UNIVERSITY OF MACAU

FACULTY OF BUSINESS ADMINISTRATION

An Exploratory Study of Market Orientation and Organizational Performance in China

—Cases of Small and Medium-Sized Enterprises

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Abstract

Purpose – The purpose of my research is to investigate whether Chinese manufactory are adopting Market Orientation as their marketing strategy to improve their organizational performance. It also serves as a device to determine what form of market orientation they practise under reformation and exposure of China to the outside world, and the influence of foreign theory. This research also tries to investigate possible moderators that influence market orientation –organizational performance relationship.

Design/methodology/approach – This is an inductive and exploratory study that tries to understand questions of how and what. A multiple case study method is used to find empirical evidence and possible answers to the research questions.

Findings – My study profs that Chinese manufacturers do adopt Market Orientation as their marketing instrument and strategy guideline, however in terms of the form of Market Orientation, what they are practicing is not quite the same as what the western scholars and marketing practitioners believed and practised in western context.

Research limitations/implications – The cases are drawn from Fujian province and were picked up at random. Therefore, the cases themselves might have bias, and may not represent the entire situation in the whole manufactory industry of China.

Originality/value – The study shows the similarities and differences of model suggested by Narver and Slater and researchers in China. It provides a research direction for further researches which develops a theory that is more suitable in Chinese context.

Keywords – Market Orientation, Chinese manufactory, moderator, organizational performance.

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