

## **A Systematic Review and a Synthesis Research on Market Orientation Studies**

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### **Abstract**

During the last decades, market orientation has received a great deal of attention from marketing scholars. In recent years, there has been an increased focus on the relationship between market orientation and business performance. This study aims at enhancing the researchers' knowledge of market orientation and performance through analysis of international scientific researches over the past thirty years. This study, as an inductive and explorative research, by using systematic review and synthesis research, considers the researches in the field of market orientation and performance. Articles indexed by the Web of Science during the years 1900-2019 and three other scientific databases (Science Direct, Emerald, and Springer) were thoroughly investigated. The VOS Viewer software was used to perform the analysis. In the present study, from the 324 articles published by various authors, based on the report of the Web of Science database, scientific articles published on the impact of market orientation on performance grew significantly in the year 2015, and the United States, China and the United Kingdom have had the highest numbers of research. By using an evaluative view of the research, a comprehensive model is presented, which can also be used as a framework for researchers and managers. This study considers the importance of market orientation in promoting performance as a momentous and valuable structure. In addition, the current study introduces a comprehensive overview of the literature, most important emerging research trends, and the research opportunities of the future.

**Keywords:** Scientometrics, Systematic Review, Synthesis Research, Market Orientation, Performance

**JEL Classification:** C80, L25, C18, M31

## Introduction

In today's marketplace, growing uncertainty, technological turbulence and quick changes in consumer preferences are some of the major concerns of the firms. These aspects of rapidly changing environments have made traditional marketing strategies ineffective and outdated (Morgan & Anokhi, 2019). Firms need new business solutions. As firms compete harder for demand and revenue, they are looking for a new business model to challenge their competitors by attracting and retaining customers. Accordingly, there has been raised a need to discover the best business models based on the application of the marketing concept or market orientation (Möhlmann, 2015). Under these positions, the ability to continuously monitor the market, customers and competitors and respond appropriately to all market players is increasingly important for improving the firm performance (Nadkmi & Hermann, 2010). Survival and success of a firm will be dependent on the capability to offer superior value to the customers (Combe, Cadogan, Sundqvist, Puumalainen & Salminen, 2012). Proactiveness in managing markets and engagement with customers are becoming more and more significant in creating customer value and they are enabling more proactive firms to achieve more optimal business performance. This competitive advantage achieved by proactive firms through a superior understanding of their customers, which allows them to satisfy customers' dormant needs, anticipate future needs, and eventually creates superior customer value (Brege & Kindström, 2020). Every commercial organization faces competitors while serving customers, and therefore, market orientation plays a vital role in a business. Market-oriented firms work towards higher performance by attempting to satisfy customers' needs and desires better than their rivals (Dabrowski, Brzozowska-Woś, Gołąb-Andrzejak & Firgolska, 2019). Hence, when a market-oriented firm offers superior value to its customers, it becomes a source of sustained competitive advantage and allows such firms to perform better than their counterparts. Market oriented firms tend to have market assessment capabilities related to the consumer, which in turn leads to higher profits than that of less market-oriented firms (Appiah-Adu, Okpattah & Amoako, 2018). Market-oriented companies are generally well-prepared to satisfy customers' needs and exceed their expectations and consequently, providing customer satisfaction and building customer loyalty (Fernandes Sampaio, Hernández Mogollón, & de Ascensão Gouveia Rodrigues, 2020). Marketers who have focused on the demands and needs of their customers and competitors over the recent decades have identified market orientation as one of the key concepts in current marketing thinking. Many scholars and academics are interested in examining the effects of market orientation and its relation with organization performance (Huhtala, Sihvonen, Frösén, Jaakkola & Tikkanen, 2014). According to Kohli and Jaworski (1990) market orientation means the generation and dissemination of information related to all market factors such as customers, competitors, suppliers, social trends, and even the laws facilitating or threatening business activities and respond based on this information. According to the views of Narver and Slater (1990), market orientation taken from a rich culture implies market-focused activities, which in turn means the appropriate culture and actions that the firms need to adopt in order to achieve sustainable competitive advantage, long-term profitability and superior value proposition for customers (Kumar, Jones, Venkatesan & Leone, 2011). Narver and Slater's approach, proposes three important components for market orientation, namely customer orientation, competitor orientation, and inter-functional coordination. The first component aims to understand target customers in order to deliver superior value; the second component relies on the firm's understanding through the strengths, weaknesses and abilities of

current and potential competitors, and the third component relies on communication and coordination, information sharing and collaborative association to create superior value for individual customer (Amabile & Pratt, 2016). Superior value has nothing to do with luck, but rather, it is the upshot of marketing proactivity. Marketing proactivity constitutes an aspect of a firm's culture. A proactive market orientation gives importance to the discovering and satisfying not only the needs of the current customers but of future customers as well. A firm's culture plays a part in the firm's success only if it prompts the proper behaviors for the firm's performance (Gotteland, Shock & Sarin, in press).

Investigating the research done on the impact of market orientation on performance has led to the promotion of the insights in researchers and managers. It has brought about a comprehensive review of the research background and it is in addition to discovering the deficits of some models and identifying the strengths of other models, which paves the way to the understanding of the emerging intellectual paradigms. Conducting comprehensive research in this area can reveal future research opportunities, and most importantly, identify the most active researchers and writers can bring to light the most commonly used keywords in international articles. Evidently, studying the articles of the most active authors, rather than conducting a haphazard review, can save time and energy and reveal the most important intellectual paradigms among scientific scholars in this field. Discovering the center of market orientation in the world and finding the most modern ideas behind this concept has enabled productive international research collaborations. Researchers in the future can choose the most relevant and targeted keywords in their published articles, by increasing their citation index, and open the way to international scientific research. The main purpose of this study is to assist future researchers in this regard, while the thorough overview offered in this research provides a comprehensive insight for scientists as well as managers and business owners.

### **Theoretical Background**

Market orientation shows an organizational climate that effectively indicates the behavior necessary to generate superior value (Gupta, Atav & Dutta, 2019). The importance of market orientation is in the fact that a better understanding of the needs of customers, the capabilities and strategies of the competitors and the needs and requirements of the distribution channels, enables managers to optimally allocate resources based on the market knowledge. Market orientation is generally considered to be one of the key concepts of marketing and is conceptualized as an important feature of organization culture in firms. Over 1,000 scientific articles have been written over the years regarding this issue (Jaworski & Kohli, 2017).

The concept was developed 200 years ago by Adam Smith as customer sovereignty and was re-endorsed by Theodore Levitt two centuries ago, but became more official in the 1960s with the release of marketing books. The turning point of this concept can be seen in the early eighties with the tendency of firms to use it. The most comprehensive definitions of market orientation in the past literature are as follows:

- "A firm is market-oriented when the information obtained from the market makes the basis of all its actions and when it integrates strategic and operational decisions based on this intelligence " (Shapiro, 1988).
- "Market orientation is the actions of a firm in recognizing the current and future customer's needs, acquiring knowledge about competitors, disseminating information across departments, and responding to the organization based on this information" (Kohli & Jaworski,

1990).

- "Market orientation is defined as a business culture that effectively creates the behaviors necessary to offer superior value to the customers. The three cultural components of customer orientation, competitor orientation, and inter-functional coordination, together with the two decision-making criteria of long-term focus and profitability, are the elements of this cultural approach" (Narver & Slater, 1990).

- "The level of market orientation in a firm is a degree to which a business unit acquires and uses customer information. It develops strategies that satisfy customers' needs and implements that strategy to satisfy customers' needs and demands" (Ruckert, 1992).

- "Customer-orientation is a set of beliefs that prioritize the customers in the organization, while not neglecting the interests of other stakeholders, such as owners, managers, and employees, to develop a profitable firm in the long run" (Deshpande, Farley & Webster Jr, 1993).

- "Market orientation indicates superior skills in understanding and satisfying the customers" (Day, 1994).

A review of the researchers' definitions in this field shows that market orientation, as an organizational culture and as a set of activities and actions, is a way to improve organizational performance. It is done through customers' satisfaction and continuous monitoring of market forces, including competitors. The organization culture, in the most effective and efficient way, generates the necessary behaviors for the creation of superior value for customers and, therefore, continuous superior performance for business is market orientation. Hence, a market-oriented culture is the first step in a series of steps which leads to high company performance (Dabrowski et al., 2019). Marketing has evolved over time and review of its research literature shows that the researcher's insight has an evolving process. By collecting and comprehensively examining market-oriented approaches and perspectives, one can now see the gradual and evolutionary changes in the figure 1.

In 1990, cultural and behavioral approaches were introduced along with the organizational approach to apply the marketing concept in a market-oriented paradigm, and each researcher presented their own operational strategies for implementing this concept. In 1988, a new paradigm was introduced for the importance of organizational decisions, and then, in less than five years, paradigms such as customer orientation and strategic management helped complete this topic. In the same decade, managerial and supportive behaviors, along with the importance of organizational norms, helped the interested managers to execute market orientation. In less than 10 years after the introduction of this concept, the effect of managers and their contribution and their role in the formation of behavioral norms attracted the attention of researchers. Interestingly, at the beginning of the second millennium, the importance of a comprehensive set of these factors was addressed in the form of hybrid or combined paradigms. This reflects the developed thinking of scholars who understood the deficits of the one-sided paradigms. The emphasis on cultural developments in the year 2006, after sixteen years of the primary cultural paradigm of Narver and Slater (1990), illustrates the impact of this dimension on all organizational dimensions in this area. A review of the dominant paradigm thinking on the subject of market orientation indicates the need to apply a holistic and cultural approach to the implementation and operation of market orientation.

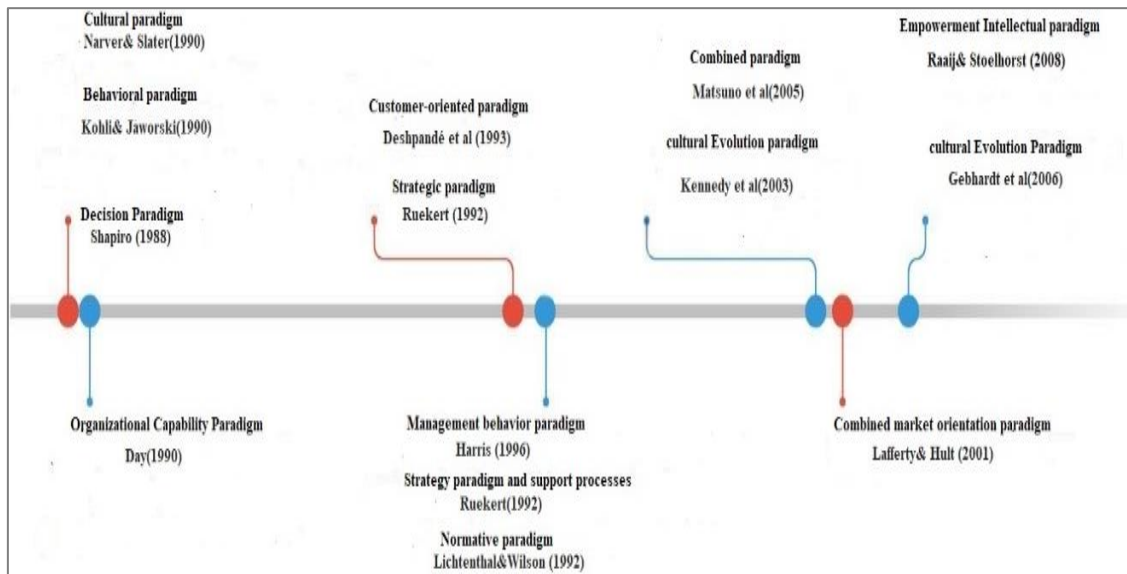


Figure 1. Evolution Process of Market-orientation Paradigms of Thought

### Research Method

The research method is based on interpretive paradigm. This fundamental research seeks to find the thinking paradigm that dominates market orientation-performance researches. The research approach is inductive and in terms of aim, the research approach is explorative. The secondary analysis of the studies is cross-sectional, which is done in the form of a library. Also, this study is a scientometrics type of research that is in two parts.

Part One: The researchers first searched the web of science database for all published research articles related to market orientation and performance in the period from 1900 to 2019 and analyzed the data using VOS viewer software, version 1.6.11. This software is used for clustering and illustrating topics, analysis of co-word network and mapping the structure of scientific fields. It explores the relationships between authors, organizations, and countries. This software, through clustering the collected keywords, presents the relationship between them and displays better images in comparison with other software. In order to search and obtain research articles published in the web of science database related to market orientation and performance and to obtain maximum sensitivity (criterion for achieving maximum relevant evidence) and most relevancy (criterion for achieving minimum irrelevant evidence) as well as improving the validity of the research, AND, OR, NOT operators and search strategies were utilized as follows:

“Market orientation”

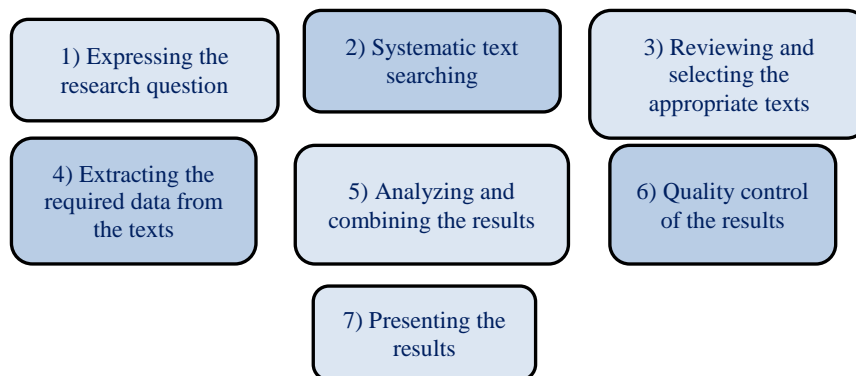
“AND

“Performance”

In this way, and with searching these words in title field of articles, 324 articles were obtained and analyzed.

Part Two: In this section, due to more in-depth research, all articles related to market orientation and performance were studied in three reputable databases, namely Science Direct and Emerald and Springer. Afterwards, they were categorized based on the synthesis method of all variables related to market orientation, with emphasis on its impact on performance. According to systematic review method, all possible studies related to a given topic and design

are collected and analyzed. During the systematic review process, the quality of studies is evaluated in the process of systematic review, and a statistical meta-analysis of the findings of the studies is conducted on the basis of their quality. A meta-analysis is a scientific method for analyzing and combining different results, which is both valid and objective (Ahn & Kang, 2018). Synthesis has been a way of retrieving, reviewing, combining, analyzing and integrating the results of studies whose application has become a growing trend in recent years. Through concept synthesis, which is a creative strategy, phenomena are grouped in new ways. Concepts can be developed from observation, clinical experience, qualitative and quantitative data, or a combination thereof. Concept synthesis is not the same as concept analysis. The former is useful when few or no concepts are available or when the attributes are unknown; the latter is useful when the concept is already available in the area of interest (Lee & Coakley, 2011). This study also followed the path of synthesis of qualitative and quantitative studies by secondary analysis of the primary research and question-based approach to provide a comprehensive model of market orientation and performance. This was done using the 2007's seven-stage patterns of Sandelowski & Barroso (2006), as depicted in Figure 2.



*Figure 2.* Successive Steps of the Transduction Method Based on Sandelowski and Barroso Model (Kahvandi, Saghatfroush, Mahoud & Preece, 2019)

First, with the question, "What is the role of market orientation in different researches, and what variables are evaluated relating to the market orientation and performance, and with what roles?" the literature was systematically reviewed. Then, appropriate texts were searched and selected based on the aims of the research. Finally, 197 articles made it to the final stage and the text information was extracted and analyzed and the qualitative findings were combined. The research process and the selection of the articles in this section are shown in Figure 3.

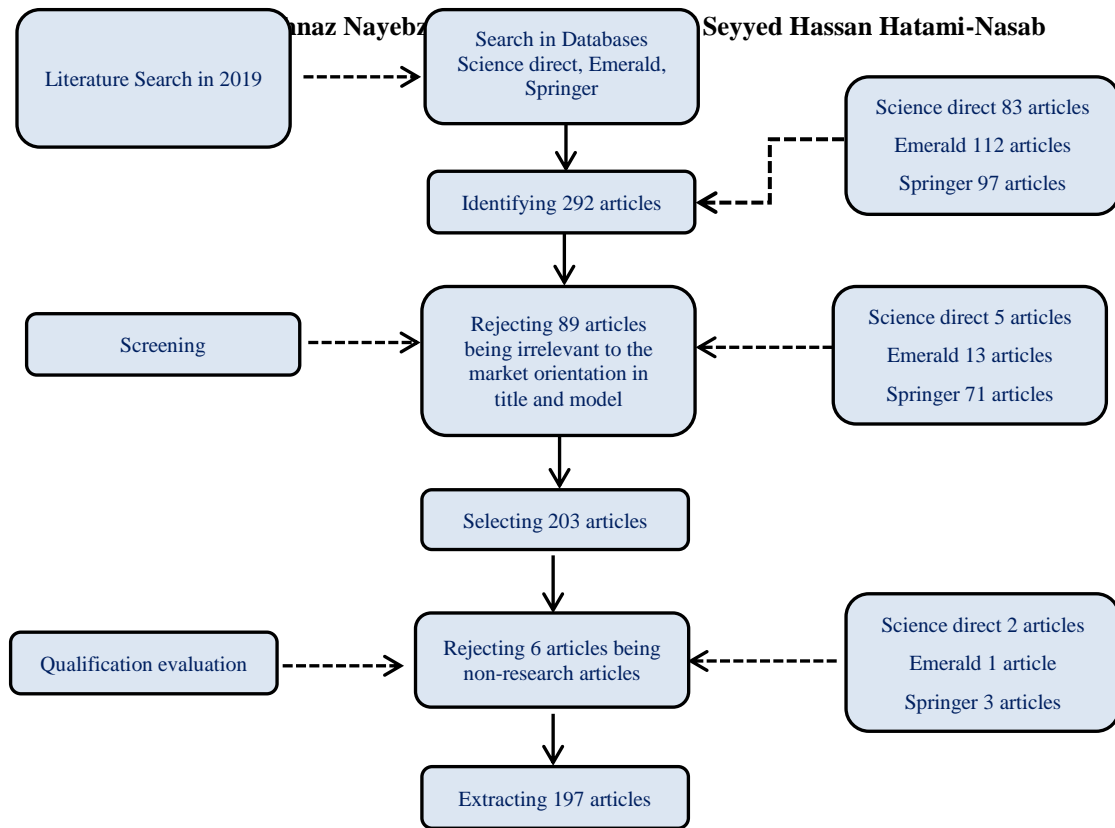


Figure 3. Synthesis Process of the Present Research

## Findings

### Findings of the first section

In the first part of this research, after searching all published research articles related to Market orientation and performance from 1900 to 2019, archived in the web of science database, the data analysis was performed using VOS viewer software, version 1.6.11. 324 articles were reviewed at this stage. The following is a comprehensive analysis of the most important authors and countries along with repetitive keywords in the scientific framework.

### Research Analysis Based on Subject Area

Based on the web of science database report of articles on the impact of market orientation on performance, over the years 1900-2019, which were reviewed in this research, from 324 articles, the top ten most popular research areas are illustrated in Table 1. Statistics show that more than half of the articles in the field of business are published, and business and management comprise more than 98% of the total number. Research on market orientation in other areas, such as economics, environment, tourism, computer science and engineering, demonstrate the applicability of this concept in interdisciplinary studies.

Table 1

*Articles Analysis Based on Subject Area*

Row	Subject area	Number of articles published	Percentage of articles
1	Business	185	57.09
2	Management	134	41.35
3	Economic	28	8.64
4	Environmental industrial	22	6.79
5	Operation research management science	21	6.48
6	Hospitality leisure sport tourism	14	9.659
7	Computer science information system	12	3.70
8	Computer science interdisciplinary applications	11	3.39
9	Engineering electrical electronic	10	3.08
10	Social science inter disc	9	2.77

### Research Analysis Done Based on the Publication Year of Articles

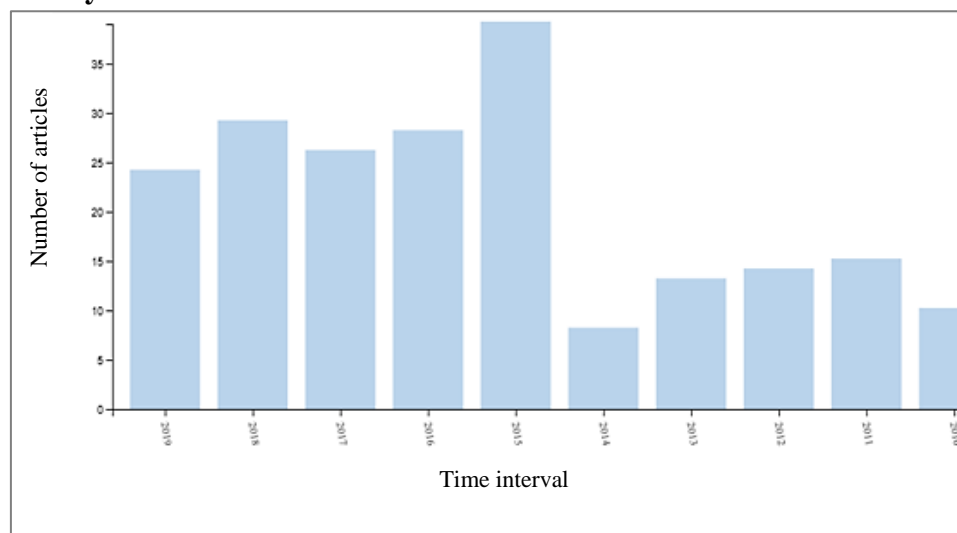


Figure 4. Analysis of Articles by Year of Publication

As shown in Figure 4, the results of the analysis related to the market orientation articles and their impact on the performance of the web of science database over the years 1900 to 2019 show that research and development of scientific articles grew significantly in the year 2015 and this year is known as the culmination of market orientation-performance relationship.

### Research Analysis Based on Country

Figure 5, which is the output of VOS Viewer software, shows that the United States, China and the United Kingdom have the highest numbers of research conducted on the impact of market orientation on performance, and that the United States is at the forefront. As it is evident, these countries have larger circles in the picture, and this shows the greater influence of these countries and their participation in the production and publication of scientific papers in this field. In this chart, each color represents a cluster; based on the analysis of 324 articles in this study, 21 countries were divided into six clusters separated by different colors. As can be seen, some lines of communication between some countries are thicker and, in some cases, slightly thicker. In explaining this issue in graphical maps derived from the use of scientometric and visualization techniques of bibliographic networks, it can be noted that the thickness of the



communication lines between the social entities in the network arises from the wider and closer research communication in the field under study. The thickness of the communication line in the chart is much higher between the US, China, and the United Kingdom, and less between countries such as Iran and the United Kingdom. Therefore, it can be suggested to the researchers with less science-related clusters to collaborate and increase their research activities, and to increase international research cooperation in the field of market orientation and performance so that there would be a thicker communication line between countries in such charts. The authors of the articles in these countries can also help to reinforce the power of communication in the network by referencing and referring to each other's works. Evidently, writing a research report which includes citing articles published in the mother countries can increase the credibility of the researchers and their research achievements.

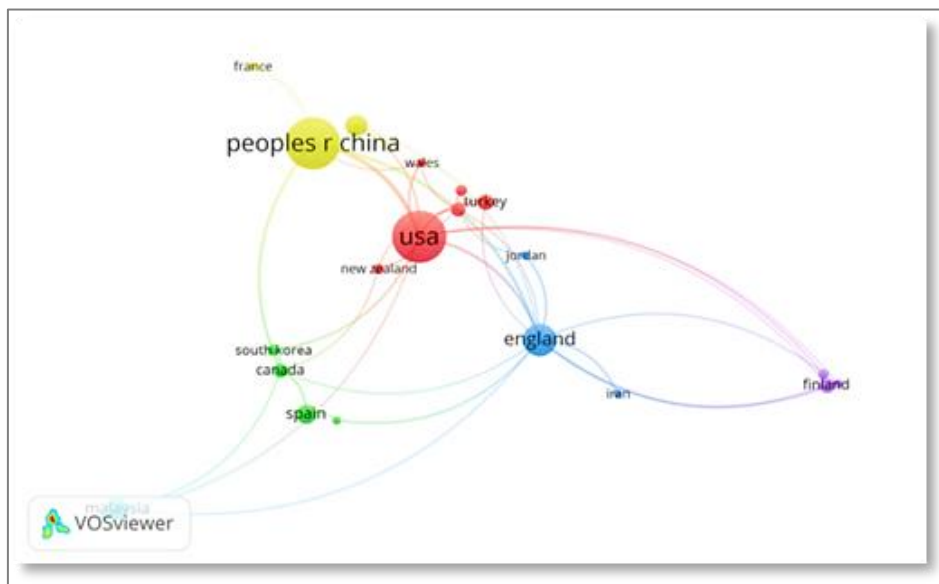


Figure 5. Analysis of Articles Based on Country

### Research Analysis Based on Keyword

Figure 6, is a relevant analysis of co-occurrence keywords network in the area of market orientation and performance, the most commonly used keywords of which can be found in the research. In this chart, different colors indicate that some keywords are in the same cluster due to co-occurrence correlation. This map has 5 clusters, 19 items, and 77 links. It is worth noting that each node indicates the extent of the use of keywords by the authors and an important concept in the field under consideration. The size of the nodes indicates the frequency of use of the keyword and the thickness of communication line between the coincidence rates of these concepts. The relation of some keywords with each other is shown with thick lines and some with thin lines. This difference is due to the degree of association of keywords and their use in co-authored articles.

The results obtained show that the relationship power between market orientation and learning orientation, market orientation and entrepreneurship, market orientation and innovation is stronger than other keywords. As can be seen, the categories of learning, entrepreneurship, innovation and strategy have larger circles, meaning that they have had the most duplication among the reviewed articles, which indicates the high rate of their use in the articles as keywords. Among these, there are also some keywords that have received less attention from marketers and performance authors, which may indicate research weaknesses in

those areas. Therefore, it can be said that in order to increase the probability of citing articles and to be able to communicate with other researchers around the world, authors and scholars, in their research, should refer to keywords with larger circles and thicker lines as keywords.

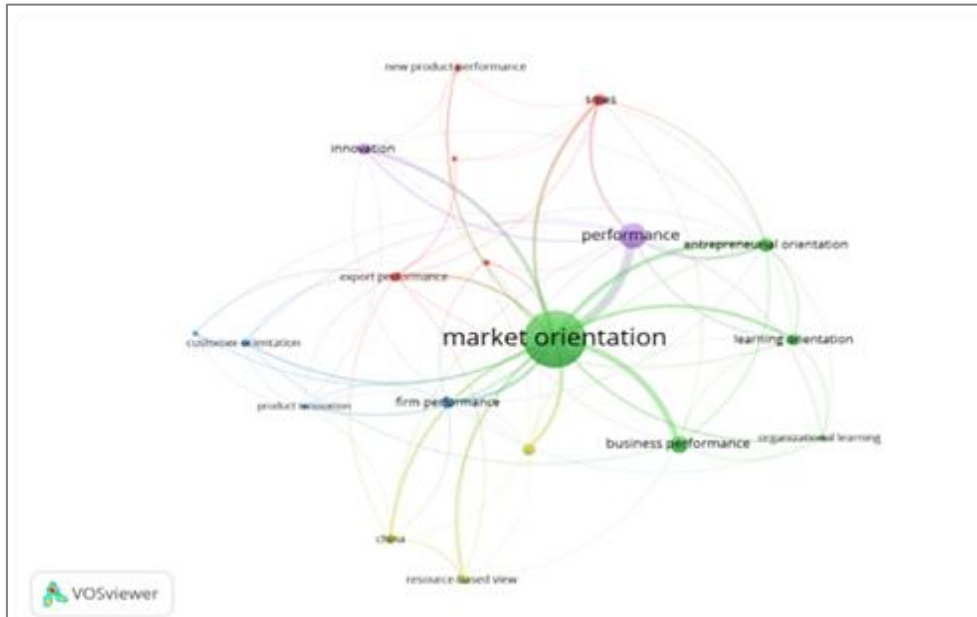


Figure 6. Co-occurrence of Keywords in Articles in Terms of Repetition

Figure 7 shows the repetition of keywords by year. The color bar at the bottom of the chart shows how keywords used in different years are mapped in colors. The keywords used during the years 2010–2011 are blue, 2011–2012 are green-blue, 2012–2013 are green, and finally, years 2013–2014 are yellow. Innovation, learning orientation, business performance and market orientation in the color green have been widely used by researchers as keywords in years 2012 and 2013, and interestingly, this relationship with the keyword “China” has also been observed over the years.

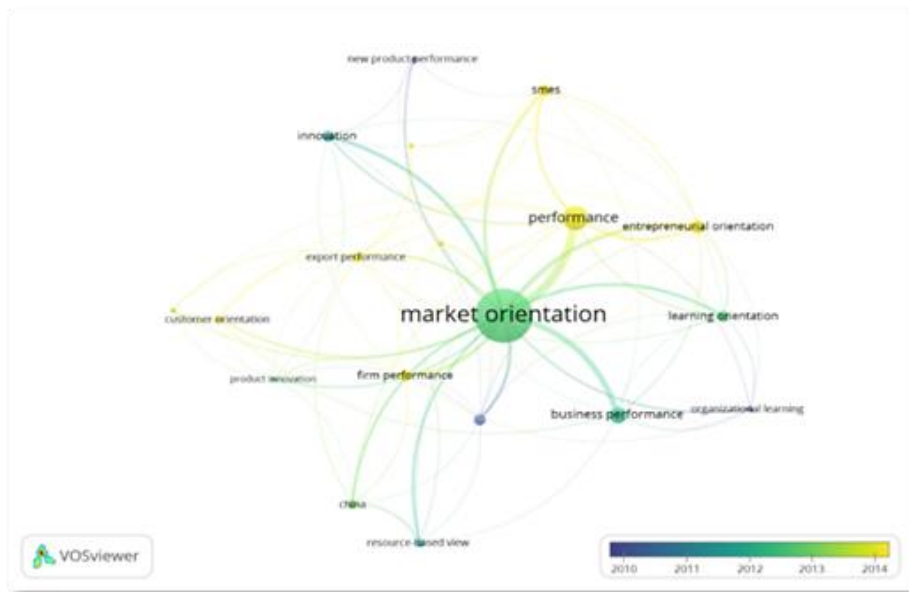


Figure 7. Co-occurrence of Keywords in Articles Based on Year and Repetition

Figure 8 shows the density map of the co-occurrence network of the areas of “market

orientation” and “performance”. In this figure, the keywords that are most relevant to the articles are closer together and those that are less scientifically related are further away. The density of each concept is determined by the number of articles published for it, the adjacent concepts, and their importance. The brightness of the aura next to the concepts also reflects the higher density of the concept. As can be seen from the graph, market orientation and performance are at the center of the map with a higher density, and related concepts are scattered around them, indicating a higher repetition of the keyword of market orientation and performance. Therefore, it can be suggested to the researchers that in order to increase the download rate and the study of their published articles, they can make more use of the words with the displayed weight in publishing their research results.

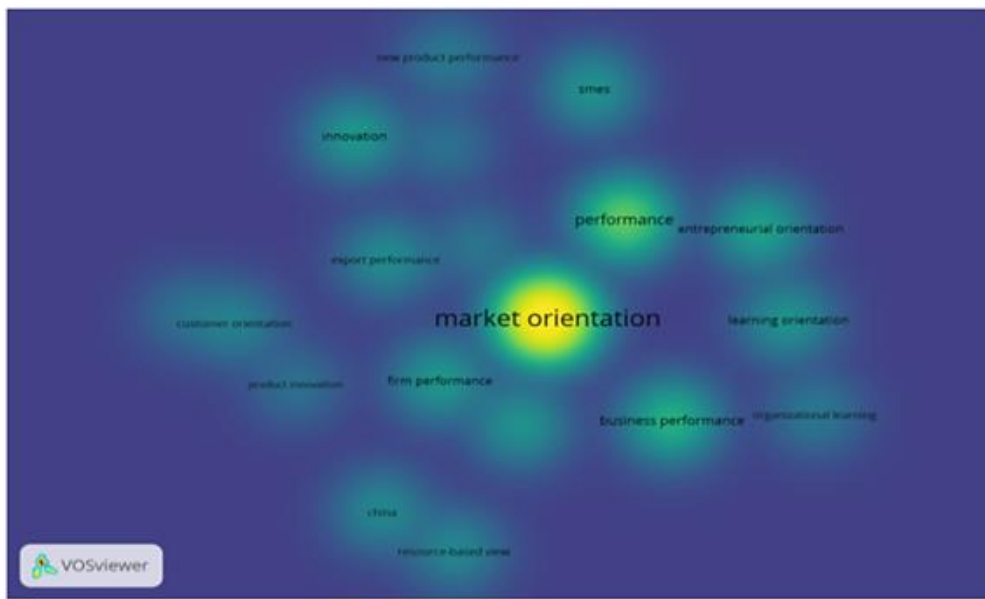


Figure 8. Density of Keyword in Articles

### Findings of Part II

After reviewing and analyzing the scientific research on the impact of market orientation on performance, in order to achieve a comprehensive model in this field, a list of all articles related to market orientation and performance was indexed in three prestigious scientific databases, namely Science Direct, Emerald, Springer. Then, based on the meta-synthesis method, all variables related to market orientation in models were categorized and presented where market orientation with performance was considered. By analyzing 197 selected articles, the role of market orientation variables in each of the models tested in different articles (from the standpoint of independent variable, dependent variable, mediator and moderator) is presented in Table 2.

Table 2

*Variable Role of Market Orientation in the Researches Surveyed*

Variable role of market orientation	Main dimensions	Sub dimensions
Market orientation as an independent variable	Performance	Financial, economic, social, political, market performance, services
	Personnel capabilities	Learning, Entrepreneurship, Innovation implementation, Communication, Training, and Employee Commitment
	Organizational capabilities	Marketing capability, positioning capability through cost leadership and differentiation
	Products and services	Product and process innovation, quality of products and services, customization
	Management capabilities	Human Resource Management, Quality Management, Strategic Management, , Supply Chain Management
	External organizational impacts	Business and Social Effectiveness, Development of Sustainable Competitive Advantage, Strategic Integration, Development and Environmental Commitment, Return on Investment, Income Growth
Market orientation as a dependent variable	Management strategies	Leadership capability, leadership style, professional commitment and professional top management training, emphasis and risk-taking of top management
	Organizational Structure	Formality, complexity, concentration, authority, cohesion
	Organizational infrastructure	IT, networking, reward system, flexible IT system
	Organizational Culture	Risk-ability, Organizational Flexibility, dynamism between organization units, tendency to training, Entrepreneurship trend
	<b>First variable</b>	<b>Second variable</b>
Market orientation as a moderator variable	Technology capability, Entrepreneurial trend, Product advantages, Technology advantages and network relationships, Innovation, Supply chain integration	Performance
	<b>First variable</b>	<b>Second variable</b>
Market orientation as a mediator variable	Entrepreneurship orientation, organizational culture, marketing capability, learning orientation, comprehensive quality management, strategic planning, strategic management, human resources, professional ethics, competitive environment, relationships with competitors, integration, formalization, focus, specialization	Functional
	Leadership ability	Competitiveness

Figure 9 indicates the different roles of market orientation in the research investigated in

three prestigious Science Direct, Emerald and Springer databases. In most researches, market orientation has been examined in terms of effectiveness and as an application of the marketing concept as an independent variable.

Role of market orientation in the articles

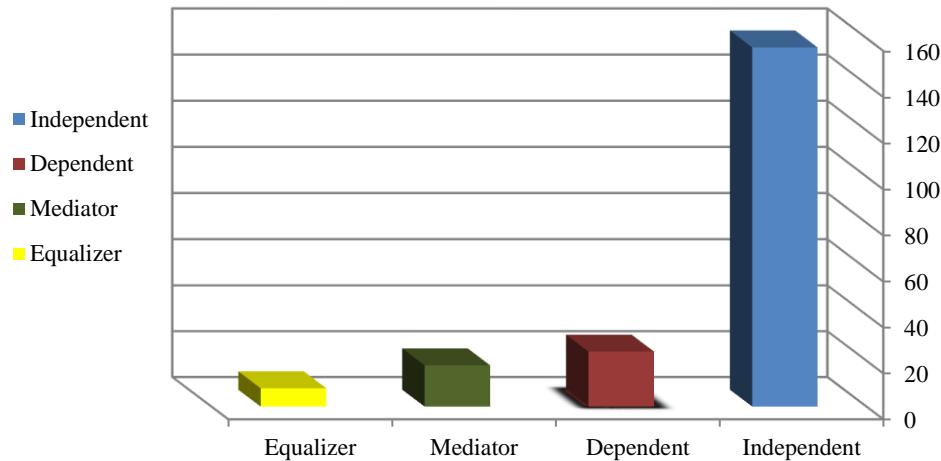


Figure 9. Frequency of Each Market Orientation Role in Different Research

### Conclusion

Scientific research requires awareness of the results of the past research; sometimes the scientific critique of research history is not fully conducted, and therefore in the context of market orientation, which is one of the fundamental elements of business success in today's super competitive world, similar research, has been observed. Although testing a model in different statistical societies will add to the explanatory power of that model, the limitations of researchers and resource consumption optimization should also be considered. The present study introduced a comprehensive review and analysis of the international scientific articles over the years 1900-2019, in addition to a comprehensive overview of the scientific background, the most important emerging research trends as well as future research opportunities.

H-index is a criterion for a scientist or researcher's ranking, which shows two variables of his productivity and scientific impact. This index is calculated by the number of articles of a scientist or researcher and the number of times the articles are referenced by other scientists. This index can be used to measure the productivity and impact of a scientific journal as well as a group of scientists, such as scientists in a group, university or country. This index was introduced in the year 2005 by a physicist named Jorge E. Hirsch and it is sometimes referred to as the Hirsch index or Hirsch number. The method of calculating the H-index is that for example, when a researcher has an H-index of 10, it means that he has published 10 articles that have been cited at least 10 times in other articles. Therefore, H-index shows the number of articles and the number of citations. This index has an appropriate performance for comparing active scientists in a common field and is a criterion for comparing the scientific power of researchers in that field. In the present study, from the 324 articles published by various authors, based on the report of the Web of Science database, H-index of 60 has been reported, which

shows the scientific credibility of the research conducted on the effects of market orientation on performance. Citation index refers to the use of the content of an article by other researchers. Therefore, the higher the citation of the articles and their contents, the more the article's citation index. The citation or use of one author's scientific content by another author in an article or book indicates the high validity of that article. Increasing the references and referencing of a researcher's paper also has a direct relationship with the researcher's increase in H-index. The average citation per article in this study is 48.45, based on a report from the web of science database, which means that on average, each of these articles is cited more than 48 times by other researchers and the contents of each of them have been used more than 48 times in other articles. Given the total number of the citations received, which is 14737, and the number of articles cited in the papers published by these researchers, which is 7737 articles, it can be said that the research done in market orientation and performance is highly accredited and has been authored by numerous authors in numerous studies.

In 79% of the articles, market orientation had an independent and influential role on other variables, in 12% of the articles it had a dependent and influential role on other variables, in 19% of the articles it had a mediating role and finally, in 0.4% of the articles it had a moderating role. Also, among various countries, the US, China and the United Kingdom were discovered to be the most active countries in the field of market orientation-performance research. The culmination of market orientation in the conducted research is the year 2015, which holds the largest number of published articles. In addition, the pace of research in this area has grown dramatically in the last three decades. An analysis of research published in the last thirty years shows that market orientation is related to performance, learning orientation, entrepreneurship as well as innovation in different organizations. That is, management planning to enhance each of these concepts in terms of their impact on each other can help organizations with the strategic capabilities to cope with the changing and dynamic environment. Synthesizing was another purpose of this study, and based on an in-depth review of articles that have analyzed the effects of market orientation on performance, a comprehensive model could be provided.

Based on the comprehensive model presented in this study, three main paradigms can be considered to be market-orientation variables and three different approaches to market orientation can be considered. According to the pioneering theories of this field, market orientation can be considered as a dominant organizational culture (customer orientation / competitor orientation/inter-functional coordination) or as a set of organizational behaviors (intelligence generation, intelligence dissemination, responsiveness). It is worth noting that the new market orientation paradigm puts this variable into a new concept frame as a behavior and responsive and proactive thinking, and points to the fundamental changes in today's competitive world that introduce the operational performance concept of marketing as an proactive and responsive paradigm. It also emphasizes the need for survival and growth in today's super competitive world and to be actively accountable to all market players. In the set of factors that have been considered as prerequisites for market orientation in various researches, a new classification was presented in this model, which provides a deep look at all the intra-organizational elements, such as management, personnel, and structures. Intra-organizational infrastructure was mentioned as a key to successful implementation of market orientation. Presenting a comprehensive model based on research published over the past thirty years can pave the way for future researchers and provide a comprehensive framework for the future research.

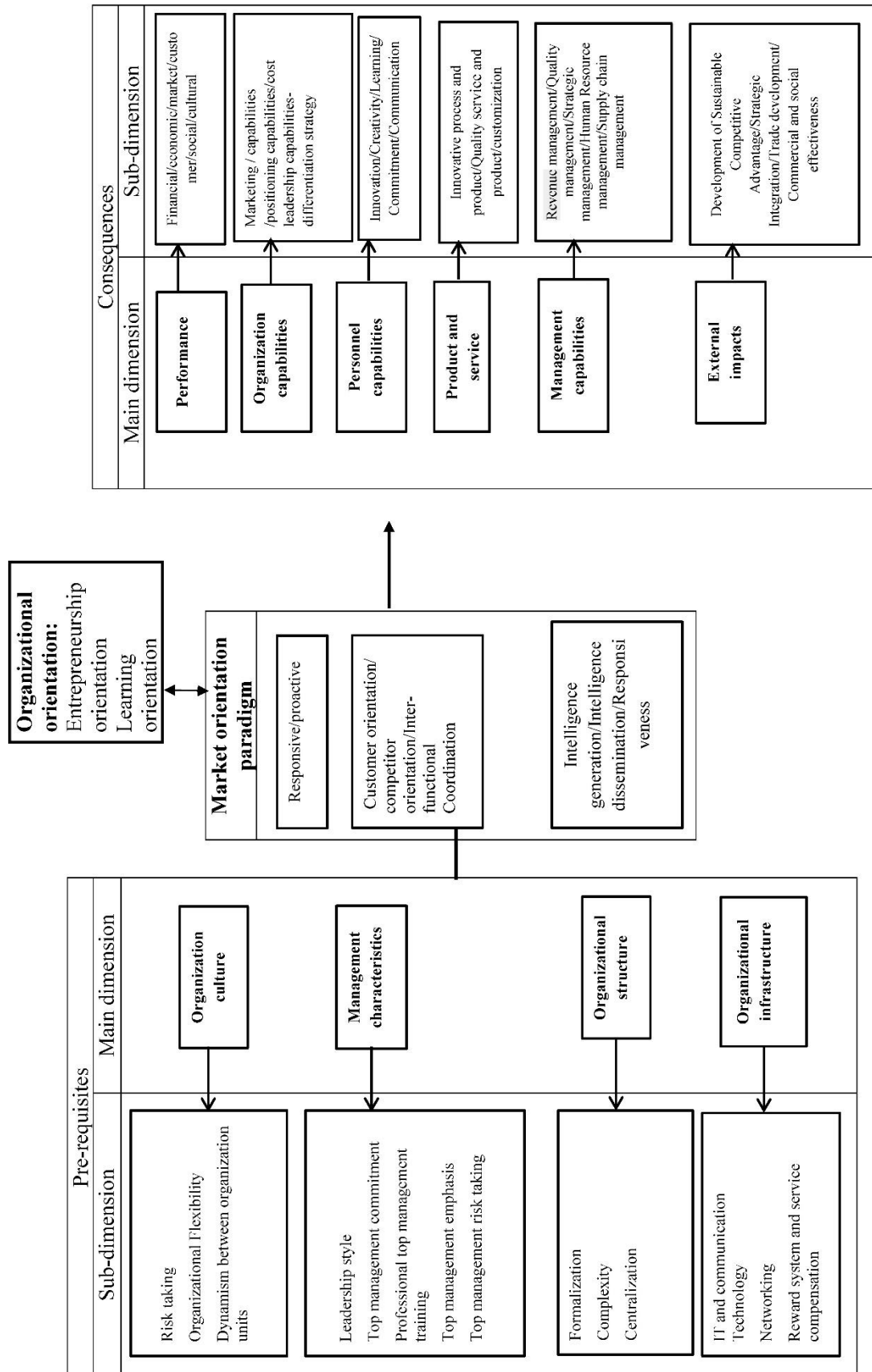


Figure 10. Market Orientation of Comprehensive Model

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