

تئوری بازاریابی؛ ارزیابی فراتئوری

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چکیده

اهمیت بازارگرا بودن به عنوان فرهنگ کسب و کار (شامل عبارت‌های مترادف بازارگرا، بازارمحور و متمرکز بر مشتری) عاملی اساسی برای مدیران و صاحب‌نظران بازاریابی است. بازارگرایی عامل بسیار ارزشمندی است زیرا که سازمان را در زمینه‌های:

- جمع‌آوری مداوم و پیوسته اطلاعات درباره نیازهای مشتریان هدف و توانایی‌های رقبا؛
- استفاده از اطلاعات جمع‌آوری شده به منظور خلق (ایجاد) مداوم و پیوسته ارزش برتر برای مشتری،
- سازماندهی می‌نماید. امروزه بازارگرایی نقش بنیادین در مباحث مدیریت بازاریابی و استراتژی‌های مرتبط با آن دارد.

واژگان کلیدی: بازارگرایی، تولید اطلاعات، انتشار (توزیع و پخش) اطلاعات، پاسخگویی (پاسخگو بودن)، گرایش به بازاریابی (بازاریابی گرای)

Marketing Concept; Megaconcept Evaluation

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Abstract

The importance of a market oriented business culture, (considering the terms market oriented, market driven, and customer focused to be synonymous), is equally crucial to managers and scholars. A market orientation is valuable because it focuses the organization on (1) continuously collecting information about target-customers needs and competitors capabilities and (2) using this information to create superior customer value continuously, market orientation has taken a central role in discussions about marketing management and related strategy.

Keywords: Market Orientation, Intelligence Generation, Intelligence Dissemination, Responsiveness, Marketing Orientation

Introduction

A great deal of attention has been devoted to the concept of market orientation in marketing academe and practice. Numerous perspectives have been

proposed as researchers endeavor to conceptualize the market orientation construct and implement it in practice, presenting a conceptual framework that integrates five recently advanced perspectives on market orientation (Deshpande, Farley, and Webster, Kohli and Jaworski; Narver and Slater, Ruekert, Shapiro). The similarities and differences are reviewed and synthesized conceptualization of market orientation is offered.

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Definition of marketing

Kotler (1972) proposed the essence of marketing is the transaction (exchange of values actually made between parties) and, thus, marketing is specifically concerned with how transaction are created, stimulated, facilitated, and valued. According to the American Marketing Association (1985), marketing is "the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational goals". In other words, the objective of marketing is creating exchanges, and its output is customer satisfaction.

Kotler (1997) and Churchill and Peter (1995) defined an exchanges as a process in which two or more parties voluntarily provide something of value to each other. According to Kotler (1997), a transaction takes place when an agreement is reached, whereas exchange is the process to produce an agreement. Exchange takes place within a market, defined as a collection of buyers and sellers that interact (Pindyck

and Rubinfeld, 1992). In this respect, Churchill and Peter (1995) proposed various parties are involved in the marketing effort: firms that produce goods or services, resellers of goods and services, and customers or clients.

Contemporary conceptualizations of market orientation

While there has been some differentiation in the literature on the use of marketing orientation versus market orientation, initially the term marketing orientation was adopted to refer to the implementation of the marketing concept as defined by McCarthy and Perreault (1990) (Lafferty and Hult, 2001, 94). The traditional emphasis of marketing orientation was customer oriented, focusing on consumer needs and making profits by creating customer satisfaction (Kotler and Armstrong, 1994). Market orientation, on the other hand, is the more recently utilized term for instituting the marketing concept. Kohli and Jaworski (1990) stress the preference for this label suggesting that it removes the construct from the province of the marketing department and makes it the responsibility of

all departments in the organization. Under this guise, a market-oriented approach is more likely to be accepted by non-marketing departments.

In general, the term market orientation implies an expanded focus, paying balanced attention to both customers and competitors by some researchers (Kohli and Jaworski, 1990; Kotler and Armstrong, 1994; Narver and Slater, 1990), yet still remaining predominantly customer oriented by others (Deshpande et al., 1993; Ruckert, 1992; Shapiro, 1988). However, there is generally a consensus that market orientation reflects the need for an organization to be market oriented or market

driven (Deng and Dart, 1994; Hurlley and Huit, 1998; Jaworski and Kohli, 1996; Slater and Narver, 1995; Wrenn, 1997). In this paper, five recent perspectives have been explored in the literature, each taking a different approach to the concept of market orientation:

- 1) The decision-making perspective;
- 2) The market intelligence perspective;
- 3) The culturally based behavioral perspective;
- 4) The strategic perspective; and
- 5) The customer orientation perspective.

See Table 1 for a summary of representative works in each area (Lafferty and Hult, 2001, 101-2)

Table 1. Summary of the market orientation literatures

Perspective and year	Representative references
<i>Decision-making process</i> (1988)	Glazer (1991) Glazer and Weiss (1993) Shapiro (1988)
<i>Market intelligence</i> (1990)	Avlonitis and Gounaries (1997) Cadogan and Diamantopoulos (1995) Cadogan et al. (1998) Hart and Diamantopoulos (1993) Hooley et al. (1990)

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- Jaworski and Kohli (1993)
Jaworski and Kohli (1996)
Kohli and Jaworski (1990)
Kohli et al. (1993)
Maltz and Kohli (1996)
Selnes et al. (1996)
- Culturally based behaviors* (1990) Cadogan, and Diamantopoulos (1995)
Han et al. (1998)
Narver and Slater (1990)
Narver and Slater (1998)
Narver et al. (1998)
Siguaw and Diamantopoulos (1995)
Siguaw et al. (1994)
Slater and Narver (1992)
Slater and Narver (1994)
- Strategic marketing focus* (1992) Day (1994)
Day and Nedungadi (1994)
Gatignon and Xuereb (1997)
Morgan and Strong (1998)
Moorman (1998)
Ruekert (1992)
Webster (1992)
- Customer orientation* (1993) Deshpande and Farley (1998a)
Deshpande et al. (1993)
Siguaw et al. (1994)
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A synthesized market orientation framework

While there are some inherent differences among the five models, there are several similarities that reflect a general agreement as to what constitutes the basic foundation of market orientation. There are four general areas of agreement in the five perspectives, including:

- 1) An emphasis on customers;
- 2) The importance of shared knowledge (information);
- 3) interfunctional coordination of marketing activities and relationships; and
- 4) Being responsive to market activities by taking appropriate action. (Lafferty and Hult, 2001, 98).

Definition of market orientation

Although there is no consensus on what a market orientation is, the definitions of Kohli and Jaworski (1990) and Narver and Slater (1990) appear to be gaining wide acceptance. The Kohli and Jaworski (1990) definition encompasses three broad business activities: the generation of market intelligence, the dissemination of this intelligence and organization-wide responsiveness to it. The Narver and Slater (1990) definition complements this, with three behavioral components (customer orientation, competitor orientation, interfunctional

co-ordination) and two decision criteria (long-term focus, profit objective).

Deng and Dart (1994), in synthesising the models of Kohli and Jaworski (1990) and Narver and Slater (1990), define market orientation as the implementation of a particular business philosophy, the marketing concept (p.726);

Market orientation – the generation of appropriate market intelligence pertaining to current and future customer needs and the relative abilities of competitive entities to satisfy these needs; the integration and dissemination of such intelligence across departments; and the co-ordinated design and execution of the organization's strategic response to market opportunities.

Marketing concept – a business philosophy that holds that long-term profitability is best achieved by focusing the co-ordinated activities of the organization toward satisfying the needs of particular market segment(s).

Two streams of marketing research have tended to focus on one or other related concepts. Marketing orientation studies, in line with the marketing concept, often investigate differences

between a production, selling and marketing philosophy. Market orientation studies, on the other hand, tend to focus more on awareness of and responsiveness to environmental influences on marketing decision-making process and implementation.

A complicating factor is that the terms market orientation and marketing orientation are often used interchangeably in the effectiveness literature (Dreher and Krismer, 1992). If one adopts the Deng and Dart (1994) definitions of market orientation and the marketing concept, though, a clearer picture emerges.

Marketing orientation studies tend to be concerned with the American view of the marketing concept, especially marketing's functional role in co-ordinating and managing the 4Ps to make companies more responsive to meeting customer needs. The major problem with these studies is that they appear to have underestimated the organizational difficulties of implementing the marketing concept. For example, Dunn et al. (1994) emphasise the importance of fostering appropriate organizational values, goals and climate to improve marketing effectiveness. The influence of the external market

environment, particularly whether there is a sufficient level of competition to force companies to become more sensitive to customer needs, also tends to be ignored.

On the other hand, market orientation studies tend to de-emphasize the functional roles of marketing managers and marketing departments and instead posit that developing customer relations and enhancing customer value is the responsibility of everyone in an organization. Although Gray et al. (1998) do not necessarily acknowledge the Nordic view of the marketing concept as articulated by Gronroos (1989), that marketing's aim is to develop long-term customer relationship through the fulfilment of mutual promises, they do concur that marketing should not be viewed as a specialist function. Instead, they highlight the importance of interdepartmental coordination, the gathering and dissemination of market information and responsiveness to that intelligence (Jaworski and Kohli, 1993; Kohli and Jaworski, 1990; Narver and Slater, 1990). The primary aim is to enable the whole firm to

create greater customer value through implementation of the marketing concept; operationalising an organizational philosophy which is primary concerned with developing long-term customer relations. The rewards appear to be an improvement in core capabilities, competitive advantage and performance (Slater and Narver, 1994a).

Conclusion

Effective organization are configurations of management practices that facilitate the development of the knowledge that becomes

the basis for competitive advantage. A market orientation, complemented by an entrepreneurial drive, provides the cultural foundation for organizational learning. However, as important as market orientation and entrepreneurship are, they must be complemented by an appropriate climate to produce a "learning organization".

Here is the main marketing trend that we (authors) see:

So switching from product-centric marketing to customer-centric marketing, seems to be the contemporary trend in modern scientific marketing.

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