

Jephson, Adam (2009) 'Is a Market Orientation necessary for a Small Firm with Limited Competition? [Dissertation (University of Nottingham only)] (Unpublished)

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Topic	Proponents	Their conclusions	New perceptions within this study
Customer Orientation	Ruekert (1992)	A customer orientation is necessary to monitor customer requirements and external influences within the marketplace.	The importance of customer orientation depends upon the market and regulatory factors, particularly with reference to innovation. The importance of customer demands is also reliant upon market factors such as regulation.
Competitor Orientation	Narver and Slater (1990)	A competitor orientation is necessary to monitor competitor actions and respond to them effectively.	The importance of competitor orientation depends upon the strength of competition within the market. If one company leads the market in innovation, the necessary level of competitor orientation is lower.
Interfunctional Coordination	Kohli and Jaworski (1990)	Performance is reliant upon market intelligence being disseminated to all departments within the organisation and all departments being involved in new product development.	The necessary level of interfunctional coordination within a firm is dependant upon the size of the firm, the communications systems within the firm, and the level of control and knowledge held by management.
Learning Orientation	Baker and Sinkula (1999)	Dangers exist if market orientation or learning orientation exceed one another.	A learning orientation can far exceed market orientation if the customers' knowledge is low.
Innovation	O'Cass and Ngo (2007)	Innovation has a stronger effect upon brand performance than market orientation due to the necessity of creating paradigm shifting innovations.	Innovation can be more important than market orientation but a market orientation is necessary to avoid a 'hit or miss' approach to product development.
Financial Performance	Pelham (2000)	'The influence of firm strategy, firm structure, and the direct influence of the competitive environment have a lesser impact upon the dimensions of performance than did having a market oriented culture'.	Financial Performance can depend more upon efficiency within the business if a market has limited expansion possibilities or regulatory factors limit the breadth of innovation.

Fig 2. Table to illustrate where study results differ from views within the literature.