

# Séminaire de Recherche



**Christophe HAON (GEM, IREGE),**

How Firms Create Market Orientation: An Empirical Confirmation of Gebhardt et al.'s (2006) Path-Dependent Process

Date : 24/05/2018

Heure : 12h30

Salle : 103 (IAE SMB Annecy)

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Gebhardt, Carpenter, and Sherry (2006) suggest that firms should become more marketoriented through a deliberate path-dependent process of organizational change. However, we don't know yet if this process is efficient in creating and maintaining a market-oriented culture. In this research, based on a survey of 333 C-level hospital executives, we provide empirical support to (1) the effectiveness of the process proposed by Gebhardt et al. (2006) in creating higher levels of market orientation, and (2) to its path-dependent nature. Therefore, we confirm that firms willing to reaching a greater level of market orientation should go through all the stages suggested by Gebhardt et al. (2006), one by one. Also, we provide, for the first time, an instrument to measure the progress of an organization in the transformation process leading to a greater level of market orientation.

Keywords: Market orientation, Strategic orientations.

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**31/05/2018 — 14h00**

**Laure AMBROISE (COACTIS, Université Lyon 2),**  
GRC et performance des entreprises