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Abstract

Companies are interested in market orientation, because several studies have shown correlation between market orientation and profitability of business. The purpose of this study is to analyze how market orientation appears in the organizational context in the case company. The purpose is approached through searching answers to following research questions: how does the activity of the top management contribute to market orientation of the case organization, how does the state of interaction and cooperation inside the organization contribute to market orientation of the case organization, how do other incentive factors contribute to market orientation of the organization and what kind of are the market information related information processes in the case organization. The case company operates in business-to-business market in the former Soviet Union's area.

This study is qualitative descriptive study. Its empirical data was collected by interviewing the personnel of the case organization. Theme interviews were used. Based on the interviews, the top management of the case organization emphasizes to an extent the importance of following changes in the market environment. On the other hand, the importance of the subject is considered to be self-evident. This has positive influence on market orientation of the organization. The top management has tendency to be somewhat risk averse. There is some interdepartmental conflict that arises possibly from different goals. Lack of time and long geographical distances decrease interdepartmental connectedness. Decision making is quite centralized, and the reward systems are not based on long-term market orientation. These factors, in turn, decrease market orientation. However, with regards to most abovementioned factors, the organization is not an extreme case. Formal information processes exist, but abovementioned factors have negative influence on informal dissemination of information.

Centralization of decision making, interdepartmental conflict and lack of interdepartmental connectedness seem to decrease particularly the organization's ability to be responsive to market information. Earlier research has not shown a clear indication of this.

Key words	market orientation, marketing concept
Further information	