

# Market-oriented culture, knowledge-related resources, reputational assets and superior performance: a conceptual framework

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In the last 10 years new theories of superior business performance have emerged from the work of marketing, strategy, organizational theory and economics scholars. These new perspectives, known under the labels of resource-based view of the firm, competence-based competition and evolutionary theory, share a special focus on a firm's rare, valuable and difficult-to-imitate resources (e.g. intangible assets and organizational capabilities) as the key determinants of superior business performance. Based upon this work and developments in the marketing strategy literature, in this study we develop a conceptual model which links these different explanations of superior performance and renews original ideas in terms of the drivers of success and superior performance. Competition is approached as a dynamic phenomenon and, therefore, firm success is not permanent. Innovations are a common way in which the competitive advantages of other firms are offset or eliminated. In fact, the role of knowledge-related resources is highlighted in the conceptual model as a key determinant in the continuous creation of competitive advantages in an increasingly competitive environment.

**KEYWORDS:** Marketing strategy; capabilities; resource based; dynamic competition

## INTRODUCTION

Drucker (1954, p. 37), who was one of the first scholars to argue for the marketing concept philosophy in business, suggested that, because it is its (a business') purpose to create a customer, any business enterprise has two – and only these two – basic functions: marketing and innovation.

Despite this earlier recognition of the importance of market orientation and innovativeness as key strategic resources for a business' success, marketing researchers and strategists did not pay attention to this until lately. In fact, much of the earlier theoretical work that focused on

internal firm-specific factors and distinctive competencies as the key determinants of firm success (Drucker, 1954) was rapidly forgotten by strategic researchers who, influenced by the Harvard industrial organization tradition (Bain, 1956; Caves and Porter, 1977), turned to industry structure and attractiveness in order to search for the key determinants of performance.

The ideas presented in this paper in terms of a conceptual model of business superior performance are based upon this previous work. In particular, we develop a conceptual model that links different explanations of superior performance given in the marketing strategy literature, following a resource-based theoretical perspective. This paper renews the ideas of Drucker (1954), Schumpeter (1934) and Dickson (1992, 1996), in terms of the drivers of success and superior performance in a dynamic competitive environment. Firm success is not permanent and innovations are a common way in which competitive advantages of other firms are offset or eliminated. Given this, the role of knowledge-related resources is highlighted in the conceptual model as a key determinant for the continuous creation of competitive advantages.

## REVIEW OF THE LITERATURE

### General theoretical explanations of superior firm performance

Contrary to the propositions of the neoclassical theory of perfect competition, existing empirical evidence suggests that firms earn differential returns (Rumelt, 1991). After the failure of the neoclassical theory of perfect competition in explaining superior performance, the search for the determinants of superior performance has been influenced by different theoretical streams which are briefly discussed here. Monopolistic competition theory is not explicitly considered here because some of its main arguments are implicit in the traditional or Bain–Mason school of industrial organization.

#### *The Bain–Mason tradition*

This school, drawing on the work of Mason (1939) and Bain (1956), is the creator of the structure–conduct–performance (SCP) paradigm. According to this school, superior (or abnormal) firm performance can only be observed in industries which have a very concentrated structure and which can facilitate collusive agreements between incumbents and industries with high barriers to entry and product differentiation. Under these industry conditions firms can restrain output, can engage in monopolistic practices or raise barriers to entry and deter competition, in order to maintain, enhance and exercise their monopolistic power and appropriate monopolistic profits. This school had a major influence on Porter's (1980, 1981) work and provided the underlying rationale of his five-forces framework.

#### *The Chicago Revisionist school*

Economists from the Chicago (Revisionist) school of industrial organization (Stigler, 1968; Demsetz, 1973) were not satisfied with the SCP paradigm developed by Harvard and by its related strict anti-trust legislation. By introducing the assumption that information is costly and perfect information does not exist in the markets, they suggested that effective collusion cannot persist over time because of the existence of monitoring costs and incentives to cheat (Stigler, 1968). Therefore, superior firm performance cannot be explained (in the long-term) by effective collusion but by a firm's efficiency differential in production or distribution or, in

other words, by the presence of rents for specialized, high-quality resources (Rumelt *et al.*, 1991). Very important implications of this theory include the existence of non-homogeneous inputs or factors and the existence of forces (costly or imperfect information) that impede the mobility of resources.

#### *The Austrian school of economics*

The Austrian school of economics has provided a more dynamic view of competition and the reasons for firm survival and superior performance. This economic school shares Schumpeter's (1934) visions and postulates (see Dosi and Nelson, 1994); he argued for the need for a dynamic view of competition and explanations of superior firm performance. He suggested that firms do not try to create market power, e.g. restraining outputs, to increase prices artificially and obtain monopolistic rents. Instead, firms try to capture competitive opportunities through innovations that make competitors' positions no longer advantageous, in a process that Schumpeter (1934, 1950) very insightfully called creative destruction. According to this view, firms achieve market power because of their innovations and this market power and associated abnormal profits are the necessary stimulus for risky innovation projects which increase the efficiency of the whole economic system, fostering and not hindering economic welfare.

#### *The resource-based view of the firm*

The resource-based view approach characterizes firms as heterogeneous bundles of resources and rent seekers, aiming their strategies at obtaining superior performance in the form of Ricardian rents (Wernerfelt, 1984; Day and Wensley, 1988; Bharadwaj *et al.*, 1993; Day, 1994a; Hunt and Morgan, 1995). Under this approach, positive abnormal returns are economic rents for unique and specialized resource combinations, rather than market power (Rumelt *et al.*, 1991). A firm's sustainable competitive advantage and superior performance is then determined by the possession of valuable, rare and imperfectly imitable resources (Barney, 1991).

#### *The emerging evolutionary view of strategy*

The emerging evolutionary approach to strategy has been considered as the natural extension of the resource-based approach given their common roots in Austrian and evolutionary economics (Foss *et al.*, 1995). Markets are viewed as selection mechanisms but also as learning and experimentation scenarios. Some firms – those less suited to the actual requirements of the market niches – are selected out of the market. Markets are also spheres of radical change which push firms and agents to innovate and the economy to grow and change structurally. In this sense, the evolutionary approach to strategy differs from organizational ecology by considering organizational learning, discovery, adaptation and strategic choice as playing an important role in the evolution of organizations and industries (Barnett and Burgelman, 1996). Given this, markets also can be seen as scenarios for experimentation and learning (Levitt and March, 1988). Firms can experiment, learn and change and, by doing so, they transform the markets where they compete in a co-evolutionary process between firms and industries.

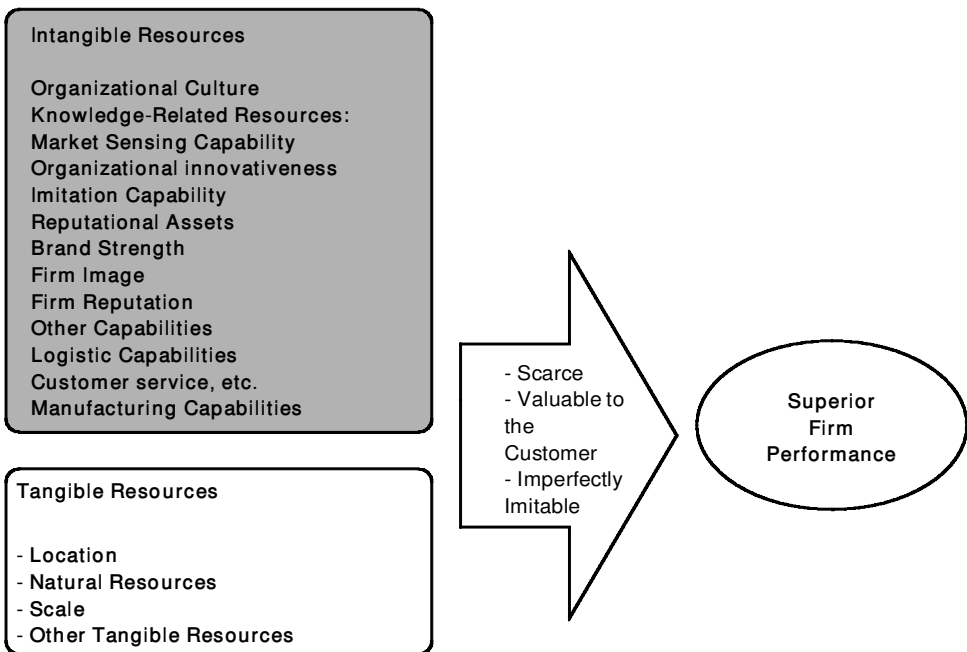
Hill and Deeds (1996, p. 449), in summarizing this view, indicated that the evolutionary approach to strategy (what they called a neo-Austrian perspective on the competitive process) suggests that the three main determinants of a firm's long-run success are (1) its ability to

generate valuable innovations, (2) its ability to build barriers to imitation that protect its core competencies from imitation by rivals and (3) its ability to overcome organizational inertia and quickly imitate the valuable innovation of others.

**Summary: a resource-based framework of superior performance**

The new developments in theoretical explanations for superior firm performance (e.g. resource-based and evolutionary theory) emphasize firm-specific resources as the key drivers of success (see Fig. 1). The emphasis on competitive dynamics and the constant search for new competitive advantages suggests, as indicated by evolutionary theory, that knowledge-related resources are key to firm survival and success (Dosi and Malerba, 1996). Among the different intangible resources, according to the marketing literature three types of resources appear to be more likely to influence superior performance (see Fig. 2). These resources are (1) a market-oriented organizational culture, (2) knowledge-related resources, in particular, market-sensing capability, imitation capability and organizational innovativeness and (3) reputational assets.

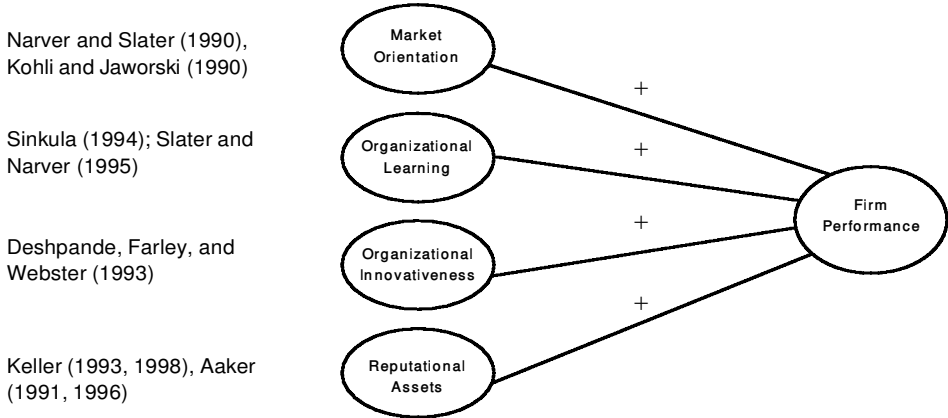
Knowledge-related resources are particularly important sources of competitive advantage and superior performance, because they are socially complex, difficult to observe and monitor and are very important to the renewal of organizational knowledge and firm's resources. Market sensing allows firms to update customer needs and production technologies to serve the customer better (Day, 1994a,b; Sinkula, 1994). A firm's market knowledge (e.g. customers and technologies) is of no use unless it is deployed in products and services. In addition, in competitive environments, products experience shorter life cycles. Therefore, being capable of



**FIGURE 1. Success' drivers in today's competitive environments: a resource-based and evolutionary theory perspective**

Key Authors

Intangible Resources



**FIGURE 2. Four major resource-based explanations of firm performance in recent marketing strategy research**

launching new products and services in a fast and timely manner (e.g. being innovative) can be very critical to succeeding in the market-place (Deshpande *et al.*, 1993). However, being innovative can be complemented by a firm’s imitation capability, which will help the firm to eliminate competitors’ advantages (Dickson, 1992). These knowledge-related resources will be a key factor in generating a firm’s advantages for the future and thus, critical to the understanding of a firm’s success in increasingly dynamic competition settings.

Reputational assets are another type of knowledge-related resources. The knowledge, in this case (i.e. reputational knowledge), is created and lies in the minds of consumers. Because of this, reputational assets are difficult to observe, change and replicate, being important sources of competitive advantage (Day and Wensley, 1988). The relevance of reputational assets in explaining a firm’s success is enhanced by two reasons: the increasing value assigned by consumers to attributes unrelated to the product (e.g. image) and the importance of corporate image and reputation for the imperative of managing a firm’s stakeholders (i.e. government, general public, unions, ecologists and special interest groups).

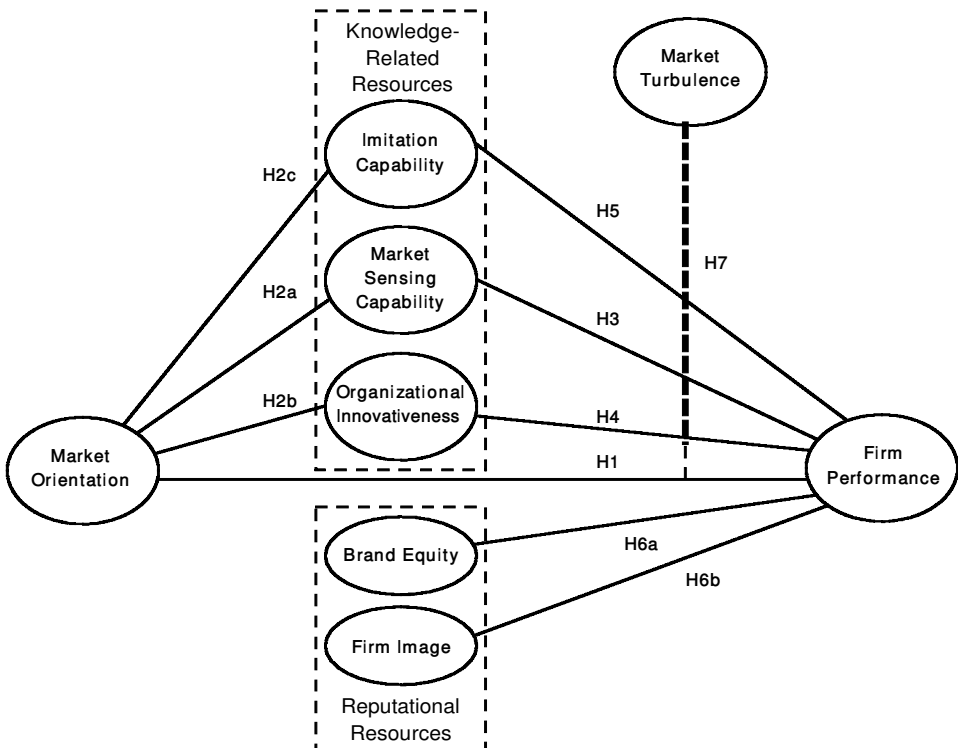
**AN INTEGRATIVE CONCEPTUAL MODEL OF SUPERIOR PERFORMANCE**

In this section we propose a conceptual model which considers the direct effects of each of these previously mentioned intangibles resources on performance, but which also integrates these different explanations, proposing a certain pattern of interrelationships between the different constructs involved. Our conceptual model is shown in Fig. 3. By knowledge-related resources we define a group of resources related to generating and using companies’ knowledge and offsetting competitors’ knowledge. In the model we identify three different types of knowledge-related resources: the firm’s market-sensing capability, the firm’s imitation capability and the firm’s organizational innovativeness. A firm’s market-sensing capability is

the firm's capacity to accumulate knowledge from the market, in particular from customers, competitors and technologies, interpret it and accumulate it in a form of knowledge in an accessible organizational memory (Cohen and Levinthal, 1990; Day, 1994a,b). This definition of market-sensing capability is more comprehensive than that of Day (1994a). A firm's market-sensing capability integrates the technological monitoring skills included in what Cohen and Levinthal (1990) called 'absorptive capacity'. Therefore, we think that market sensing, understood in a broader sense than the original conceptualization of Day (1994a), better represents the content domain of the construct. A firm's imitation capability is the firm's ability to use their knowledge about competitors in order to react quickly in copying the advantages in processes or products of actual competitors or firms from related or different industries. A firm's innovativeness represents the degree to which the firm generates new, timely and creative new product/service introductions, using the accumulated knowledge of customers, competitors and technologies (Deshpande *et al.*, 1993). The theoretical justifications for the model's propositions (as presented in Fig. 3) are discussed below.

### Market orientation and superior performance

Market orientation has been defined as the implementation of the marketing concept philosophy (Houston, 1986) and can be considered as a cultural orientation (Slater and Narver, 1995). In general, the market orientation literature has found evidence that a market-oriented culture can be an important determinant of business performance, because by



**FIGURE 3.** The integrative conceptual model

tracking and responding to customer needs and preferences, market-oriented firms can satisfy customers better and perform at higher levels of business performance (Kohli *et al.*, 1993; Greenley 1995). The market orientation explanation suggests that firms with a better understanding (knowledge) of what the customer wants and needs are more successful. For example, Narver and Slater (1990) argued that the desire to create superior value for customers and attain Sustainable Competitive Advantage (SCA) drives business to create and maintain the culture that will produce the necessary behaviours. Market orientation is the organizational culture (i.e. culture and climate; Deshpande and Webster, 1989, p. 21) that most effectively brings about the necessary behaviours for the creation of superior value for buyers and, thus, continuous superior performance for the business. This view is consistent with Fiol (1991), who indicated that organizational culture can be a source of sustainable competitive advantage and superior performance when it provides a basis for value-creating activities and is scarce among different competitors. Similarly, Kohli and Jaworski (1990, p. 13) indicated that market orientation provides a unifying focus for the efforts and projects of individuals and departments within an organization, thereby leading to superior performance. Therefore,

P<sub>1</sub>: A market-oriented culture is positively associated with superior firm performance.

#### *Market orientation and knowledge-related resources*

Despite a general positive association between market orientation and firm performance, the evidence is not totally consistent. One possible explanation for this is that the effect of a market-oriented culture may be mediated by other important intangible (e.g. knowledge-related) resources such as market-sensing capabilities, imitation capabilities and organizational innovativeness. Slater and Narver (1995, p. 67) suggested that market orientation is the principal cultural foundation of the learning organization. Market orientation reflects a culture that encourages organizational learning behaviours in order to create and maintain profitable relationships with customers. Day (1994a), linking the resource-based approach to strategy with the philosophy of the marketing concept, suggested that market-driven organizations tend to have superior outside-in capabilities, i.e. market-sensing, customer-linking and channel-bonding capabilities. This is consistent with Slater and Narver (1995, p. 67) who indicated that a market-oriented culture is the principle cultural foundation of the learning organization. This is because market orientation is the culture which highlights the role of creating and maintaining superior customer value while considering other stakeholders and provides norms for systematically gathering and responding to market information. Then,

P<sub>2a</sub>: A market-oriented culture is positively associated with a firm's market-sensing capability.

Market orientation has also been linked to a firm's innovativeness. As suggested by Drucker (1954), marketing and innovation are the two basic interrelated functions of every business. Firms need to focus on customers and their needs because they are the reason for their existence, but they need to innovate to maintain their customers (and their business). Therefore, companies that are more market oriented are more aware of existing and latent customers' needs in addition to the efforts of the competition to satisfy them. This allows firms to anticipate needs or respond to customers' signals earlier than competitors, introducing product modifications or completely new products or services. The association between market orientation and innovativeness was also suggested by Deshpande *et al.* (1993). They in

fact found that firms with higher customer orientation and innovativeness were better performers, suggesting a certain relationship (unexplored in the article) between the two constructs. More specifically, Atuahene-Gima (1996) found support for a general positive association between market orientation and a firm's innovativeness in terms of the characteristics of innovations (product newness, product advantage, product-company fit and innovation-marketing fit). Atuahene-Gima (1995) also found a positive association between market orientation and a firm's new product development activities and performance. Then,

P<sub>2b</sub>: A market-oriented culture is positively associated with a firm's innovativeness.

As suggested by Dickson (1992, p. 71), the enterprise must implement the product and marketing strategies and tactics that are imitations and improvements on what has been studied in the market. In other words, innovation is one aspect of using knowledge but imitation is important too. Dickson (1992) suggested that firms that are most alert to environmental stimuli are the most competitive and more likely to implement the necessary changes. Thus,

P<sub>2c</sub>: A market-oriented culture is positively associated with a firm's imitation capability.

## Knowledge-related resources and firm performance

### *Market-sensing capability and superior performance*

Some researchers have suggested that organizational learning can be a very important determinant of competitive advantage and superior business performance (Fiol and Lyles, 1985; Levitt and March, 1988; Sinkula, 1994). Organizational learning refers to the development of new knowledge or insights in the organization, which have the potential to influence the firm's behaviour. Learning can lead to SCA because it lowers the costs of production (as the traditional experience curve argument suggests), it can lower the costs of resource accumulation (given the existence of path dependence and asset stock efficiencies in the accumulation process; see for example, Dierickx and Cool, 1989) and it increases the reliability of the outputs of the organization (Levinthal and March, 1993).

The presence of organizational learning processes is catalysed by a firm's ability to absorb new information and interpret it – the market-sensing capability – (Cohen and Levinthal, 1990; Day, 1990b). As indicated by several authors, a firm's market-sensing capability may be an important (and for some may be the only) source of SCA (Dickson, 1992; Sinkula, 1994; Slater and Narver, 1995). A superior ability to sense the market and absorb the incoming information is critical to a firm's success, given the acceleration of markets and technological changes, the explosion of data available and the importance of anticipatory and/or pre-emptive moves in the market-place, which help decision-making processes and a firm's efficiency. As Slater and Narver (1995, p. 63) pointed out, effective organizations are configurations of management practices that facilitate the development of knowledge that becomes the basis for competitive advantage. A firm's market-sensing capability is also a source of competitive advantage, because it is socially complex and difficult to imitate (Day, 1994b; Slater and Narver, 1995). Then,

P<sub>3</sub>: A firm's market-sensing capability is positively associated with superior firm performance.



*Organizational innovativeness and superior performance*

Organizational innovativeness has been studied from two different perspectives. A certain group of researchers, influenced by Rogers' (1983) work on the adoption of innovations, concentrated on organizational innovativeness as a dependent variable. Other groups of researchers have suggested that a firm's innovativeness is associated with superior firm performance because it is the best way to gain competitive edge and renew competitive advantages (Drucker, 1954; Deshpande *et al.*, 1993; Hill and Deeds, 1996). From this last perspective, firms that are more innovative are those that are more timely, more creative, and more prolific in the introduction of new products or services and in modifying existing ones, providing superior benefits to their customers (Deshpande *et al.*, 1993; Moorman, 1995). This view is consistent with the first-mover advantage literature, which generally suggests the presence of competitive advantages and abnormal returns for companies which tend to enter at the earlier stages of a product-market development (Carpenter and Nakamoto, 1989; Kerin *et al.*, 1992). Recently, Atuahene-Gima (1996) provided empirical evidence of the positive association between innovativeness and market success and project impact performance. Then,

P<sub>4</sub>: A firm's innovativeness is positively associated with superior firm performance.

*Imitation capability and superior performance*

Imitating other competitors' innovations or present sources of competitive advantages has the same effect on relative superior performance than being innovative. Imitation offsets competitors' advantages and lowers their performance, because the differentials perceived by customers are eliminated. Imitation can actually provide cost advantages to followers if they can avoid development costs and learn from the errors of others. This has been referred to as the later-entrant advantage. In fact, most of the literature on benchmarking basically highlights the role of imitation capabilities in improving a firm's performance. From a theoretical point of view, Dickson (1992) indicated that insight (knowledge) and innovation are not enough to guarantee success in today's competition. In fact, he argued that innovation and imitation are necessary behaviours to succeed in the market. He actually stated that 'if an innovator does not move quickly, and keep moving, the early imitators can play a major role in remaking or creatively destroying the market. . . Moreover, if they have more resources or already have a large market share, it is their imitative reactions that will have the most impact on changing the market. . . This also explains how imitators are able to appropriate entrepreneurial economic rents from the innovator' (Dickson, 1992, p. 77). Then,

P<sub>5</sub>: A firm's imitation capability is positively associated with superior firm performance.

**Reputational assets and superior performance**

Consistent with the prior argument and as suggested by Golder and Tellis (1993) and Kerin *et al.* (1992), the first mover is not always the one that appropriates the rents from innovations. Frequently, earlier or late followers can capture the rents from others' innovations because they can imitate and improve versions with lower development costs, as discussed earlier or because they have the necessary complementary resources, for example reputational assets or distribution networks. Marketing researchers have emphasized the role of reputational assets – brand equity, corporate reputation and corporate image – on superior performance. In particular, in the last 10 years marketing researchers have emphasized the role of brands as key

intangible resources and sources of SCAs and superior performance (Aaker, 1991; Keller, 1993). In addition, from a consumer-based perspective, Keller (1993) suggested that the differential reactions of customers provide their knowledge of a brand and can influence the stream of income of a company and, therefore, positively affect its performance. From a financial perspective, evidence has been gathered suggesting that brands in fact can be sources of abnormal returns (Simon and Sullivan, 1993; Lane and Jacobson, 1995).

Other researchers have focused on other reputational assets such as corporate reputation (Fombrun and Shanley, 1980) and company image (Johnson and Zinkhan, 1990), and suggested a positive association with superior firm performance. As signalling theory suggests, reputational assets in general can inform consumers about the quality of a company's services and products. Therefore, they can be key drivers of the positive reactions of consumers towards a company versus its competitors and, thus, are positively associated with superior firm performance. This is also consistent with the resource-based theory of firms, which suggests that very specific and rare resources can be likely sources of competitive advantage (Barney, 1991).

P<sub>6</sub>: A firm's reputational assets – brand equity (P<sub>6a</sub>) and firm image (P<sub>6b</sub>) – are positively associated with superior firm performance.

## The moderating effect of market turbulence

According to existing literature on the effects of market orientation on performance, the effects of market orientation on performance might be moderated by turbulence in the environment (Kohli and Jaworski, 1990; Slater and Narver, 1994). The rationale is that, in more turbulent environments, being more market oriented will benefit firms because they will follow, sense and make sense better of the changes in the environment that may be happening very quickly. By detecting those changes in time, firms will have a better chance of adapting or exploring new opportunities that would otherwise have been missed. These moderating effects of market turbulence can be extended to the relationship between knowledge-related resources and performance, i.e. the positive associations of a firm's market-sensing capability, imitation capability and innovativeness with a firm's performance become stronger under higher market turbulence. Then,

P<sub>7</sub>: The more turbulent the market the more positive the effects of market orientation and knowledge-related resources on firm performance.

## RESEARCH IMPLICATIONS

This paper brings together two sets of literature marketing strategy and strategic management explanations for superior performance. This suggests that future work in marketing strategy focusing on explaining competitive advantages and superior performance should be informed by relevant research in the strategic management field. These two sets of literature can be complemented and empowered with the collaborative work of researchers in both disciplines. In particular, future work in the marketing strategy field emphasizing aspects that are not well-addressed in the strategic management literature could be very important in the development of this stream of research. Some areas where marketing can make such a contribution are discussed here. Identification and understanding of the main drivers of

customer value and why certain resources can be more valuable than others from the customer's perspective should be an important area of research. Marketing researchers can also make a major contribution by understanding and providing theories that describe and explain how the deployment of resources (capabilities and assets) is translated into superior value for customers. These models can address specific assets (for example, how brands and reputational assets generate value and in particular superior value) or they may be related to more general issues, such as identifying the generic resources' characteristics which make some more valuable than others for customers.

In addition, marketing researchers can inform the strategy dialogue on knowledge-related resources (organizational learning, market-sensing, imitation, innovation and new product development capabilities) from a market- and customer-based perspective (Day 1992, 1994a).

Further research could be oriented towards empirical testing of the conceptual model proposed here. This testing could involve some methodological difficulties. In fact, valid measures need to be developed for market-sensing capabilities, innovativeness and imitation capabilities. Market orientation could be measured using Narver and Slater's (1990) measure, while structural equations modelling (e.g. LISREL) could be a way of approaching the modelling and measuring difficulties simultaneously.

## DISCUSSION

Let us examine the following examples. Apple, one of the dominant and most successful players in the microcomputer industry in the past, struggled for several years and is now gambling its survival upon the success of the new I-Mac. Netscape did not even exist 5 years ago, but became a multimillion company and one of Microsoft's most critical competitors. This led to a late entrance of Microsoft into the WebBusiness, which is now under investigation for potential monopolistic actions against Netscape and other participants. Atari, one of the pioneers in video games, has been surpassed by Sega and Nintendo which share what was its market. Wal-Mart is the leader in the retailing industry, despite being a late entrant and threatened by the systematic imitation efforts of K-Mart and other competitors. Xerox, Caterpillar and IBM, leaders in their industries, needed to fight off the attack of fierce competitors which imitated them, generated innovations in products and processes and became more successful (Canon, Komatsu and Dell and Compaq, among others) in order to retake their leadership positions in the photocopier and computer industries, respectively.

All these examples have a common theme. Competition is a dynamic phenomenon, markets change, the competition rules change, technology changes and, therefore, firm success is not permanent. In fact it can be erased in a second. Innovations are a common way in which the competitive advantages of other firms are offset or eliminated. Innovations can be so critical that even brand names cannot provide enough cover for companies to avoid their devastating effects (e.g. Atari and Xerox). However, the examples also suggest that, in the dynamic competition of today, there are companies that can overcome adversity and, more importantly, maintain or strengthen their competitive positions over time, despite the attack of competitors (e.g. Wal-Mart and Xerox). In general, the firms that can do that are firms that have an orientation to the market (consumers, competitors and technologies), develop learning capabilities, use the accumulated knowledge in innovations and try to offset competitors' advantages through imitation. Successful firms also develop reputational assets – brand names, firm image and reputation – which allow them to receive differential treatment from consumers, build relationships with them and facilitate the appropriation of rents coming

from innovations. All these intangible resources – market orientation, knowledge-related resources and reputational assets – are key to superior performance and, therefore, need to be developed and enhanced by managers. However, a more important implication of the proposed model is that there are certain interrelationships between these concepts. In fact, we suggest the presence of synergistic effects. Market orientation as a cultural orientation not only enhances performance directly but also acts indirectly through its positive association with the development of market-sensing and imitation capabilities and firm innovativeness. Finally, market-sensing capabilities may facilitate the generation of innovations and imitation of competitors. Thus, managers need to take a more holistic or systemic perspective of the management of intangible resources, because of the presence of the proposed interrelationships.

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