent will be obtained once they have been fully informed about the study's nature, potential hazards, and benefits.

4. RESEARCH FINDINGS

4.1 Background Characteristics of Respondents

The background information of the respondents / general information in the study that were considered relevant included gender of the respondents, level of education, age and education. Results obtained about each of them together with their relevance to the study are presented henceforth.

Table 4.1: Gender of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	91	75.8	75.8	75.8
	Female	29	24.2	24.2	100.0
	Total	120	100.0	100.0	

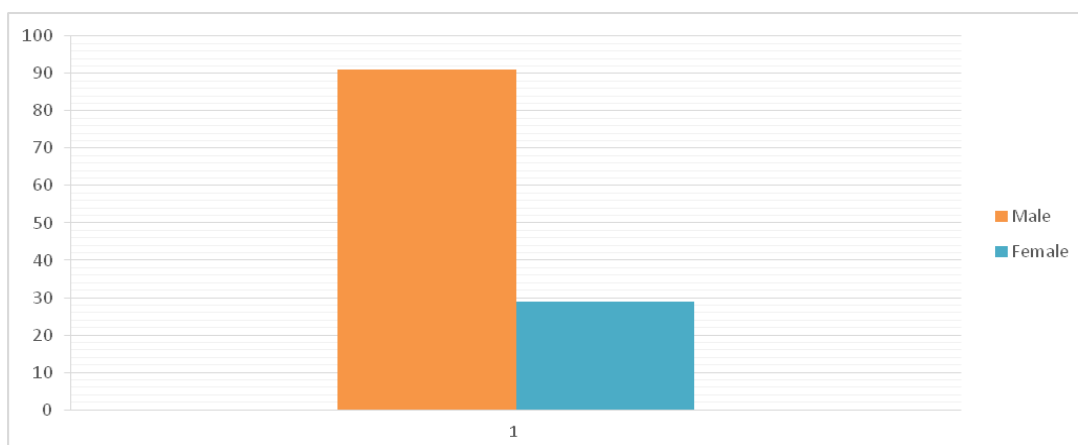


Figure 4.1: Gender of the Respondents

Table 4.1 & Figure 4.1 above reveal that 75.8% of the respondents were males and 24.2% were females. The findings represent the views of the two sex groups about Product market fit in startup business in Iraq. This was necessary for the study to get a balanced picture of the respondents' views.

Table 4.2: Age of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-30 years old	70	58.3	58.3	58.3
	31-40years old	21	17.5	17.5	75.8
	41-50 years old	23	19.2	19.2	95.0
	51-60 years old	6	5.0	5.0	100.0
	Total	120	100.0	100.0	

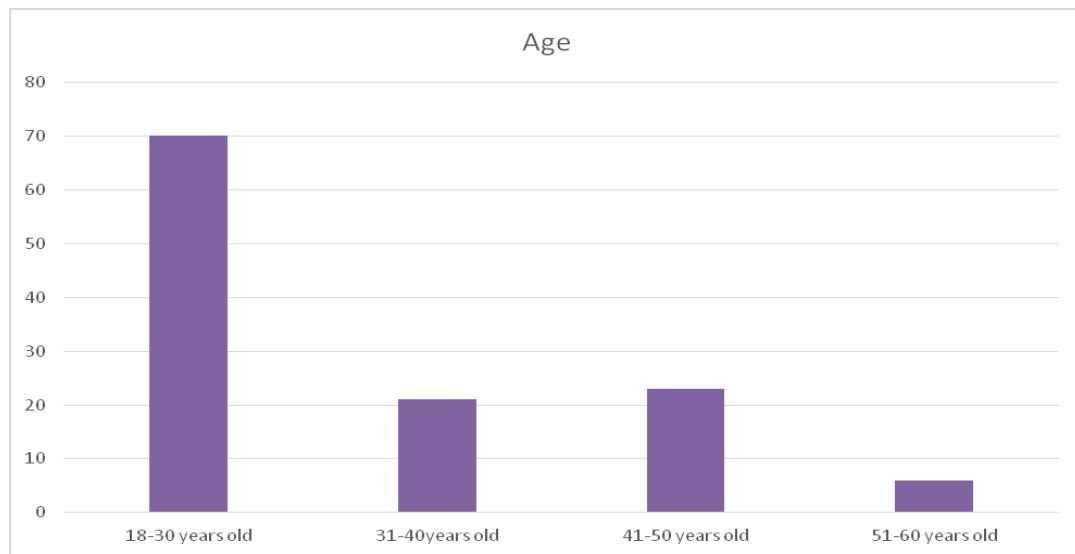


Figure 4.2: Age of the Respondents

From Table 4.2 and figure 4.2 above, the study used respondents of different age groups. The study used the following age groups: 18-30 years of age were (58.3%), 31-40 years of age were (17.5%), respondents aged between 41-540 years of age were (19.2%), while above 51-60 years old were (5%) of the total respondents of the study.

Table 4.3: For How Long Has Your Startup Been Operating?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	73	60.8	60.8	60.8
	Between 1 year and 3 years	29	24.2	24.2	85.0
	More than three years	18	15.0	15.0	100.0
	Total	120	100.0	100.0	

The table 4.3 above shows the working experience of the respondents. So 60.8% were had less than one-year experience, and 29 of the respondents had 1-3 year of working experience equal to 24.52% of the total respondents of the study, also the study show the respondents had more than 3 years of working experience are 18 people that means 15% of the total respondents of the study.

Table 4.4: Education Level of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	University Undergraduate	34	28.3	28.3	28.3
	University Graduate	52	43.3	43.3	71.7
	Others	34	28.3	28.3	100.0
	Total	120	100.0	100.0	

The table 4.4 above show the level of education was also considered as an important variable in the study. The findings indicate that 34 (28.3%) of the respondents had university undergraduate, 52(43.3%) had university graduate, 34(28.3%) had other study level. These results indicate that the majority (43.3%) of the respondents had university graduate. These findings might be associated with the fact that respondents were selected from people with good levels of education implying that their roles and responsibilities require use of startup business in small scale.

Table 4.5: Position in the Company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Owner	73	60.8	60.8	60.8
	Senior Management	29	24.2	24.2	85.0
	Middle-level Management	18	15.0	15.0	100.0
	Total	120	100.0	100.0	

Table 4.5 shows the positions of the respondents in their company, as we can see the table 60.8% of the respondents are owners of their small company while 24.2% of the respondents are senior management of small business company in Iraq, also the data indicates 15% of the respondent are middle-level management of startup business company in Iraq.so, we can understand the higher number of this shows 73 people are owners of their small startup business.

4.2 Descriptive Analysis

Short descriptive coefficients summarize a data set that may be representative of the entire population or a subset of it. Descriptive statistics include measurements of central tendency and measures of variation. The mean, median, and mode are measurements of central tendency, whereas standard deviation, difference, minimum and maximum variables, kurtosis, and skewness are measures of variance.

Table 4.6: Descriptive Statistics

	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Product Market fit	38.532	5.92220	35.072	-1.469	0.221	1.824	.438
Sharp go to market	31.155	4.49524	20.207	-1.425	0.221	1.008	.438
Buyer Persona	18.381	2.53844	6.444	-1.567	0.221	1.598	.438
Strategic implementation	49.398	6.93345	48.073	-1.500	0.221	2.642	.438
Valid N (listwise)	120	120	120	120	120	120	120

Table 4.6 shows descriptive analysis the highest mean of the data 49.398 which is having dependent variable with high (SD= 6.9). The lowest mean of data shows is 18.381 which having one of the independent variables called Buyer persona with low (SD= 2.538). The study also provides skewness and kurtosis that show where the data tail is, so according the result that we have above table shows that there is a negative skewness of data which means the tail of the left side of the distribution is longer or fatter than the tail on the right side. The mean and median will be less than the mode. The data also show that there is a positive kurtosis which means Positive values of kurtosis indicate that a distribution is peaked and possess thick tails

Table 4.7: Central Tendency of the Data

	Product Market fit	Sharp go to market	Buyer Persona	Strategic implementation
Mean	38.5325	31.1552	18.3817	49.3987
Median	40.5000	32.6250	19.8000	51.3077
Mode	42.50	33.63	20.00	54.31
Std. Deviation	5.92220	4.49524	2.53844	6.93345
Variance	35.072	20.207	6.444	48.073

Table 4.7: (Cont.) Central Tendency of the Data

	Product Market fit	Sharp go to market	Buyer Persona	Strategic implementation
Skewness	-1.469	-1.425	-1.567	-1.500
Std. Error of Skewness	.221	.221	.221	.221
Kurtosis	1.824	1.008	1.598	2.642
Std. Error of Kurtosis	.438	.438	.438	.438
N		120	120	120
	120			

a. Multiple modes exist. The smallest value is shown

The table 4.7 above show the highest mean of the data is 49.3987 which is having dependent variable and also this scale is having the highest the standard deviation. The skewness and kurtosis of the data; the results show there is negative skewed distribution is the distribution with the tail on its left side. The value of skewness for a negative skewed distribution is greater than zero. The table above also provide results of kurtosis and also indicates there is negative values of kurtosis that means the tail of the left side of the distribution is longer or fatter than the tail on the right side. The mean and median will be less than the mode.

Skewness cares for measuring how symmetrical variable's distribution is. Once the variable has distribution of answers, then it is said to be skewed when it stretches toward the distribution of either right or left tail. Kurtosis is a metric for determining whether a certain distribution is overly skewed (a very narrow distribution with most of the central responses).

When both skewness and kurtosis are zero, the sequence of responses is termed a normal distribution (a circumstance that researchers are very unlikely to ever observe). " A common skewness rule of thumb is that if the number is more than +1 or less than -1, the distribution is significantly skewed. The general rule for kurtosis is that if it exceeds +1, the distribution is peaked. Similarly, a kurtosis less than -1 indicates a repetitively Small distribution. Non-normal distributions outperform these characteristics in terms of skewness and/or kurtosis.

4.3 Normality Test Analysis

Table 4.8: Tests of Normality

	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Product Market fit	0.190	120	.000	0.827	120	.000
Sharp go to market	0.284	120	.000	0.787	120	.000
Buyer Persona	0.282	120	.000	0.762	120	.000
Strategic implementation	0.173	120	.000	0.868	120	.000
a. Lilliefors Significance Correction						

Table 4.8 shows the Kolmogorov-Smirnov and Shapiro-Wilk calculations. The KS test shows the maximum difference between the two cumulative distributions and calculates the value of P from them. The two samples are extracted from the same distribution as shown in the table and have the same significance level of p-values. The results show that even with this modified form, the test is not as powerful as the Shapiro-Wilk test.

In cases where the chi-square test cannot be performed, the Kolmogorov-Smirnov test can be examined. It is also possible to do cases where the sample volume is small. According to the normality examination, indicate that the data were normally distributed. Another test was the normality in the table "Shapiro-Wilk". Scale. Shapiro- Wilk sig here. Since their values were greater than 0.01, the data was considered to be normally distributed.

4.4 Explanatory Factor Analysis

Explanatory factor analysis (EFA) is often used to explore the factor structure of a measure and the opportunity to research with a small number of sub-dimensions instead of working on a large number it is the size reduction method that recognizes. Kaiser-Meyer-Olkin (KMO) for each scale bartlett, which provides the measurement of sampling adequacy and consistency of variables the sphericity test was also found to be statistically significant. as a result of the tests, the sample to be used in the explanatory factor analysis is at a sufficient level in terms of analysis and factor analysis was found to be appropriate. data compliance performed the factor retention method to determine the factor structure by verifying it with tests. as "varimax

rotation method" and principal component analysis method has been applied. as a result of the explanatory factor analysis, the scales were made following their original dimensions. has shown factorization.

Table 4.9: Table Factor Analysis of Product Market Fit

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.905
Bartlett's Test of Sphericity	Approx. Chi-Square	826.416
	Df	45
	Sig.	.000

The KMO value for the first dimension is 0.905, and it means that there is quality for the measurement, and the result can be clarified as following:

Table 4.10: Total Variance Explained of Product Market Fit

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.93	59.370	59.370	5.93	59.370	59.370	5.695	56.948	56.948
2	1.07	10.779	70.149	1.07	10.779	70.149	1.320	13.201	70.149
3	.823	8.230	78.379						
4	.491	4.908	83.287						
5	.429	4.290	87.577						
6	.380	3.798	91.375						
7	.319	3.194	94.569						
8	.211	2.109	96.678						
9	.201	2.005	98.683						
10	.132	1.317	100.00						

Extraction Method: Principal Component Analysis.

*p < 0.01

By analyzing the factors for the first dimension, we discovered that none of the variables are reduced and that they explain 59.370% of the variance in the result of the analysis, and the result can be clarified in the above table:

Table 4.11: Factor of Analysis Sharp ‘Go-To Market’ Focus

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.930
Bartlett's Test of Sphericity	Approx. Chi-Square	607.131
	Df	28
	Sig.	.000

The KMO value for the second dimension is 0.930, and it means that there is quality for the measurement, and the result can be clarified as following.

Table 4.12: Total Variance Explained Of Sharp ‘Go-To Market’ Focus

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.066	63.323	63.323	5.066	63.323	63.323
2	.851	10.640	73.963			
3	.517	6.460	80.423			
4	.492	6.146	86.569			
5	.350	4.377	90.946			
6	.290	3.631	94.577			
7	.233	2.918	97.495			
8	.200	2.505	100.000			

Extraction Method: Principal Component Analysis.

*p < 0.01

By analyzing the factors for the second dimension, we discovered that none of the variables are reduced and that they explain 63.323% of the variance in the result of the analysis, and the result can be clarified in the above table:

Table 4.13: Factor Of Analysis Buyer Persona

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.804
Bartlett's Test of Sphericity	Approx. Chi-Square	254.033
	Df	10
	Sig.	.000

The KMO value for the first dimension is 0.804, and it means that there is quality for the measurement, and the result can be clarified as following:

Table 4.14: Total Variance Explained of Buyer Persona

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.093	61.866	61.866	3.093	61.866	61.866
2	.781	15.621	77.487			
3	.523	10.465	87.952			
4	.338	6.759	94.711			
5	.264	5.289	100.000			

Extraction Method: Principal Component Analysis.

*p < 0.01

By analyzing the factors for the Third dimension, we discovered that none of the variables are reduced and that they explain 61.866% of the variance in the result of the analysis, and the result can be clarified in the above table:

Table 4.15: Factor Of Analysis Strategic Implementation

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.868
Bartlett's Test of Sphericity	Approx. Chi-Square	855.797
	Df	78
	Sig.	.000

The KMO value for the four dimension is 0.868, and it means that there is quality for the measurement, and the result can be clarified as following:

Table 4.16: Total Variance Explained of Strategic Implementation

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.13	39.526	39.526	5.13	39.526	39.526	4.87	37.481	37.481
2	3.02	23.271	62.797	3.02	23.271	62.797	3.29	25.316	62.797
3	.821	6.314	69.111						
4	.686	5.273	74.384						
5	.621	4.779	79.163						
6	.529	4.067	83.230						
7	.450	3.459	86.689						
8	.377	2.898	89.587						
9	.363	2.796	92.383						
10	.324	2.490	94.873						
11	.281	2.162	97.035						
12	.251	1.930	98.965						
13	.134	1.035	100.000						
Extraction Method: Principal Component Analysis.									

*p < 0.01

By analyzing the factors for the four dimension, we discovered that none of the variables are reduced and that they explain 39.526% of the variance in the result of the analysis, and the result can be clarified in the above table:

4.5 Reliability analysis

This relates to a scale's ability to consistently reflect the construct being measured. The internal consistency of the variables was tested using reliability analysis. Cronbach devised a measure that is often used in reliability studies. This measure is roughly equal to dividing the data into two halves in every way conceivable and then computing the correlation coefficient for each split. The average of these values is similar to the value of Cronbach's alpha. Internal consistency is measured by

cronbach's alpha having values from 0 to 1. Minimum acceptance criteria for reliability should be 0.5 or greater.

If $0 < R^2 < 0.40$ it is not reliable

If $0.40 < R^2 < 0.60$ it is low reliability

If $0.60 < R^2 < 0.80$ it is quite reliable

If $0.80 < R^2 < 1.00$ it is high reliability

Table 4.17: Reliability Analysis

Variables	Number of items	Cronbach's alpha
Product-Market Fit	10	0.899
Sharp 'Go-To Market' Focus	8	0.915
Buyer Persons	5	0.835
Strategic Implementation	13	0.849

The Product-Market Fit scale in the table above has a Cronbach's alpha score of 0.899, indicating that it is very reliable. The value for Sharp 'Go-To Market' Focus is 0.915, were Buyer Persons scale is 0.835 which is high reliable and also Strategic Implementation were found 0.849 which is high reliable and the appropriateness of the estimated cronbach alpha values was determined by looking at the reliability values for the variables of the scales, which were around 0.80.

4.6 Multicollinearity Analysis

According to Ho (2006) defines multicollinearity as a situation in which the independent and predictor variables are inextricably intertwined. "Multicollinearity in regression analysis indicates that duplicate information is being used in the model, which can easily lead to unstable regression coefficient estimations," says the author. Raykov and Marcoulides (2006) write (p.86). Ragnar Frisch coined the term "multicollinearity". It denotes a perfect or precise association between the exploratory variables in a regression. Linear regression methodology presupposes that the exploratory variables do not have a perfect exact connection. When this assumption is broken in regression analysis, the problem of Multicollinearity arises. "Multicollinearity" in regression refers to predictors that are correlated with one another. When your model includes many factors that are associated not just with

your response variable, but also with each other, you have multicollinearity. In other words, it occurs when a number of components are redundant.

Table 4.18: Multicollinearity Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	9.322	2.924		3.188	.002		
	Product	.205	.176	.175	1.167	.246	.142	7.053
	Market fit							
	Sharp go to market	.368	.235	.239	1.569	.119	.138	7.227
	Buyer Persona	1.126	.325	.412	3.466	.001	.227	4.412

a. Dependent Variable: Strategic implementation

As we can see table above tolerance within the limit and VF is also within the limit, tolerance recommended value is greater than 1 for non-presence of multicollinearity. If it's less than 1 then that means, there is proper multicollinearity V value exceeds 10 then the problem multicollinearity but in our case V is less than 10.

Table 4.19: Collinearity Diagnostics

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	Product Market fit	Sharp go to market	Buyer Persona
1	1	3.981	1.000	.00	.00	.00	.00
	2	.014	14.608	.91	.03	.02	.01
	3	.003	12.158	.07	.20	.09	.98
	4	.002	10.261	.02	.77	.90	.01

a. Dependent Variable: Strategic implementation

4.6 Outliers and Influential Analysis

A point with a significant residual is an outlier. A pivotal point is one that has a significant impact on the regression. Surprisingly, these are not synonymous. It is possible for a point to be an outlier without being influential. Without being an anomaly, a point can be influential. It is possible for a point to be both or neither.(Anscombe et al., n.d.). Outliers are data points that differ from the general

pattern in the sample. Externally there is a large residue (the distance between the estimated value (\hat{y}) and the observed value (y)). Outliers reduce the importance of statistical model fit because they do not match the forecast of the model. An influential point is any point that has a big impact on the operation of the data matching regression line. These are usually extreme values. The affected point process begins by removing the suggested influence point from the dataset. If this offset significantly changes the length of the regression line, then the point is considered an important point.

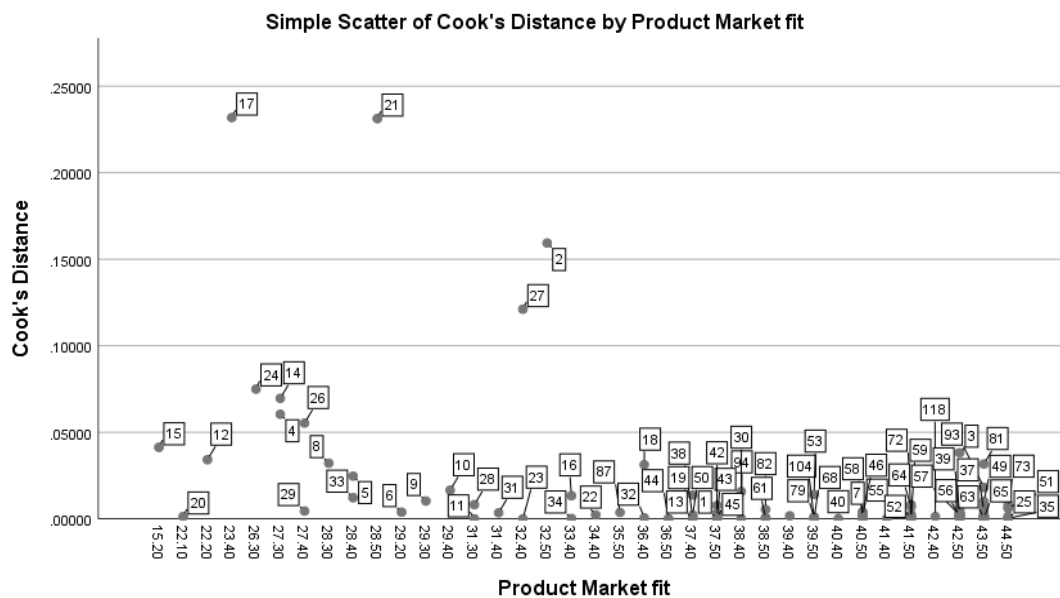


Figure 4.3: Outliers And Influential Analysis of the Data

As we can see the above chart, that most of the cook's distance are clustered together down at the bottom there are few that are a little bit higher, so what is consider abnormal if any value exceeds y-axis, it's considered an influential outlier. As you can see the chart maximum value we have 0.25, so even the row 17 and 21 respondent it is not a terribly outlier when it comes to that chart, so we don't have justification or any reason to remove row 17 and 21, that shows to assess multivariate outliers. If the value of raw 17 and 21 were above 0.25 we would have justification but what we would do first is check the regression then remove raw 27 then check regression again if the regression estimates don't change we would keep row 17 and 21, if they do change substantially then we're justified in removing row 17 and 21 and that's how we assess multivariate.

4.7 Correlation Analysis

Correlation analysis is a statistical method for determining whether or not two or more variables have a link and, if so, how strong that relationship is. Despite the fact that the correlation coefficient can range from -1 to +1 (-1 r +1), the correlation coefficient has a range of values. A number between 0.00 and 0.25 is considered "very weak," while a value between 0.26 and 0.49 is considered "medium." A value between 0.50 and 0.69 is considered "moderate," a value between 0.70 and 0.89 is considered "high," and a value between 0.90 and 1.00 is considered "very high." The table 6 below show the correlation values between variables.

Table 4.20: Correlation Analysis

		Product Market Fit	Sharp 'Go-To Market' Focus	Buyer Persona	Strategic implementation
Product Market fit	Pearson Correlation	1	0.916**	0.859**	0.748**
Sharp 'Go-To Market' Focus	Pearson Correlation	0.916**	1	0.863**	0.755**
Buyer Persona	Pearson Correlation	0.859**	0.863**	1	0.769**
Strategic implementation	Pearson Correlation	0.748**	0.755**	0.769**	1
	N	120	120	120	120

** . Correlation is significant at the 0.01 level (2-tailed).

Correlation values between all variables were calculated and compiled in the table above. When the correlation values between variables are examined, it is seen that cronbach's alpha value between Product Market fit and Strategic implementation is 0.748**· it is statistically significant. There is a positive and significant relationship between Sharp 'Go-To Market' Focus and Strategic implementation with a power of 0.755**· Also there is a positive and significant relationship between Buyer Persona and Strategic implementation with power 0.769**· And also there is a positive and significant relationship between Sharp 'Go-To Market' Focus and Buyer Persona with power 0.863**· So that means there is strength relationship between Strategic implementation and other variables of the study.

4.9 Regression Analysis

The relationship between one dependent variable and numerous other independent variables is determined using regression. When some of the independent variables change, regression analysis can help you understand how the dependent variable changes. This approach is used to discover and estimate cause-and-effect connections between variables. Below are the test findings for the factors and hypotheses that influence Strategic implementation.

Table 4.21: Linear Regression Model For Product Market Fit On Strategic Implementation

Dependent Variable: Strategic implementation		Unstandardized Coefficient		Standardized Coefficient	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.645	2.787		5.613	.000
	Product Market fit	0.876	0.072	0.748	12.250	.000
F: 150.070 Sig. 0.000						
R: 0.748						
R Square: 0.560						

The F value of the model is 150.070 and the corresponding sig. the value of 0.000 <0.01 means that the model parameters are statistically significant. The explanation ratio of the model is 0.560 the equation coefficient of the Product market fit variable is 0.748 and is positive and statistically significant. This variable has an increasing effect on product market fit. In this case, the H1 hypothesis is accepted.

Table 4.22: Linear Regression Model for Sharp ‘Go-To Market’ Focus on Strategic Implementation

Dependent Variable: Strategic implementation		Unstandardized Coefficient		Standardized Coefficient	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.118	2.930		4.476	.000
	Sharp ‘Go-To Market’ Focus	1.165	0.093	0.755	12.508	.000
F: 156.442 Sig. 0.000						
R: 0.755						
R Square: 0.570						

The F value of the model is 150.070 and the corresponding sig. the value of 0.000 <0.01 means that the model parameters are statistically significant. The explanation ratio of the model is 0.570 the equation coefficient of the Sharp ‘Go-To Market’ Focus variable is 0.755 and is positive and statistically significant. This variable has an increasing effect on Sharp ‘Go-To Market’ Focus. In this case, the H2 hypothesis is accepted.

Table 4.23: Linear Regression Model for Buyer Persona on Strategic Implementation

Dependent Variable: Strategic implementation		Unstandardized Coefficient		Standardized Coefficient	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.803	2.984		3.620	.000
	Buyer Persona	2.100	0.161	0.769	13.056	.000
F: 170.472 Sig. 0.000						
R: 0.769						
R Square: 0.591						

The F value of the model is 170.472 and the corresponding sig. the value of 0.000 <0.01 means that the model parameters are statistically significant. The explanation ratio of the model is 0.591 the equation coefficient of the Buyer Persona variable is 0.769 and is positive and statistically significant. This variable has an increasing effect on Buyer Persona. In this case, the H3 hypothesis is accepted.

4.10 Hypothesis analysis

Table 4.24: Hypothesis Analysis

HYPOTHESIS	RESULTS
H1. Product market fit has positive effect on strategic implementation	ACCEPTED
H2. Sharp ‘Go-To Market’ Focus has positive effect on strategic implementation	ACCEPTED
H3. Buyer Persona has positive effect on strategic implementation.	ACCEPTED

5. CONCLUSION AND DISCUSSION

5.1 Conclusion

The impact of product-market fit on strategy implementation in startups was the subject of the first section of this essay. This was accomplished by revealing surprising patterns in the startup hierarchy and analyzing whether there is a tradeoff between the commercial and creative success. This work deals with close attention to the organisational structure of start-ups and develops progress in comprehending the growth and survival by paying much attention to its relationship with this fundamental challenges.

According to this study, there is a positive and significant association between product market fit and strategic implementation, which was discovered through correlation and confirmed by regression. That is to say, in order to organize things in the market, you must have a strong strategic plan in place to meet the wants of your prospective customers. The results reveal that if one variable increases, the other increases as well, indicating that there is a positive link in the same direction. As a result, plan implementation aids in assessing an organization's management efficiency. Increasing your competitiveness: A good strategy is critical for an organization's competitive skills to improve. Only the successful implementation of a strategy can ensure this.

The study's second premise asserts that a positive and significant association exists between sharp 'Go-To-Market' focus and strategic implementation. This conclusion was discovered by correlation analysis, which was used to determine whether or not a relationship existed, and it was also confirmed through regression analysis. As a result, boosting your sharp 'Go-To Market' focus will enable you to contact all of the buyers in your category on a consistent basis through both marketing communications and physical distribution, as well as make the brand easy to buy and avoid providing buyers excuses not to buy. Sharp dispels a popular marketing myth that firms must keep their existing consumer base in order to grow. However, studies

have shown that all brands, including those that are growing, lose customers every year. Brands should not place too much emphasis on customer retention in their marketing activities because defection is a naturally occurring trend that is mostly beyond their control.

The third hypothesis asserts that buyer persona and strategic implementation have a favorable and significant link. A correlation analysis was used to confirm the existence of the association, and the finding was further validated by a regression study. A key component of any successful inbound marketing approach is buyer personas. Before you can make a sale, you need to know who you're marketing to and selling to. Consumers today only pay attention to targeted marketing messages that are highly relevant to their individual experiences. Buyer personas are a great method to satisfy that consumer need while also streamlining your marketing and sales process so you can focus on the leads who are most likely to convert. Buyer personas appear to be a vital strategy to fulfill that customer requirement, so it appears to be very important for start-up businesses to expose this concept by considering their strategic implementation.

My findings have implications for how start-ups can arrange themselves in order to take advantage of "entrepreneurial possibilities." For decades, academics, management gurus, and mainstream media have declared that "authoritarian," tall hierarchies are outmoded, and that "egalitarian," Small structures will take their place (Leavitt, 2005; Sutton & Rao, 2014, Urwick, 1956). However, the majority of these initiatives failed (Leavitt, 2005; Puranam, 2018), as these start-ups veered off into aimless exploration and dysfunctional conflicts, eventually abandoning their Small hierarchies. As explained by the same entrepreneur who previously mistook the words "start-up" with "great." We thought that being Small start-up would allow us to move faster and be more creative, but we ended up with an unwritten hierarchy that vulnerable our execution. In keeping with this story, my research throw light on the tech companies of the Small start-up, arguing that adding a few hierarchical management tiers can greatly help start-ups achieve economic success and survive in hostile environments, although at the expense of creative success.

5.2 Limitation & Further Research

Despite the fact that this research advances our understanding of start-up organizational structures, it has significant shortcomings that could be addressed in future research. To begin, the empirical studies were conducted inside a particular industry. The assignment is creative and difficult, which is one potential scope requirement of my findings. If the work does not necessitate innovation, hierarchy may not be a trade-off, yet it is nonetheless linked to commercial success. In contrast, if the activity is so basic that it only requires a few people or no collaboration among staff, hierarchy is unnecessary. Future research could look into the generalizability of the findings across various industries. Moreover, in spite the large list of controls and robustness checks, there may be “unobserved heterogeneity”. While the quantitative observations support the theoretical expectations, further research could review them employing an “descriptive design” that appoints hierarchy at random. What is required next is that the review of critics scores for published games may represent the quality of the game in terms of both execution and innovation. Further research studies might look into the present research findings using a more direct measure of creative success, such as asking critics to critique merely the game's description in terms of novelty without letting them to play it and watch its implementation. Fourth, our research focused on one aspect of organisational structure: hierarchy. Future research could broaden my work by examining other aspects, such as horizontal task division, for which I find startling negative connections with both commercial and creative success in the robustness tests.

Future research could look into how the company's hierarchy has evolved since its inception and how it has changed since its initial product. Sixth, this essay looked into the ramifications of a company's hierarchy. New research could look at the origins of tallening and the hierarchy, based on my descriptive results on its variance and trend. Finally, because of the motive, this research concentrated on start-ups. In spite of the empirical findings may hold true for mature organizations, there still are grounds to believe that the mechanisms may weaken or disappear. Further new research could also look into the effects of hierarchy on performance in mature companies.

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APPENDIX

Research Questionnaire

My name is Mohammed Majid, I'm student at Istanbul Gedik University. As part of my project, I am undertaking a project on **“The effect of product -market fit on strategy implementation in startups in Iraq.”** You are therefore requested to participate in this project by providing few details about your tech startup. To show acceptance to be involved in this research, please indicate whether you consent to participate. No personal information is required in this questionnaire. All the responses will be analyzed anonymously and no responses can be linked to one specific participant of startup firm staff. The information you will provided will be handled confidentially and only the researcher will have access to it. There are no known risks that are present when you consent to participate in this research. There are also no direct benefits but the findings of the research might be helpful in the startup planning once it is publishes. Filling this questionnaire will take you approximately 15-20 minutes to complete. In case of any questions or enquiries, please contact (*Mohammed majid brissam and 05397370431*).

From the information provided above, do you consent to participate in this research?

Yes

No (If No, please close the survey)

Section 1: Demographic Details (Participants Personal Information)

1. What is your gender?

Male Female

2. What is your Age range?

18-30 years old

31-40years old

41-50 years old

51-60 years old

Above 60 years

3. For how long has your startup been operating?

Less than 1 year

Between 1 year and 3 years

More than three years

4. What is your education level?

High school and below

College

University Undergraduate

University Graduate

Other

5. What is your position in the company?

Owner

Senior Management

Middle-level Management

Subordinate staff

Section 2: Study Variables

Please mark (☒) the appropriate response based on your personal opinion.

Product-Market Fit

No.	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	In this organization, the researcher meets with customers at least once a year to know what products or services they will need in the	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	future.					
2	In this organization, a lot of in-house market research is done	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	“We are slow to detect changes in our customers' product references”	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	“We survey end users at least once a year to assess the quality of our products and services”	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	“We periodically review the likely effect of changes in our business environment (eg. regulation) on customers”	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	“We have interdepartmental meetings at least once a quarter to discuss market trends and developments”	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7	<p>“Marketing personnel in our organization spend time discussing customers' future needs with other functional departments”</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	<p>“Several departments get together periodically to plan a response to changes taking place in our business environment”</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	<p>“If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately”</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	<p>“The activities of the different departments in this business are</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	well coordinated”					
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Sharp ‘Go-To Market’ Focus

No.	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	“We monitor our level of commitment and orientation to serving customers' needs”	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	“Our strategy for competitive advantage is based on our understanding of customer needs”	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	“Our business strategies are driven by our beliefs about how we can create greater value for customers”	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	“We target customers and customer groups where we have, or can develop, a competitive advantage”	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	“The top management team regularly discusses competitors' strengths and	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	strategies”					
6	“We communicate information about our successful and unsuccessful customer experiences across all business functions”	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	“All of our business functions (eg. marketing/sales, manufacturing, R&D, finance/accounting, etc.) are integrated in serving the needs of our target markets”	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	“All of our managers understand how everyone in our company can contribute to creating customer value”	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Buyer Persons

No.	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	I would buy a product just because it has status.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2	I am interested in new products with status.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	I would pay more for a product if it had status.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4*	The status of a product is irrelevant to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	A product is more valuable to me if it has some snob appeal.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

* means the question is will be reverse coded.

Strategic Implementation

No.	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Reward systems do not stimulate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	strategy implementation					
2	Strategy is not properly communicated to lower levels.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Managers lack leadership skills for strategy implementation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Managers lack ideas how to persuade employees to execute the strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Strategy is poorly defined.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Top management is not actively engaged in strategy implementation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Short-range orientation dominates the company.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Managers lack capabilities to	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	implement change management.					
9	Strategy conflicts with existing organisational power structure.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	Strategic analysis is not properly conducted.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	There are no guidelines or a model to guide strategy execution efforts.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	Employees are reluctant to share knowledge with colleagues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	Managers do not trust information generated outside their units.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**All items to be reverse coded

RESUME

QUALIFICATIONS:

- B.Sc. Administration and Economy of the Accounting Department - Baghdad University College of Economic Sciences

COURSES AND CERTIFICATES HELD:

- T studying the Turkish language in Istanbul Aydin 2019 lasted 6 months
- Course in English Language in British Institute.

COMPUTER PROGRAMS EXPERINCES:

- Microsoft Office.

EXPERIENCE:

Work in the South Islamic Bank in Baghdad,(April 2018, 2019 jan)

Job Description:

I worked in the customer service department

And I worked in the call center

I was like the administrator about having solutions for clients and providing them with information in order for the client to obtain a loan to finance projects

I worked as an observer at the ATM