

MARKET-ORIENTED MANAGEMENT: A SYSTEMS-BASED PERSPECTIVE

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ABSTRACT

Market orientation has received substantial academic and practitioner interest over the last decade. However, previous research has not addressed the issue how a company's management systems can be designed in a market-oriented way. Starting from a systems-based perspective of management, the authors develop and

validate a scale measuring the extent of market orientation of a business organization's management systems including the organization system, the information system, the planning system, the controlling system, and the human resource management system. Empirical results reveal a substantial positive impact of market-oriented management on market performance which in turn leads to financial performance.

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