

CRANFIELD UNIVERSITY

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THE VALUE OF MARKET RESEARCH INFORMATION:
HOW DO CLIENTS OF MARKET RESEARCH SERVICES CONSTRUCT VALUE FROM
THEIR USAGE OF MARKET RESEARCH INFORMATION?

A Systematic Review

SCHOOL OF MANAGEMENT
MRes Dissertation

Master of Research
Academic Year: 2010 - 2011

Supervisor: Dr. Emma K. Macdonald
August 2011

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ABSTRACT

A significant global industry, the provision of market research is a business to business service where market research organizations provide market research information to customers, who in turn, need to make informed decisions about marketing strategy alternatives.

This study involves a systematic literature review of the influences impacting on the use of market research information. It expounds the conditions, factors and mechanisms that induce or hinder the process of use among client organization users. In so doing, this investigation provides a descriptive assessment of the body of knowledge from which this study draws.

This study proposes a theoretical framework of the reported conditions, factors and mechanisms that enhance or hinder the process at different stages of usage of market research. Influences like (user) organization's strategy, structure, market philosophy, stance in the market and access to market research suppliers have a direct effect on how user organizations seek and apply market research information. The process of usage features seven phases, contrasting against the four or five phases that are typically reported in literature. Application of market research information in marketing decisions may follow one of three possible types of application: instrumental, conceptual and symbolic.

This study also explores the various limitations in our understanding of this phenomenon. Relying on a number of published positivist contributions, our understanding of this process is composed of narrow views of specific causalities, each investigated independently from the rest. These result in an incomplete, inconsistent picture about a phenomenon. For instance, influences impacting on transformation and dissemination steps remain largely unknown, as are the factors impacting on application of market research information like symbolic use. Equally, published positivist research

often relies on a single informant approach that is assumed to represent the reality of an entire organization.

The study concludes with considerations about future work that may form part of my PhD research, intended to address a selection of gaps in the existing body of knowledge about this phenomenon.

Keywords:

Market research use; instrumental use, conceptual use, symbolic use, market research firms, market based learning, organizational learning, knowledge management.

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GLOSSARY OF TERMS & ABBREVIATIONS

ad hoc research	(practitioner) research that is specifically designed to address a particular problem or issue, usually conducted when there is insufficient existing information.
ad hoc projects	single pieces of (practitioner) research and not part of a continuous programme of research
agents	individuals who have the ability to think and act freely
B2B	Business to business
brand	<i>"a name, term, sign, symbol, design, or a combination of these that identifies the products or services of one seller or group of sellers and differentiates them from those of competitors"</i> (Kottler & Armstrong, 2010:255). It "represents everything that a product or service means to consumers (Kottler & Armstrong, 2010:259).
client / customer	any individual or organization that requests, commissions or subscribes to all or any part of a market research project
consumer	the ultimate user of a product or service, often the unit of analysis in market research studies.
continuous market research	or panel market research involving practitioner research on a group of selected research participants who have agreed to provide pre-designated information at regular specified intervals over an extended period of time (Source: ESOMAR Glossary of Terms http://www.esomar.org/index.php/glossary-g.html accessed 12 March 2011).
customer insight	involves the integration of information from different sources (including market research, from within or outside the organization), rendered explicit and straightforward to support executive decision making (Wills & Williams, 2004:393-394)
ESOMAR	the world association of research practitioners. Founded in 1948 as the European Society for Opinion and Marketing Research. ESOMAR's mission is to promote the use of opinion and market research for improving decision-making in business and society world-wide (Source: ESOMAR Glossary of Terms http://www.esomar.org/index.php/glossary-g.html accessed 12 March 2011).
knowledge	<i>comprising a set of beliefs which informs decisions by agents to take actions that consume the agent's (scarce) resources"</i> pointing at the asset and process properties of the construct as well as the location of the construct within the "agents"
knowledge service provider	an external organization providing knowledge to customers in various areas exemplified by information technology, engineering consulting, investment banking, management development and training, legal services, audit and accounting (as well as tax advisory), management consulting and other business

	information services that include market research
market information	includes “market research provided on a customized basis by outside research suppliers as well as internal information as exemplified by sales volume, profitability and promotional expenditures” (Low & Mohr, 2001:71-72 after Deshpandé & Zaltman, 1987)
market research	which includes social and opinion research, is the systematic gathering and interpretation of information about individuals or organisations using the statistical and analytical methods and techniques of the applied social sciences to gain insight or support decision making. The identity of respondents will not be revealed to the user of the information without explicit consent and no sales approach will be made to them as a direct result of their having provided information (Source: ICC/ESOMAR International Code on Market and Social Research © 2008).
market research client	any individual or organisation that requests, commissions or subscribes to all or any part of a market research project (Source: ICC/ESOMAR International Code on Market and Social Research © 2008).
market research industry	an economic sector comprising a number of organizations and self-employed persons whose main economic activity is that of providing market research services to public and private customers.
market research information	information resulting from the analysis of data collated through market research activities. Market research information is intended to support marketing decisions
market research process	a systematic approach of collating market research information involving definition of scope/requirements, the collection of data to satisfy these requirements involving a selection of field techniques, the subsequent analysis of this data and the translation of this data into information that supports marketing decisions
market research project	a single piece of market research that is conducted to exacting specifications in terms of scope, time and cost as agreed between the market research client/user and the market research service provider
market research service	the activity where market research organizations/individuals undertake market research process/es for and on behalf of their public and/or private customers.
market research user	the ultimate user of information and knowledge derived from market research undertaken by market research practitioners
Market Research Association (MRA)	a professional society based in USA, for those who are involved or concerned with marketing and opinion research. Its mission is to promote excellence in marketing and opinion research by providing members with a variety of opportunities for advancing and expanding their marketing research and related business skills and to act as an industry advocate with appropriate government entities, other associations and the public (Source: ESOMAR Glossary of Terms http://www.esomar.org/index.php/glossary-m.html accessed 12 March 2011).

Market Research Society (MRS)	a professional society based in the UK, for those who are involved or concerned with marketing and opinion research (Source: ESOMAR Glossary of Terms http://www.esomar.org/index.php/glossary-m.html accessed 12 March 2011).
touch points	points/events where organizations make contact with each other during a service rendition – including face-to-face or non-visual contact between persons within the organizations.

INTRODUCTION

A US\$ 28.9Bn global industry, market research is a B2B knowledge service where market research organizations provide knowledge solutions to customers. Market research is contracted to specialised firms by organisations, intent on identifying opportunities and situations¹ as well as to generate and refine marketing actions² (Malhotra & Birks, 2006:11-13), support informed decisions (by customers) about new market entry, market development, product development or to adjust specific marketing dimensions involved in serving existing markets.

Yet, like any other service sector, market research remains a practice where quality relies on perceptions and associated distances from customer expectations. As marketing decisions become increasingly dominated by tougher contexts, market research suppliers are increasingly required to deliver relevant, understandable and usable solutions that help marketers address arising market realities. Nonetheless, evidence suggests that market research firms may continue to rely on traditional methodologies that limit the scope and versatility of uses of outputs, as well as being unable to exploit a widening range of information sources. Equally, complacent research companies seem to keep a distance from the customers' user teams, adopting a level of assumptions that not only shape the outputs offered but also define the quality of executed work in serving market research customers. This is perhaps the motive behind the resulting, commonly decried, widening gap between the market research firm and the customer's board room.

An understanding of how customers of market research use the knowledge provided by their research suppliers would give market research firms an opportunity to better exploit their customer relationships. This understanding offers the potential to bring the market research firm closer to the customer's board room, whilst enabling customer organizations to better apply the lessons learned from market research. Despite the

¹ Problems that are not necessarily apparent "on the surface" and exemplified by research on market potential, market share, image, market characteristics, sales analysis, forecasting and business trends.

² Or research about market segmentation, products, pricing, promotion and distribution among others.

importance of this topic, a gap in our knowledge about how customers of market research use the knowledge earned from the research seems to exist.

Whilst recognizing that “knowledge” is a challenging term to define, for the purposes of this systematic review, a working definition for the construct is proposed. Knowledge is distinct from data and information. When confined in a framework of understanding, data³ becomes information⁴, which in turn, when *applied* into action, becomes knowledge. Boisot & Macmillan (2004:506) define knowledge as “*comprising a set of beliefs which informs decisions by agents to take actions that consume the agent’s (scarce) resources*” pointing at the asset and process properties of the construct as well as the location of the construct within the “agents”, or the internalised nature of knowledge.

Aim of the Review

This systematic literature review aims to contribute towards an understanding of the factors that influence the use of such knowledge. It also aims to shed light on how organizations use the outsourced and acquired market research. This study reviews and simplifies extant knowledge on the area, proposing insights for academia on specific knowledge utilisation processes. The study also uses research evidence to propose ways for practitioners to provide a better service for market research customers, exploiting opportunities that so far are potentially untapped.

Structure of this Document

This study follows the approach proposed by Tranfield, Denyer, & Smart (2003), starting with an initial scoping study that orients the rest of the research, moving on to the devising of a formal research protocol, searching and selecting literature on which this review relies upon, followed by an extraction of data from this literature and ending

³ “facts or statistics collected together for reference or analysis” (Stevenson, 2010:444)

⁴ “facts provided or learned about something or someone” or “what is conveyed or represented by a particular arrangement or sequence of things” (Stevenson, 2010:897) suggesting information is a result of some process that treats/groups data. Nonaka (1994) argues that while information is a flow of messages, knowledge is created and organised by the flow of information and is connected to the beliefs of the individual.

with a synthesis of knowledge from the information extracted and reporting of these findings.

Chapter 1 introduces the key literature domains informing this systematic review, introducing the concepts involved in this study. Chapter 2 outlines the approach and methodology applied in this study, setting out the process involved in searching and selecting the studies appraised in this analysis. A descriptive analysis of the literature used is set out in Chapter 3, while Chapter 4 sets out the results arising from this systematic review. The conceptual insights based on these findings as well as specific contributions to the academic and practitioner communities are discussed in Chapter 5, while Chapter 6 presents the conclusions along with considerations about the implications of this study on the next phases of my PhD research.

1 POSITIONING THE FIELD OF ENQUIRY

1.1 Context

In a world where change is the only constant among a myriad of supposedly known variables, enterprises face an increasing challenge to keep abreast with the developments in markets as well as customer needs and wants. The level and pace of change in markets have become synonymous with a growing collection of constructs featuring in current marketing literature, such as multichannel approaches, servitization, word-of-mouth or ‘buzz’ marketing, experiential, and mostly time sensitive realities.

The evolution of marketing as a practice is characterised by marketers’ changing response to stimuli from their proximate environment. Marketers need to make sense of the surrounding realities whether evident in explicit messages, or implicit in the absence of substantiation, and apply this sense to make informed decisions in managing increasingly complex marketing programmes.

It is here where information about markets, customers, competition and other environmental aspects starts to play a role in the marketing decision making processes. Whether generated internally or acquired from external sources, marketing managers are increasingly reliant on such information as a means to reduce risk in their decisions and avoid erratic results that in turn, impact on the enterprises’ relationship with various stakeholders.

There are many sources of external information that marketers turn to – from sales generated information/data, to own experiences and acquaintances, to more formalised approaches involving the acquisition of knowledge from third parties. The latter may include mentors, consultants, or researchers contracted to develop knowledge that is intended to support specific marketing decisions – typically forming part of a programme of efforts that aim at keeping the organization aligned with a market oriented paradigm (Kohli & Jaworski, 1990; 1993).

This process gives rise to one facet of the management consulting industry – a fast growing knowledge service sector, that over the past 50 years spread across the globe

and which has given rise to eight knowledge oriented subsectors. One of these is the market research industry⁵.

1.2 Market Research & Market Information

Used interchangeably, “market research” and “market information” have very different meanings, as different marketing scholars suggest. ‘Market information’ is described as data:

- “that have been organized or given structure – that is, placed in context – and endowed with meaning” (Glazer, 1991:2)
- “concerned with a firm’s current and potential external stakeholders... refers to external information that cuts across all functional areas of the firm rather than the more delimited “marketing information” that suggests it applies only to marketing departments” (Moorman, 1995:31).
- “including market research provided on a customized basis by outside research suppliers as well as internal information as exemplified by sales volume, profitability and promotional expenditures” (Low & Mohr, 2001:71-72 after Deshpandé & Zaltman, 1987).

Marketing executives rely on various types of information considered concurrently in reaching specific marketing strategy decisions. Along with sales data, internal data about customers and product/service information, market information here includes market research information as a source of external information.

Due to the formalized and explicit character that market research information features, I consider the process of market research as aligned with Huber (1991:97) process of “searching and noticing” that is part of the mechanisms organizations use to acquire environmental information.

⁵ The world consulting business was estimated at US\$ 109 billion in 1999 (Kubr, 2002) growing to in excess of US\$ 200 billion by 2009 at an annual growth rate of 15% (Greiner & Ennsfellner, 2010)

1.3 The Process of Market Research

From a supplier's perspective, a market research project features the phases of any 'solutions provision' service project – starting from the definition of requirements, to the design of the project to meet customer specifications, to the execution of work, ending with the final stages of the project involving the delivery of research findings. Tuli, Kohli & Bharadwaj (2007) propose that this view is limited and different from what customers expect from a 'solutions provision' project.

Indeed, Tuli et al (2007) point at typical deficiencies in the delivery of a solution, arising from suppliers failing “*to understand the real business needs of their business customers – a critical aspect of the needs definition phase*” (ibid: 6), as well as “*to devote enough attention during the post-deployment phase*”(ibid: 5). These notions echo Ford, Gadde, Håkansson & Snehota's (2006) recommendations for marketers to devote energy and efforts when offering solutions to corporate customers, beyond the end of a project as delineated by the delivery of a report. Figure 1-1 sets out a schematic diagram of a solution provision process from the customers' point of view (adapted from Tuli et al., 2007), matched with the typical steps involved in a market research project as reported in practitioner literature, of which Malhotra & Birks (2007) is one example.

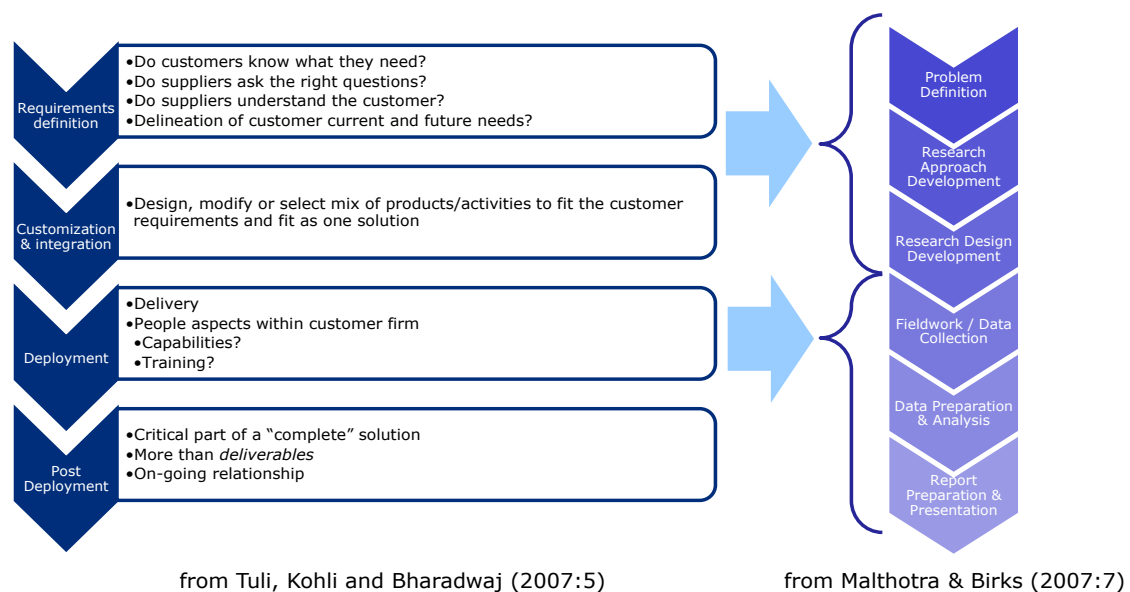


Figure 1-1 The B2B customer's view of a research "solution"

1.4 The Problem

Market research industry, like any other service sector, is a practice where perceptions by customers form the “reality” (Chase & Dasu, 2001:80), and gaps between the views of suppliers and customers bear deep implications on perceived service performance. Ryals & Wilson (2005:348) investigate these gaps amongst market research firms, suggesting that these firms fail to provide true solutions to their customers as they fail short of exploiting multiple sources of information. In relying solely on the delivery of market research information to the client as the prime offering, market research firms neglect their customers’ need for a wider and deeper perspective that helps them take the information through the subsequent phases.

Expanding on Wills & Williams' (2004), Ryals & Wilson (2005) propose that market research firms should use insights generated from experimental methods, as well as devote more time to post-deployment phases of a project beyond the presentation of the deliverables as the final step of a research project. They echo Neal's (1989) call for market research firms to truly understand their customers’ context, processes and requirements, and inspire Maklan, Knox, & Ryals (2008:1) in explaining how a relative complacency among market research companies in context of changing markets, is responsible for an ever widening gap between the market research firm and the customer’s board room. Here, Maklan et al. (2008) propose more participatory approaches between customers, their clients and market research providers, concurring with the propositions of Ryals & Wilson (2005) and Moorman and her colleagues earlier in the 1990s (Moorman, 1995; Moorman, Deshpandé, & Zaltman, 1993; Moorman, Zaltman, & Deshpandé, 1992).

1.5 The Client’s Perspective

Despite the evident importance of these suggestions, a market research firm’s capability of developing propositions, actions and value in this area is dependent on an understanding of what happens within the customer’s side of the process.

Apart from organizational learning theory, other theories may offer a tentative understanding on how customers and suppliers co-create knowledge during market research processes.

Resource Based View (RBV) of the firm (Barney, 1991; Wernerfelt, 1984) explicates the value of intangible resources – like learning capabilities, in generating competitive advantage from knowledge, but does not expound the mechanisms that link market research information and its translation into strategy. Institutional theory [Kostova (1999), Staw & Epstein (2000) and Zeitz, Mittal & Mcaulay (1999)] provides insights about why organizations adopt management ideas that are spread in the marketplace. The emphasis of this view is about the why of application of such ideas, rather than the what or how the use is made of market research information.

Organizational learning theory, by contrast, looks at processes involving the use of information and knowledge, leading to changes in behaviour among executives in responding to market stimuli.

This review proposes an understanding of *how* organizations use market research information as well as the *influences* that drive or impede such utilisation. It starts with considering two perspectives.

Firstly, this review draws from the “*utilisation of social research*” (Beyer & Trice 1982⁶) perspective where, informed marketing decisions result from the consideration of outcomes from market research information (“*adoption*”), the implementation of decisions based on market research information (“*use*”) and the transforming of “*adoption*” and “*use*” as organizational habits or custom if not routines (*institutionalisation*).

The same “*utilisation of social research*” perspective suggests three types of application of research⁷, with associated organizational processes that involve *information*

⁶ See Beyer & Trice (1982). literature review study, however, relates to the use of social science research that includes market research among many other types of research.

⁷ Instrumental use, conceptual use and symbolic use, each defined by Beyer & Trice (1982). Moorman (1995) in her work on market information processes relates only to instrumental and conceptual uses of market

processing (of market research information), *affective bonding* (between research and potential users) along with *strategy formulation and control*. These actions happen at individual, group and organizational levels within the customer organization, giving rise to learning that occurs through four processes: *intuiting*, *interpreting* (both at individual levels), *integrating* (at group level) and *institutionalizing* (at organizational level) (Crossan et al. 1999⁸).

Secondly, this review draws from two domains within organizational learning theory to inform our understanding on the use of market research information and the processes customer organizations employ. These domains are market based learning and absorptive capacity, and will be discussed in the next sections.

1.5.1 Market Based Learning

The first domain comprises market-based learning literature that relates to how organizations make sense of their markets (Argyris & Schon, 1978), cultivating a market oriented, learning culture. An organization's commitment to learning as well as a set of shared values and a deep seated open-minded orientation, stimulate a will to generate market information (Sinkula, Baker, & Noordewier, 1997). This information is, in turn, *disseminated* across the different functions, helping managers plan and implement actions that address arising market demands. "Market focused generation"⁹, "collaboration", "experimentation" and "repetitive experience" generate knowledge (Slater & Narver, 2000:121) which in turn is used to align corporate behaviour in evolving markets. This alignment involves one mechanism from three: "action oriented use"¹⁰ or "knowledge-enhancing use"¹¹ or "development of intelligence for affective use"¹² (Slater & Narver, 2000:121).

information (along with information acquisition and information transmission processes), describing a set of cultural influences on these processes.

⁸ Intuiting and interpreting stages resound Moorman (1995:320) information commitment and information processing within her description of "conceptual utilization processes".

⁹ involves "information about customers' expressed and latent needs, and, competitors' capabilities and strategies" (Slater & Narver, 2000:121)

¹⁰ or the direct use of knowledge in business

¹¹ foundation for future behaviour change

¹² intended to increase satisfaction or decrease dissonance with a change already undertaken

Morgan and Turnell (2003) expand the organization's learning values¹³ as the starting point to a firm's ability to process information. They propose that such abilities result from an *established attitude* that encourages *new* ways of seeing firms and markets.

Zahay & Griffin (2004) propose a strategy dimension as a stimulus for a firm to generate market oriented knowledge, drawing on an organization's quest for strategic excellence¹⁴, personalisation and customisation. Here, organizations learn about their customers' wants by exploiting customer relationships as sources of information across the customer relationship lifetime.

The meaning of market based information here assumes a wide perspective, ranging from outsourced, specific market research information, to internally generated information arising from customer surveys/feedback, sales data and competitor intelligence. This lack of specificity of market research information brings us to a restricted sphere relating exclusively to customers' reliance on outsourced market research information – an area explored largely through initiatives of the Marketing Science Institute starting in the late 1980's.

Here, while proponents like Day (2002) and Kohli & Jaworski (1993) delve into dissemination and learning processes, Moorman, Deshpandé and Zaltman (Moorman, 1995; Moorman et al., 1993, 1992; Zaltman, 2001; Zaltman & Deshpandé, 2001) study the relationship between the outsourced marketing research firm and the customer, proposing relationship processes and factors that influence the use of market research information. Moorman (1995) proposes how organizations process *information* through four steps: acquisition, transformation, conceptual and instrumental utilisation, relying on "*trusted*"^{15,16} outsourced researchers. Here, "*trust*" is considered as the enabling factor that resolves the "*perceived uncertainty and vulnerability*" arising during a

¹³ commitment to learning, shared purpose and open-mindedness

¹⁴ Drawing from generic strategies as proposed by Porter (1980) and Treacy & Wiersema (1993)

¹⁵ Defined as "willingness to rely on an exchange partner in whom one has confidence" Moorman, Deshpandé, & Zaltman, (1993); Moorman, Zaltman, & Deshpandé, (1992).

¹⁶ Together with Zaltman and Deshpandé, Moorman suggests how "*belief, sentiment, or expectation about a supplier's 'trustworthiness' result from the supplier's expertise, reliability, or intentionality*". Moorman, Deshpandé, & Zaltman, (1993); Moorman, Zaltman, & Deshpandé, (1992)

research project, neutralising the incomprehensibility often featuring in sophisticated approaches or techniques employed by market research companies.

Studies in this domain relate to market information, bearing direct implications on the use of market research information. These studies also relate to how market research information *flows* from market research suppliers to their customers. Within customer organizations, market research information use is often limited to a number of actors situated within the marketing or market research functions. There are three limitations of this market based learning perspective.

Firstly, it is the entire organization that learns to adapt to new market realities rather than just the marketing function, implying that other functions within the customer firm must be involved in the market based learning process. Secondly, knowledge is also a process on its own, embedded in action. Knowledge “*develops retrospectively as a way of making sense of action in terms of acceptable rationales, rather than an objective entity that pre-determines decisions*” (Daft & Weick as cited in Marcos Cuevas, 2006:53). Market based learning studies typically relate to knowledge as an asset open for utilisation. Thirdly, the fact that not all organizations resort to outsourced market research information suggests that such firms create their own knowledge about markets, whether tacit or explicit across the different organizational functions. And even if these firms contract market research companies for the supply of specific market information, the interaction between supplier and customer suggests that knowledge, at least in part, is co-created by the dyad rather than supplied or flowing from one organization to the other.

1.5.2 Absorptive Capacity

Literature within the absorptive capacity domain constitutes a second angle that may potentially inform us on the use of market research information by customer organizations.

Relating to inter-organizational learning, Cohen & Levinthal (1990; 1994) state that absorptive capacity (at individual and organizational levels) is a firm’s “*ability to recognise the value of new, external information, assimilate it, and apply it to*

commercial ends". Absorptive capacity assists "*firms to predict more accurately the nature of future technological advances and their commercial applications*" through a *cumulative* approach (Cohen & Levinthal, 1994:229)¹⁷. On this, Zahra & George (2002) state that an initial level of capacity is needed for any further *absorption* and application of lessons to happen, leading to innovation. Absorptive capacity can be either "*realised*" (in the form of experience of knowledge transformation and exploitation) or "*potential*" (that happens when knowledge is acquired or assimilated by the firm) (Zahra & George, 2002).

Inter-organizational learning is encouraged by the similarity of the basic knowledge of partner firms involved in the co-creation of knowledge (Lane & Lubatkin, 1998)¹⁸. With learning may happen through "*passive*"¹⁹, "*active*"²⁰ and "*interactive*"²¹ methods (Lane & Lubatkin, 1998: 462), the interaction with a consultancy, such as a market research provider tends to fall into the "*passive*" learning category.

A review of the absorptive capacity literature identifies limitations in its relevance to the outsourced market research service context. Firstly, the entire domain relates to partnering organizations sharing efforts for knowledge co-creation and application. The nature of the relationship prevailing between an organization and its contracted market research company is distinctly different, with the traditional view holding to a contractual nature rather than a partner dyad. Secondly, Zahra & George's (2002) propositions remain exclusively related to an organizational level without offering an understanding into how firms organize and act internally in effectively creating and applying knowledge. Thirdly the delineation between passive, active and interactive learning (Lane & Lubatkin, 1998) remains unclear, particularly in respect with the nature and role of "*active*" learning. Is this a methodological aspect for competitor

¹⁷ Literature on absorptive capacity spans almost twenty years with key authors including Calantone, Cavusgil, & Zhao (2002); Garvin, (1993); Levitt & March (1988); Li & Calantone (1998); Morgan (2006); Ross & Robertson (2007); Wang (2008) and Winter (2000).

¹⁸ along with mechanisms that centralise research, act as an incentive ("compensation practices") as well as uphold researcher communities.

¹⁹ "occurs when firms acquire articulable knowledge about technical and managerial processes from sources such as journals, seminars, and consultants" (Lane & Lubatkin, 1998:462)

²⁰ involves "forms of learning such as bench-marking and competitor intelligence can provide a broader view of other firms' capabilities" (Lane & Lubatkin, 1998:462)

²¹ where "a student firm gets close enough to the teacher firm to understand not just the objective and observable components of the teacher's capabilities, but also the more tacit components: the 'how and why' knowledge" (Lane & Lubatkin, 1998:462-463)

intelligence and bench-marking (“*or a broader view of other firms’ capabilities*”) or is it related to the activities where external consultants are often involved?

1.5.3 Considerations

While the above perspectives leave a number of questions unanswered, one assumption prevails at this stage. Customers evaluate their usage of the acquired market research information throughout the different phases of the solution project, particularly during the deployment and post-deployment phases²². During this evaluation, they construct value, in the same sense that Vargo & Lusch (2008:7) state: that value “*is always uniquely and phenomenologically determined by the beneficiary*”, yet co-created (by customers) with their suppliers (Vargo & Lusch, 2004; 2008; 2010b). There is increasing recognition in the marketing literature that value cannot be owned and controlled by the supplier but that it is co-created by the customers, in the sense that value is not embedded in the offerings made by suppliers. Rather, value is created during use as proposed by Macdonald et al. (2011).

This review aligns with the value-in-use view, where value is “*an interactive, relativistic preference experience*” (Holbrook, 1994; 1996:138). Because the goals of the customer evolve over the course of a supplier-customer relationship, so do the expectations among members of the customer organization change across the different phases of a service delivery project (Macdonald et al., 2011), with consequent effects on the value drawn from the relationship and outcomes arising from the market research company – customer firm dyad.

The literature informing this project as outlined above is situated in organizational learning (*largely social constructionist*) and customer experience (*largely positivist*) domains, crossing the Service-Dominant Logic perspective in marketing theory and bordered within the business-to-business marketing field. Because the value of market research information lies in the usage of such information, literature informing this project lies in the value-in-use field within the usage experience realm.

²² Starting from the recognition of needs from a specific ad hoc market research project, through customisation and integration, to deployment and post deployment phases of a solution’s provision (Tuli et al., 2007).

As the Service-Dominant Logic perspective is a relatively new addition to the business-to-business marketing field, most literature relating to business-to-business customer relationship management rests within an earlier value-delivery perspective – or a view that prevailed before 2004. Indeed, literature relating to the dominating influences and use of market research information reviewed seems to imply embedded value as delivered by the market research supplier to customers, although this notion calls for further detailed research.

Figure 1-2 sets out a graphic representation of the domains of literature informing this study.

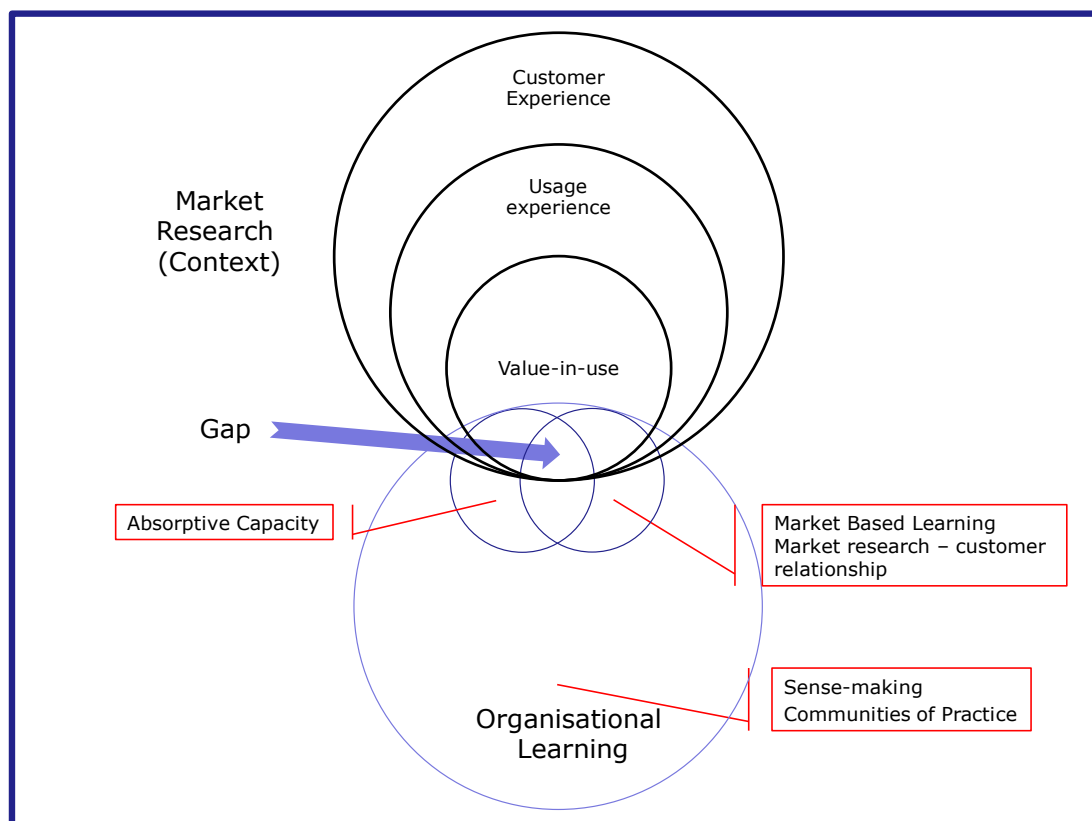


Figure 1-2 Map of literature domains that help answering the review question

1.6 The Review Question

The question that emerges from the above considerations and initial review of informing literature is

“What factors influence the use of market research information?”

The research set out in this report examines the influences impacting on the use (or non-use) of market research information among corporate customers. Current knowledge suggests a number of such influences, all of which were proposed before “value co-creation” and “value-in-use” concepts were introduced in marketing theory. These developments call for a renewal of current thinking about the influences and processes involved in the usage of market research information.

A scoping investigation of literature relating to my phenomenon of interest provided an initial picture of the fields of academic literature, showing some commonalities, threads and generalizations across the domains visited, as well as pointing at prevailing contradictions between different domains and ideas. Nonetheless, the same scoping investigation proposed some conceptual links and hypotheses that remain unverified and are possibly the result of some bias that shaped the entire investigation.

In this context, this systematic literature review exploits an objective, rigorous and impartial appraisal of extant knowledge, looking at different points of view even if these set out conflicting opinions. This assessment draws from an extensive number of domains, spread out widely and consisting of a significant volume. It attempts to aggregate information about the review question, clarify uncertainties surrounding the existing concepts, inform on the related different aspects and present a comprehensive understanding of the existing body of knowledge as well as prevailing gaps. In so doing, this systematic review elaborates further research questions, proposing a set of hypotheses that shall be investigated at a later stage during the PhD process.

I believe that the objective and unbending process of a systematic review, whilst posing its own methodological challenges, has helped me overcome these biases at least at this literature research stage. I consider this systematic review to be a valuable exercise,

helping me in focusing my research and rendering deliverables that are objective, justifiable, deep, transparent and clear.

1.7 Conclusions & Summary of Review Objectives

This chapter introduced the main thematic domains related to my phenomenon of interest and showed how these different domains, in part, inform the review question. It introduced ideas and models that offer a tentative understanding about how customers may possibly use outsourced market research information. This chapter drew from market-based learning and absorptive capacity thematic domains within organizational learning theory and explored their limitations in explaining usage processes under new marketing theory perspectives.

This chapter also addressed the objectives of this systematic literature review, summarised as:

- distinguish and critically assess the different academic points of view about knowledge, learning and use of market research information;
- appraise the philosophical assumptions underpinning the models featuring in the market based learning and absorptive capacity literature domains that inform this systematic review on the use of market research information in market decision making, and
- deduce a processual model that explains how organizations use market research information from the range of explicating models available in different organizational learning thematic domains, as well as outline the related influencing factors.

2 METHODOLOGY

This chapter relates to the approach and methodology I applied in developing this literature based research. The objectives of a systematic review are discussed and contrasted against other literature research methodologies that feature in traditional works.

This chapter also sets out the different aspects that made up the entire systematic review process starting from the research strategy employed, the criteria used for inclusion or exclusion of works sourced, the quality appraisal criteria and processes applied in the extraction of data, as well as the members of the advisory panel who were engaged to assist in the guidance of this project. This chapter concludes with a summary of the potential strengths and weaknesses of the methodology used.

2.1 Review Panel

Table 2-1 sets out a list of the experts who composed the advisory panel who assisted in the guidance and development of this research project.

Table 2-1 List of experts involved and consulted during the review process

Name	Organization	Role
Dr. Emma K. Macdonald Senior Research Fellow	Cranfield University School of Management	Supervisor Customer experience and value co-creation expert
Dr. Javier Marcos Cuevas Lecturer	Cranfield University School of Management	Subject expert – Absorptive Capacity, Consulting
Prof. Hugh Wilson Professor of Strategic Marketing	Cranfield University School of Management	Subject expert – Marketing
Dr. Colin Pilbeam	Cranfield University School of Management	Panel Chairman Systematic review expert
Ms. Heather Woodfield Information specialist on social sciences	Cranfield University	Literature search expert

Dr. Emma K. Macdonald is the author's PhD supervisor and an expert in value co-creation, customer experience, engagement and empowerment. She is Senior Research Fellow in Marketing, Deputy Director of the MSc in Strategic Marketing and principal researcher of the Cranfield Customer Management Forum.

Prof. Hugh Wilson is Professor of Strategic Marketing and Director of the Customer Management Forum at Cranfield School of Management. His extensive list of publications features a number of books that have become reference texts in various marketing programmes. He is an expert in marketing fields, including customer experience, e-commerce, multichannel marketing, value co-creation as well as market research.

Dr. Javier Marcos Cuevas is a lecturer at the Centre for Strategic Marketing and Sales, and is an expert in marketing and sales fields (such as key account management), as well as consulting, organizational knowledge and learning processes, focusing on the co-creation of management knowledge within and across organizations.

Dr. Colin Pilbeam is a Senior Research Fellow and systematic review expert, with research interests in the evolution, management and performance of networks in the not-for-profit sector. Ms. Heather Woodfield is Information Specialist on Social Sciences who has assisted various students in their systematic literature review and PhD processes.

2.2 Objectives of this Systematic Literature Review

Intended to provide an overview of the different perspectives about a topic, a literature review's purpose is that of informing what is known about a topic and what needs to be asked and addressed to develop further knowledge about an area. A literature review thus summarises the acknowledged theories, facts and evidence about a theme, pointing at further research by ascertaining gaps in the prevailing body of knowledge, the supporting proposed theoretical frameworks and associated research methodologies. In doing so, a literature review involves not only a summary of the contributions made by each reviewed study, but also features an identification of the approaches and methodologies adopted by authors of such works, setting out an unbiased critique of

each piece. Whilst demonstrating the researcher's knowledge about the topic, a literature review also serves to:

- ☐ connect the different domains of literature related to an identified topic (or question) in different ways;
- ☐ highlight the importance of the different problems arising from different contributions reviewed;
- ☐ inform about any prevailing controversies that may appear between different individual (if not groups of) contributions,

with ultimately aim to identify areas (related to the topic) that were neglected as well as anticipating where the topic will go as result of the proposed research.

An adequate literature review may be described in many ways, with key adjectives summarised in Table 2-2, along with a list of antonyms that describe what an inadequate literature review may be.

Table 2-2 Key words describing a literature review

Adequate Literature Review	Inadequate Literature Review
Objective, Impartial, Balanced	Biased
Thorough, Coherent	Scant
Planned	Improvised
Rigorous	Haphazard, Random Error
Narrow, Specific	Wide, "The Big Picture"
Cross referencing, supported arguments	Sequential
Predetermined inclusion/exclusion criteria	Ad hoc inclusion/exclusion
Transparent	Obscure
Clear, Informative	Incomprehensible
Repeatable	Non-repeatable
Auditable, Attestable	Non-validatable,
Accurately referenced	
Reliable	
Unique	
Original	
Comprehensive	
Exploratory	

Whilst conforming with the above adjectives, a systematic literature review is an assessment of literature works ("*elements*"), "*attempting to make sense of large bodies of information and a means of contributing to the answer to questions about what works and what does not... flag[ging] up areas where spurious certainty abounds*" (Petticrew & Roberts, 2006:2). Systematic reviews involve the use of scientific methods for

literature search, selection, critical appraisal and synthesis, explicitly with the intent on limiting systematic error whilst answering a particular question or testing hypotheses (Petticrew & Roberts, 2006). More importantly, as Tranfield, Denyer, & Smart (2003:209) recommend, a systematic review involves the development of a clear and precise set of objectives, addressed by a comprehensive search of all potentially relevant articles which, in-turn, are selected for a review following explicit, reproducible criteria. Each piece of literature is in-turn appraised for quality of the research it outlines as well as the strength of findings it presents, feeding into a process of synthesis using an explicit analytic framework. Results are presented in a transparent and comprehensive approach. This is the approach that this systematic review follows.

2.3 Search Strategy

In dealing with the various sources of secondary data and my intended use of them in answering the research question, a focus was devoted on two aspects of literature:

- ☐ the phenomenon of interest: processes involved in the use of market research information (whether contracted out as an ad hoc project or as part of a continuous process);
- ☐ the influences that impact on processes involving the use (or non-use) of contracted-out market research information.

Addressing these perspectives called for the development of a number of search strings, supporting search tasks employing electronic search engines/databases that led to the sourcing of literature in various forms:

- ☐ academic or practitioner journals,
- ☐ conference proceedings,
- ☐ research working papers,
- ☐ dissertations and
- ☐ books

The systematic review started with a list of keywords that included some 73 terms, of which, terms like “active learning”, “interactive learning” and “passive learning” were dropped as these produced no returns from database searches. The remaining 67 keywords, used in this systematic review addressed the key areas involved in the systematic review question (see page 16) as set out below:

- “market research information”
denoting linked areas like ad hoc market research information and other terms that authors may use to relate, directly or indirectly to this context, like “market information”, “market insights”, “market knowledge”, “market studies”, “market tracking”. Intended to not to scope down the initial searches too narrowly, terms like “knowledge” and “research” were adopted in key words along with other terms relating to “use” and “influences”
- “use”
relating to how market research information is applied or used, invoking process terms linked to this part of the SR Question that may be potentially used by authors, like “adoption”, “absorption”, “application”, “assimilation”, “consumption”, “decision making”, “diffusion”, “dissemination”, “exploitation”, “influence”, “institutionalization”, “integration”, “interpretation”, “transfer”, “transformation”, “translation”, “transmission”, as well as general aspects like “into action”, “into practice”, “organizational learning”, “outcome”, “planning”, “sensemaking”,. Equally, terms relating to *type* of use were devised, exemplified by “conceptual”, “instrumental”, “strategic”, “symbolic”;
- “influences”
relating to factors, conditions or mechanisms impacting on the process of use of market research information, emphasising influencing areas like dynamic capabilities and absorptive capacity, or outcomes as exemplified by “effective”

The use of these key words was intent on ensuring that subsequent database searches accessed an appropriate body of literature, with specific actions intended to overcome language issues (UK English spelling vs US English spelling, as well as different forms of the same term). For this reason, truncation characters were used, as exemplified by ‘*’ or ‘?’ together with key word stems: Thus “market* research” ensured that articles

containing “market research” and “marketing research” phrases were identified in the searches, whereas “utilization” enabled the detection of literature containing both “utilisation” and “utilization” terms.

These key words were combined to result in a number of search strings as listed in Table 2-3. The same table sets out the rationale for each set of search strings and how these address the different parts of the SR question.

Table 2-4 summarises a list of the databases that were employed in searching research works and information as well as the reasons for which such databases were selected.

A number of Zetoc™ alerts were also set up intent on producing updated searches periodically until the end of the systematic review process. Additional literature and sources were accessed as suggested by panel members during continued consultations and dialogue. Works identified and retrieved (reference details and abstracts) were initially stored on a RefWorks™ supported database. Selection or rejection of articles (by title and abstract) was conducted on these records, generating two folders – “rejected” and “accepted” works, with reasons set out in custom fields. Accepted works (qualifying for a full-text review) were imported as a database for use on Mendeley™ citation database that handles a significant amount of references with fields including .pdf full-text element as well as fields for bibliography and other database work. Mendeley™ is a hard-disk based application with a web-based application mirror. An additional analytical database was constructed, supported on Microsoft™ Excel© software, enabling quantitative approaches for information extraction and synthesis that was based on a .xml file generated by the same RefWorks™ database.

Table 2-3 Summary of key word areas, rationale and string elements used in the review

Area	Rationale	String Element	Proximity operators ²³
1 Context: Market research	Related to the context in which the review question is placed	(market*) w/3 (research OR information OR insight* OR study OR studies OR tracking)	w/3 (w3)
2 Outcomes of research	Related to the typical outcomes arising from the commissioning of market research projects: market based information or knowledge	(market* based) w/3 (knowledge OR information OR ideas)	w/3 (w3)
3 Consequent application of knowledge or information	Relate to the different actions customers adopt on knowledge or information: transformation, dissemination, exploitation, analyse, interpretation, application, institutionalization	(absorption OR adopt* OR appl* OR assimilat* OR consumption OR diffus* OR disseminat* OR exploit* OR interpret* OR institutionalization OR transfer OR transform* OR translat* OR transmission) AND NOT (interpreter)	w/3 (w3)
4 ²⁴ Use of research	Relate to the use of market research information / knowledge	use OR utilis* OR utiliz*	w/3 (w3)
5 ²⁴ Types of use of research	Relate to the types of use of market research information or knowledge	conceptual OR instrumental OR strategic OR symbolic	w/3 (w3)
6 ²⁴ Application of research knowledge or information	Related to outcomes of use of research: research based decisions	change OR contribut* OR decision?making OR effectiv* OR evaluation OR impact OR implement* OR influence OR integrat* OR outcome* OR planning OR sensemaking	w/3 (w3)
7 Conditions of application of research knowledge or information	Related to one aspect that may influence the use and application of market research outcomes (knowledge or information)	(dynamic OR absorptive) w/3 (capacity OR capability)	w/3 (w3)
8 Ultimate outcomes from application of market research knowledge or information	Related to learning as an outcome of market research information use and application	organi?ational learning ²⁵	w/3 (w3)
9 Market research usage implications on knowledge	Related to observed effects as a result of utilisation of market research information	(knowledge) w/3 (gap OR action OR creation OR influence OR practice)	w/3 (w3)

²³ ABI Proquest and (EBSCO)

²⁴ Because this search string is considered as excessively generic, this search string will only be used in combination with other search strings

²⁵ Initially this term was used with three terms: "active"/"interactive"/ "passive". As no hits were returned on EBSCO, the search string was eventually widened by dropping these specific terms.

Table 2-4 List of search engines used in the review

Database	Reasons for use
ABI/INFORM (ProQuest)	A comprehensive source of articles related to business and management, Database features keyword search capabilities (either in the full text of the article, the title and abstract, or in a subject indexing field), with information dating back to 1970. Other features enable the broadening or narrowing of results by changing the time period, or selection of scholarly journals only. The database allows flexibility in undertaking search such as the use of structured search strings, as described in Table 2-3, drawing from literature in business, economics, sociology and psychology disciplines – which constitute the key disciplines from which this systematic review draws.
Business Source Premier (EBSCO)	A reputed, major source for business and management – with a degree of overlap in results and functionalities as ABI/INFORM. As with ABI/INFORM, Business Source Premier offers flexible functionality enabling the use of structured search strings in searches, as described in Table 2-3. Its comprehensive listing of 2,800 publications since 1922 include literature in business, economics, sociology and psychology disciplines – which constitute the key disciplines from which this systematic review draws.
Emerald Insights	A database of academic contributions (abstracts and full-text articles) published on journals forming part of Emerald's international portfolio, with archives dating back to 1994. As with the two databases above, Emerald Insights offers a flexible functionality that enables the use of structured search strings in searches (as set out in Table 2-3). Its comprehensive listing of Emerald peer reviewed journals in many disciplines, including business, and sociology, is a key factor that justified its use in this systematic review.
PsychINFO	A source of international literature in psychology as well as related disciplines like education and business. This database also offers a relative flexible functionality that enabled the use of structured search strings in searches (as set out in Table 2-3), supplementing searches conducted in the databases above, owing to PsychINFO's comprehensive listing of literature related to learning processes (within the psychology discipline).
Additional Sources Used for the sourcing of specific items These databases were used only when specific full-text elements identified in the above database searches could not be accessed, or when specific pieces of literature were suggested by the systematic review panel and could not be sourced from the above databases.	
Scopus	A comprehensive journal search engine that includes most "better rated" journals from 1996. Citation facilities enable sourcing of works related to one literature piece/element of interest.
Social Sciences Citation Index/Web of Knowledge	A comprehensive database including Web of Science (WoS) with Conference Proceedings. Covers a very broad range of subjects relating to science, technology, social sciences and medicine, featuring Journal Citation Reports (JCR). Among its functionalities, this database also enables the search for articles that cite other works or authors, allowing for forward or backward reference sourcing. The database also provides analytic/statistics for impact factors of journals and contributions.
IMP Group	Industrial Marketing and Purchasing Group Portal hosting a significant number of B2B Marketing conference papers and proceedings as well as articles featuring on IMP Journal. This database features a number of B2B references relevant to industrial marketing and customer relationship management
Science Direct	Elsevier's electronic journal site that provides a search facility, as well as the references cited by each article. Many of the works in this database are cross-linked, and the full text is provided. Science Direct, Scopus and SSCI/Web of Knowledge feature a common link: Elsevier.
Wiley Online Library	Provides full text online access to over 540 journals published by John Wiley & Sons.

2.4 Selection Criteria

Works selected for a review were screened on the basis of three sets of criteria:

- ☐ Scope
- ☐ Relevance
- ☐ Quality

2.4.1 Scope

The scope of this review relates to variables like focus, time frame, language and discipline in which the piece of literature (“element”) is situated – relating to market and management knowledge as arising from market research information (Table 2-5). This includes ideas, product development and market knowledge. The scoping investigation (summarised in Chapter 1) revealed that literature on influences impacting on market research information use is sparse, suggesting that the field is relatively underexplored. This contrasts against the volume of literature relating to knowledge management and organizational learning, where elements *may* assist in the understanding of processes related to knowledge in organizations albeit *not specific* to knowledge arising from market research information.

Table 2-5 Scope of proposed systematic review

Criterion	Aspects
Focus	Enablers and barriers impacting on processes of use of market research information and associated knowledge processes within organizations
Time frame	Searches conducted from 1990 onwards. Literature prior to this date is likely to be limited, as suggested by Walter & Nutley (2002) on reporting about their research on “the impact of research” and subsequently noted by Marcos Cuevas (2006)
Language	English
Discipline	Management, marketing, organizational and business literature. However an element of flexibility was applied intent on including relevant literature from other related disciplines like psychology, sociology and economics.

2.4.2 Relevance

A two-step process was adopted in selecting literature. In the first step, literature was screened using title and abstract as reported in databases used. The applied criteria for selection are set out in Table 2-6. In the second stage, full-text literature selected in

Step 1 was screened, with elements accepted if they inform about key issues, frameworks and theoretical foundations or empirical evidence that assist in developing an understanding of the knowledge processes within organizations in the context of market research information use. Here, both conceptual and empirical contributions were accepted. Table 2-7 sets out additional detail about the relevance criteria adopted in this stage.

Table 2-6 Broad selection criteria (Stage 1) applied to titles and abstracts of papers retrieved from searches

Inclusion	Exclusion
Peer reviewed literature	Policy papers
Previous systematic reviews	Market research reports
Business-to-business	Consumer
"Market research" as knowledge	"social research" or "academic research"
Use/application of market research information in marketing or management decisions	Relates to research process
Use of knowledge	Use/application of research (other disciplines)
Enablers and barriers to use of knowledge	Absorptive capacity in technology transfer
Absorptive capacity/dynamic capability	Learning in contexts other than marketing
Market based learning	
Relationship with market research firm resources	
Relates to factors encouraging or hindering learning from marketing research information use	

Table 2-7 Selection criteria (Stage 2) applied to full text papers retrieved from searches²⁶

Conceptual Papers		Empirical Papers	
Inclusion	Exclusion	Inclusion	Exclusion
Features:		Features:	
Summary of key issues	No theoretical basis	Contribution to theory	No theoretical basis
Frameworks	No frameworks	Frameworks	No frameworks
Theoretical underpinnings	No conceptual modelling	Theoretical underpinnings	No conceptual modelling
Relates to:		Relates to:	
Process of utilization of MR		Use of MR	MR as a process
Adoption & utilization of MR		Process of utilisation of MR, types of utilisation	Academic research
Factors influencing adoption & use of MR		Factors influencing utilisation & adoption of MR	
Implied S-D Logic		Outcomes, impact or effectiveness of interventions intended to encourage exploitation or use of MR	
Implied value co-creation		Discussion on interventions leading to failed exploitation or utilisation of MR	

²⁶ MR denotes market research

2.4.3 Quality Appraisal

The works accepted for a full-text review as set out above were subjected to a quality appraisal guided by quality criteria, listed in Table 2-8. Scores were awarded to each element in accordance with the scheme set out in same table, with each score multiplied by the relevant weighting. The total score (equivalent to the sum of scores multiplied by their weighting) was used as a measure for inclusion or rejection, with a minimum inclusion total score set at 32 (over a maximum of 54):

$$\begin{aligned}\text{Total score} &= \Sigma (\text{Area score} * \text{Weighting}) \\ &= (A*3) + (B*5) + (C*1) + (D*1) + (E*1) + (F*2) + (G*5)\end{aligned}$$

The threshold score of 32 was adopted based on the following assumptions:

1. a modest journal article would feature a score of 2 across all seven criteria (or a total score of 36),
2. a modest journal article featuring in the International Journal of Market Research without any relevant data analysis would feature a total score of 28,

a mid-point score that is equi-distant between 36 and 28 (32) was adopted as a final threshold score. Full-text articles attaining a score above 32 were reviewed for data extraction and synthesis. Other considerations in evaluating literature involved the application of the Wallace & Wray (2006) framework for critical appraisal of literature, addressing five key questions:

- ☐ Why is this piece being read?
- ☐ What are the authors trying to do in writing this?
- ☐ What are the authors saying that is relevant to what needs to be found out?
- ☐ How convincing is what the authors are saying?
- ☐ In conclusion, what use can this piece enable?

Table 2-8 Specific appraisal criteria applied in evaluation of literature

	0 - absence	1 – weak	2 – modest	3 – strong	May not apply?	Weighting (1-5)
A Source Ranking	Not listed in SOM Ranking list 2011	1* SOM Ranking	2* SOM Ranking	3* or 4* SOM Ranking	Yes ²⁷	3
B Theoretical Contribution	No apparent information that assists in evaluation	Piece adds little to existing body of knowledge	Trivial contribution to body of knowledge in terms of importance & significance	Significant addition to body of knowledge, closing an important theory gap	No	5
C Theoretical Background	No information about theory that enables any assessment	Inadequate / superficial literature review that motivates the contribution/study.	Modest theoretical basis that guides a rationale of the study	Strong critical review of existing literature/existing arguments with a strong theoretical basis.	No	1
D Methodology	No information about the methodology applied	Methodology is not aimed at reaching the study's objectives or answers different questions from those posed in rationale. Biased sample. Does not provide evidence of transparency. Weak approach overall.	Methodology is modest, answering the research question/objective in part. Sample might feature some bias. Research approach is justified. Some evidence of transparency.	Strong methodology with adequate sample that answers the research question / addresses the research argument entirely, with a strong research approach. Transparent methodology.	Yes	1
E Data Analysis	No information about the data analysis applied	Weak connection between findings and contributions.	Modest analysis with good connection between findings and contributions. Weaknesses may be apparent	Strong connection between findings and theoretical contribution addressing the research arguments effectively	Yes	1
F Trustworthiness	Overall weak methodology and inappropriate study. Does not answer review question.	Superficial methodology and appropriateness. Of minor contribution to review question	Modest methodology and appropriateness, contributing modestly to the review question	Strong methodology and appropriateness. Critical contribution to review question	No	2
G Vulnerability (Wallace & Wray, 2006 Fig 7.1 p74)	High vulnerability to critical questioning	Moderate vulnerability to critical questioning - claim to knowledge is weak (insufficient evidence)	Moderate vulnerability to critical questioning owing to weak generalization to other contexts	Low vulnerability to critical questioning	No	5

²⁷ Rule does not apply for International Journal of Market Research™, Research World™ and Research™ – where literature will be awarded maximum score.

2.5 Selected Works

The use of search strings in the different data bases result in a considerable number of records. A summary of the number of records identified through database searches using the different search strings is set out in Table 2-9, showing how a total of 1,446 records were found through the very initial searches. Statistics about the hits and selections resulting from the different searches is set out in Appendix A on page 148.

Table 2-9 Summary of Search String returns and screening results

	Search for	In	Collections (if applicable)	Time frame	No of entries	Number of potentially relevant	TOTAL (cumulative)
ABI (ProQuest)	All search strings	Title only	ABI global, Trade & Industry and Applied science	from 1990	210,915	507	507
EBSCO Business Source Premier	All search strings	Title only		from 1990	222,747	350	857
International Journal of Market Research	All search strings	Title & Abstract	International Journal of Market Research	from 1999	1,350	178	1,035
Journal of the Market Research Society	All search strings	Title & Abstract	Journal of the Market Research Society	from 1990 to 1999	734	110	1,145
Emerald	All search strings	Title only	All journals	from 1990	25,776	199	1,344
PsycINFO (CSA)	All search strings	Title only	Social sciences	from 1990	179,668	102	1,446

Of these records, a total of 326 (22.5%) were duplicates, leaving a total of 1,120 records. These included 927 (82.8%) records that were rejected at the screening of abstracts stage owing to the pieces' inability to satisfy the acceptance criteria set out in Table 2-6. Of the items rejected, 34 related to book reviews, while another 2 related to article reviews.

With the remaining 193 elements, another 4 articles/elements were suggested by different sources for inclusion, bringing the total to 197 elements. One of the added elements was published in 1982 – a year that fell outside the search criteria listed earlier, while another was a book section. Of these, 158 (80.2%) records were rejected at the screening of full text stage owing to the pieces' inability to satisfy the acceptance criteria set out in Table 2-7, while a further 7 (17.9%) were rejected as works were unable to obtain a satisfactory score when evaluated for their quality characteristics as set out in Table 2-8. A schematic diagram showing the screening process is set out in Figure 2-1, while a summary of the rejected elements is set out in Table 2-10.

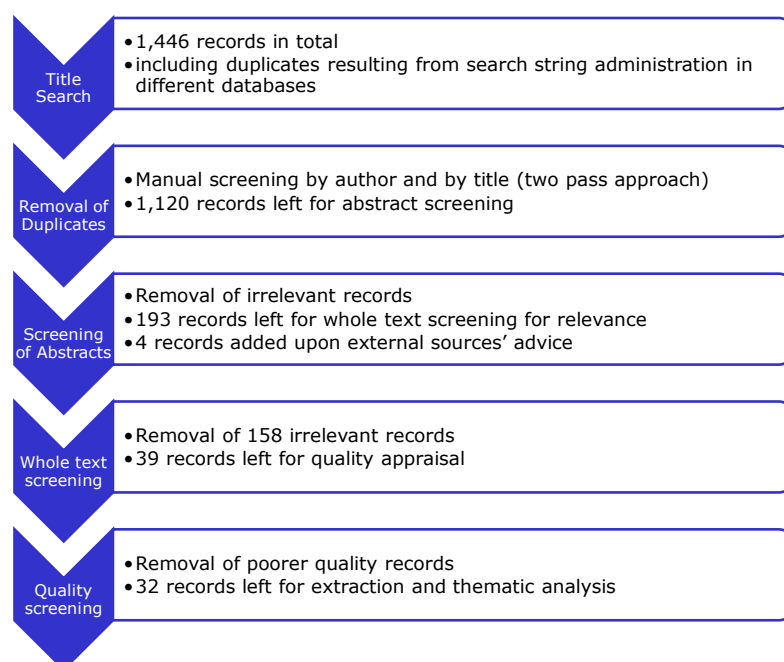


Figure 2-1 Schematic summary of the screening process

Table 2-10 Summary of excluded records during full-text examination

	Full Text Examination	Quality Appraisal
Not related to use of market research information	64	
Practitioner oriented, anecdotal	43	
Absence of frameworks	27	
No theoretical basis	24	
Weak trustworthiness		
High vulnerability		2
Weak theoretical background		2
Weak theoretical contribution		3
Total	158	7

Figure 2-2 sets out a graphic summary of the quality scores obtained by the accepted literature elements, showing how scores ranged around a mean 40.8 points (over a maximum of 54) and a standard deviation around this mean of 4.2 points.

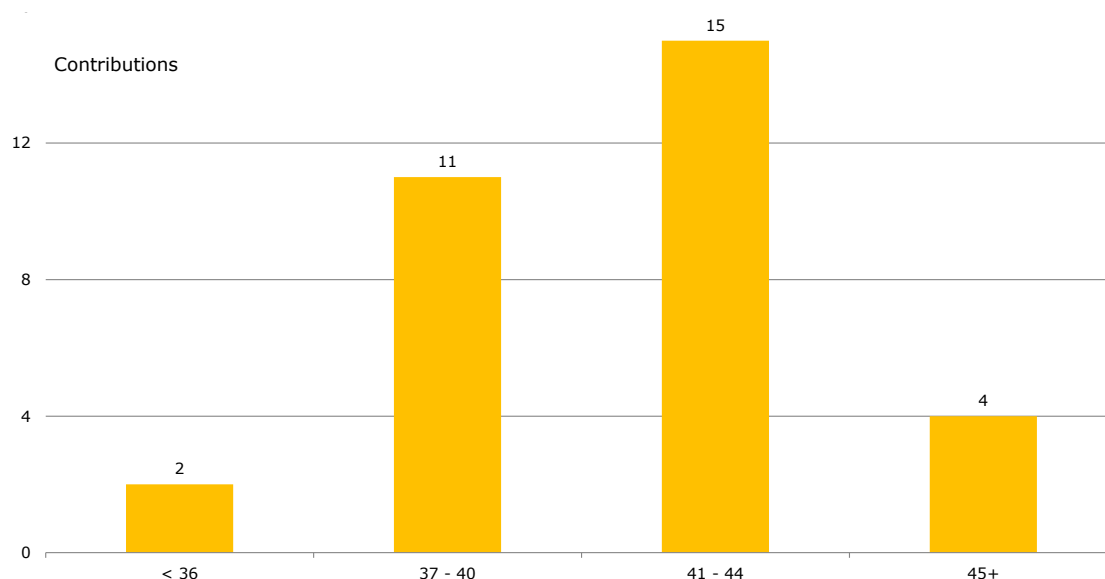


Figure 2-2 Distribution of quality scores across accepted literature elements

2.6 Other Sources of Information

A list of other sources of literature used in this review is set out in Table 2-11.

Table 2-11 Other sources of information

Information type	Details
Journals not cited in the databases	International Journal of Market Research ²⁸
Conference papers	MRS Conference Papers
Books	Brennan, R. Canning, L. & McDowell, R. (2007) Business-to-Business Marketing 2 nd Edition. AMS Advanced Marketing Series Deshpande, R. Editor (2001) Using Market Knowledge. Sage Publications Inc. Easterby-Smith, M. & Lyles, M.A. (2003) The Blackwell Handbook of Organizational Learning And Knowledge Management. Blackwell Publishing Ltd, Oxford McNeil, R. (2005) Business to Business Market Research. Kogan Page published in association with the Market Research Society Mouncey, P. & Wimmer, F. Eds (2007) Market Research Best Practice: 30 Visions for the Future. ESOMAR Nonaka, I. & Teece, D. Eds (2001) Managing Industrial Knowledge: Creation, Transfer and Utilization. Sage Publications
References	Other references as may be advised by members of the proposed panel of experts.

2.7 Data Extraction

Table 2-12 sets out a list of the fields relating to the information extracted from all the pieces of literature reviewed. Aligned with the recommendations of Tranfield et al.,

²⁸ Has a 2* Rating on current Cranfield School of Management Journal ranking (2011).

(2003), these fields were structured into a database for eventual analysis (quantitative) enabling the computation of descriptive statistics (as well as some initial meta-analysis) about the features of the body of the knowledge reviewed. This analysis is set out in Chapter 3. Individual extraction tables for each contribution reviewed are set out in Appendix B starting on page 153.

Table 2-12 Extracted data

Category	Field
Citation Information	Author
	Year
	Title
	Journal/Source
	Published Abstract
	Author Defined Key Words
Type of Study	Theoretical / Empirical / Systematic Review / Literature Review/Dissertation/Conference Paper/Book/other
Theoretical framework	Theories underpinning the contribution (e.g. dynamic capability/absorptive capacity, market based learning, other)
Context	Country (study location), sector, participating research respondents
Methodology (empirical papers only)	Evident ontological position (Realist, Nominalist)
	Approach: Positivist/Phenomenological
	Sampling approach
	Sample size/Response rate
	Data collection approach
	Other observations
Contribution	To research question and hypotheses
	Theoretical assumptions/models
	Research constructs
	Study limitations (disclosed/undisclosed)
	Generalizability (degree of results that might be generalised)
	Other relevant information
Key Findings	Relevant to factors influencing use of market research information (enablers/barriers)
	Relevant to process of use of market research
	Recommended future research?
	Other information
Text quality assessment	Refer to Ratings (Table 2-8)
Review observations	What are the authors trying to do in writing this?
	What are the authors saying that is relevant to what I want to find out?
	How convincing is what the authors are saying?
	What use can I make of this?
	Possible linkages to key concepts/findings etc. already reviewed
Overall contribution	Scale rating 0 – 4: 0 = no contribution, 4 = critical contribution
Other	Additional notes/observations

2.8 Synthesis

Selected literature “elements” were subject to an in-depth analysis involving thematic approaches intended to deconstruct studies into component parts, followed by the putting together of these different parts into a different arrangement (Denyer & Tranfield, 2006). This enabled at least a narrative synthesis of this literature leading to

a tentative answer about the known influences on the usage of market research information by users in customer organizations, as well as identifying what aspects of the review question remain unanswered.

In so doing, the synthesis process involved:

- aggregating information and issues intended to support a meta-analysis of the reported factors encouraging or hindering the use of market research information, drawing from factors (or antecedents), situations and mechanisms;
- integrating concepts and theories, helping extrapolation, at a hypothetical level, the influences impacting on the use of market research information;
- interpreting the different contributions (with due care exercised in dealing with the heterogeneity of sources) intended to explain how the different influences impact on the use of market research information, and
- explaining causal mechanisms that underpin the influences impacting on the use of market research information.

2.9 Conclusion

This section sets out a summary of the methodology adopted in this review, setting out the stages required for the identification of the pertinent pieces of literature, on which the analysis in Sections 3 and 4 is based. This section also sets out the key differences between a traditional literature review (that often features in published work) and a systematic literature review, which addresses a set of limitations that feature in traditional literature reviews, particularly as a result of the transparent and replicable process that is synonymous with systematic literature approaches.

This section also set out a description of the systematic review approach and process, including the setting up of an advisory panel of experts, a defined search strategy and relative search strings, the approaches undertaken for the identification of relevant records and their subsequent quality appraisal, as well as the process involved in the extraction of data and subsequent use for synthesis of evidence that is set out in Section

4 of this document. This synthesis is the result of a methodology chosen from a number of options, intended to best answer the research question posed in this review.

The next chapter features a brief descriptive account of the works appraised to develop this systematic review and answer the research question.

3 LITERATURE USED: A DESCRIPTIVE SUMMARY

A brief overview of the characteristics of the literature reviewed in this study is provided in this section. Here, a set of statistical and other quantitative inferences help in providing a picture of the body of knowledge to which I relate, setting the context for the thematic analysis I set out in Chapter 4.

This chapter starts by providing a picture about the tangible aspects of the body of knowledge used in this review, drawing on the publications' features as well as the key authors involved. The second part of this chapter looks at the more thematic and contextual aspects of the scholarly elements appraised, inferring on the observed methodologies and key themes featuring in this literature from a quantitative aspect.

3.1 Background Characteristics of the Studies Reviewed

The following sections deal with a statistical analysis of the key journals, authors, geographical contexts featuring in the literature reviewed, as well as an assessment of any historical trends.

3.1.1 Journals Covered by this Review

“Journal of Marketing”, followed by “International Journal of Marketing Research” accounted for almost one third of the contributions featuring in this review (Table 3-1). Except for 10 articles, all contributions were sourced from scholarly marketing journals, along with one marketing text book. Figure 3-1 shows how the articles featured in journals as rated by Cranfield School of Management. This analysis shows that over half of the articles featuring in this review (52%) appeared in journals rated as world-leading publications (4*) where articles are published only after a strong peer review processes with quality criteria typically relating to editorial novelty as well as scholarly contribution.

Table 3-1 Literature included in the review: Key journals

Journal	Incidence	Incidence%
Journal of Marketing	7	21.9%
International Journal of Market Research	3	9.4%
Journal of Marketing Research	3	9.4%
Journal of Business Research	2	6.3%
Journal of International Marketing	2	6.3%
Journal of Marketing Management	2	6.3%
Journal of Product Innovation Management	2	6.3%
Administrative Science Quarterly	1	3.1%
Advances in International Marketing	1	3.1%
International Business Review	1	3.1%
International Marketing Review	1	3.1%
Journal of Academy of Marketing Science	1	3.1%
Journal of Management Studies	1	3.1%
Journal of Strategic Marketing	1	3.1%
Journal of World Business	1	3.1%
Organization Science	1	3.1%
Research Policy	1	3.1%
(Other non journal)	1	3.1%

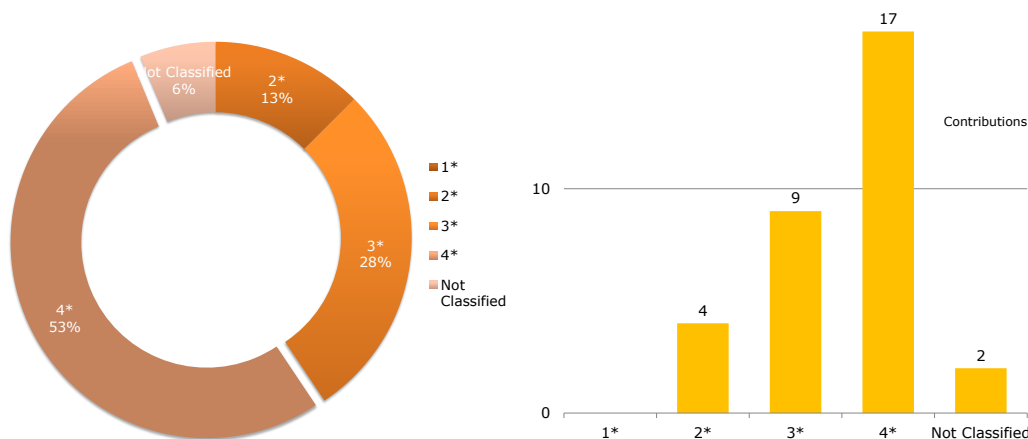


Figure 3-1 Journal rankings (according to Cranfield School of Management²⁹)

3.1.2 Historical Trends

A graphic representation of the “historical” trends featuring in the selected articles and reviewed in this study is set out in Figure 3-2, showing how articles are fairly equally distributed over five year periods starting from 1990 till 2010. Seven articles were published on or after 2005 – or at the same time that new concepts in marketing were developing, as exemplified by the co-creation of value concept in consumer and business markets, as well as the concept of value-in-use.

²⁹ Cranfield School of Management, 2011

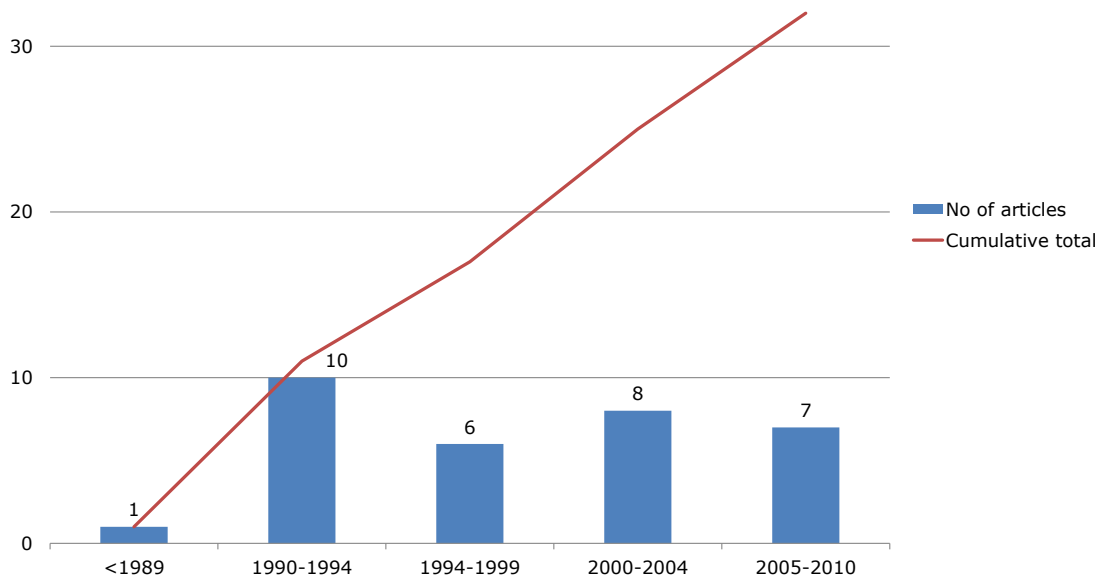


Figure 3-2 Year of publication: A distribution

3.1.3 Key Authors

Table 3-2 sets out a summary of the key authors featuring in the works reviewed in this study, where Diamantopoulos, A., Deshpandé, R., Maltz, E., Moorman, C., Zaltman, G. featured as the most often encountered authors of the articles reviewed. A summary of the earliest and latest works included, is also set out in the same table, showing that Deshpandé's work span over a period of 19 years, followed by those of Diamantopoulos, whose works span a period of 12 years.

Table 3-2 Summary of key authors

Author	Contributions in this study	Earliest work	Latest work
Diamantopoulos, A.	5	1990	2002
Deshpande, R.	4	1982	2001
Maltz, E.	3	1996	2006
Moorman, C.	3	1992	1995
Zaltman, G.	3	1992	2001
Olsen, S.O.	2	2003	2004
Ryals, L.	2	2005	2008
Sinkula, J.M.	2	1990	1994
Souchon, A.L.	2	1996	1996
Toften, K.	2	2003	2004

3.1.4 Type of Contribution

Of the 32 selected contributions, twenty one (65.6%) featured empirical work, followed by theoretical and practitioner contributions (3 articles each), conceptual and literature review works (2 articles each) and one systematic review study. A summary of the distribution of types of contributions is set out in Figure 3-3.

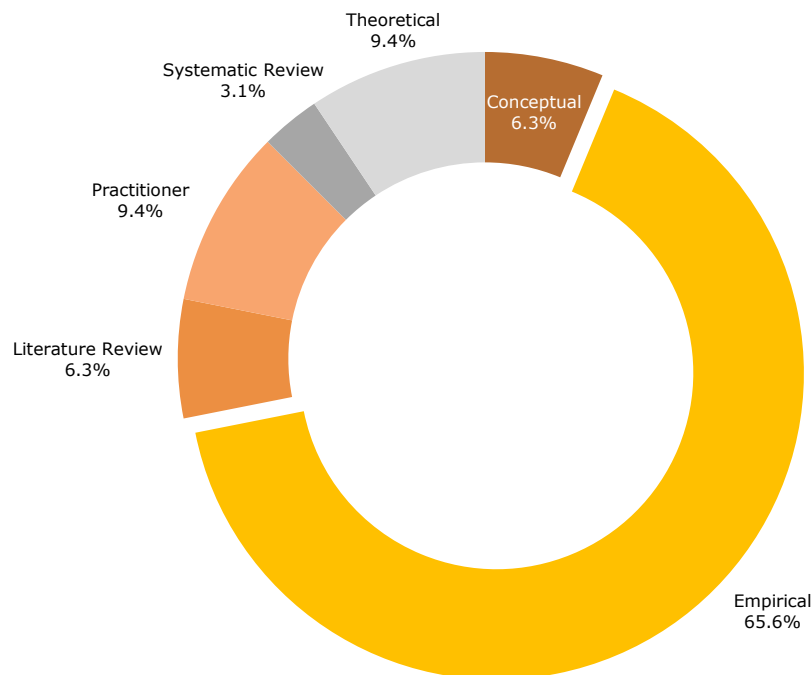


Figure 3-3 Types of contribution: Reviewed articles

3.1.5 Geographical & Industry Characteristics

Thirteen of the empirical works reviewed related to studies conducted in the USA, whilst a further three were conducted among UK based enterprises (Figure 3-4).

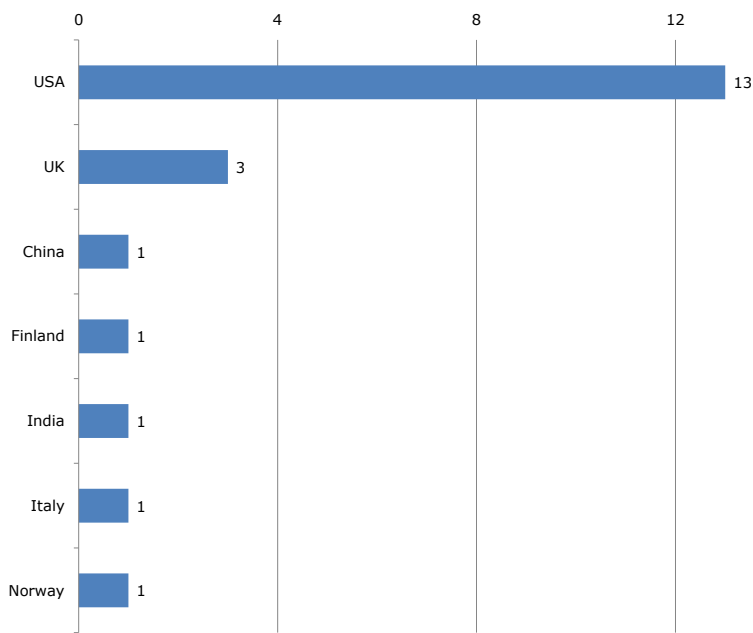


Figure 3-4 Geographic distribution of contributions' focus

This analysis shows that most of the studies were conducted in developed economies. It matches the geographic distribution of works evaluated in a systematic review study relating to the use of export market research information in 2004 (Leonidou & Theodosiou, 2004:17), where 19 studies out of 28 related to US based organizations, while a further 9 studies (among the total 28) related to European based enterprises.

Table 3-3 sets out a summary of the industry/context related to the empirical studies reviewed, showing no significant specific orientation towards any sector, except that out of the 21 studies, manufacturing featured in three studies as did high-tech products.

Table 3-3 Summary of industry/sector context of studies

	Count of Sector
All	8
Manufacturing	2
(Not disclosed)	2
Consumer goods manufacture	1
Consumer products & services	1
Design exporting	1
Fashion	1
High tech industrial equipment manufacturing	1
High-tech	1
High-tech manufacturing	1
Seafood	1
Software	1
Total	21

3.2 Descriptive Analysis of Studies Reviewed

In this section I review the philosophical and research characteristics featuring in the articles reviewed in this study. Here I relate to the contributions' methodologies and approaches, the processes of "use" studied, the unit of analysis and a summary of the factors, conditions and mechanisms on which the studies focus. This section provides a quantitative background to the thematic analysis set out in Chapter 5.

3.2.1 Methodologies Featuring in the Reviewed Studies

Nineteen (79.2%) of the empirical and practitioner articles reviewed featured a positivist approach (Table 3-4), of which, only one study featured mixed methods (quantitative and qualitative). Articles based on quantitative methods largely involved random (47.4%) or random (with snowball) (21.1%) approaches in sampling.

Table 3-4 Evident epistemology in empirical and practitioner articles reviewed

Approach	Mixed Methods	Qualitative	Quantitative	Total
Positivist	1		18	19
Social Constructionist		5		5
	1	5	18	24

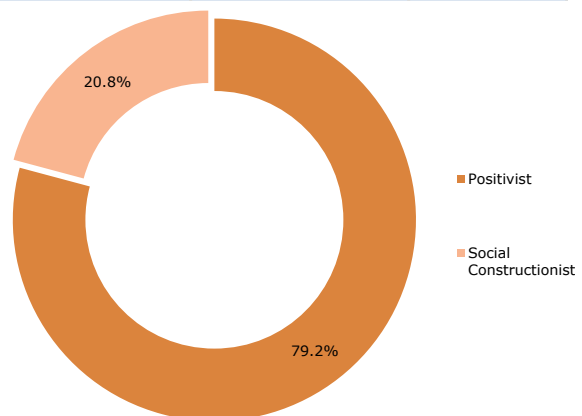


Table 3-5 Sampling approaches in quantitative articles reviewed

Sampling Approach	Studies
Random	8
Random/snowball	4
Panel data	1
Purposive	1
Purposive (voluntary participation)	1
Stratified Random	1
Not disclosed	2

A summary of the sampling and data gathering approaches observed in the empirical papers reviewed is set out in Table 3-6. Fifteen out of the nineteen quantitative articles involved mail survey, with response rates ranging from 18% (Diamantopoulos & Horncastle, 1997) to 74% (Maltz & Kohli, 1996). Sample sizes ranged from a minimum of n=33 (Diamantopoulos et al., 1990) to a maximum of n=788 (Maltz & Kohli, 1996).

All quantitative articles reviewed featured a non-response bias assessment intended to validate the findings. Multi-variate analysis featured in all nineteen quantitative papers, ranging from exploratory factor analysis and coefficient alpha estimation (as a means of determining the instrument reliability) to structural equation modelling.

Two of the five qualitative studies featured in-depth face-to-face interviews while the remaining three involved case study approaches. None of the qualitative papers reported any efforts for validation through peer researcher interpretation of the data collected.

Except for the study by Diamantopoulos et al. (1990), no comparative approaches relating to users against non-users of market research information were observed in the empirical papers. Real motivations and behavioural changes as result of application of market research information can only at best be observed when behaviours among users of market research information are contrasted against the behaviours prevailing among non-users when handling similar decisions.

Table 3-6 Reviewed articles – Method, sampling, response rates and data collection approach

		Method	Sampling Approach	Sample	Response Rate (%)	Data Collection Approach
Deshpandé, R.	1982	Quantitative	Not disclosed	n=92	37%	mail survey
Cohen, W. M.; Levinthal, D. A.	1990	Quantitative	Panel data	n=1719		Panel data
Diamantopoulos, A. et al.	1990	Quantitative	Purposive	n=33	41%	mail survey
Sinkula, J. M.	1990	Quantitative	Random	n=195	47%	mail survey
Moorman, C. et al	1992	Quantitative	Random/snowball	n=779	45%	mail survey
Moorman, C. et al	1993	Quantitative	Random/snowball	n=779	45%	mail survey
Moorman, C.	1995	Quantitative	Random	n = 92	31%	mail survey
Maltz, E.; Kohli, A. K.	1996	Quantitative	Random/snowball	n=788	74%	mail survey
Diamantopoulos, A.; Horncastle, S.	1997	Quantitative	Random	n=51	18%	mail survey
Low, G.; Mohr, J.	2001	Quantitative	Stratified Random	n=421	36%	mail survey
Maltz, E.; Souder, W. E.; Kumar, A.	2001	Quantitative	Random/snowball	n=718 (265 organizations)	68%	mail survey
Zaltman, G.; Deshpandé, R.	2001	Quantitative	Random	n=86 (users) and n=90 (researchers)	35% (users) & 61% (researchers)	mail survey
Diamantopoulos, A.; Sigauw, J. A.	2002	Quantitative	Random	n=71	25%	mail survey
Toften, K.; Olsen, S. O.	2004	Quantitative	Purposive (voluntary participation)	n=125	51%	mail survey
Maltz, E.; Menon, A.; Wilcox, J. B.	2006	Quantitative	Random	n=221	38%	mail survey
Citrin, A. V.; Lee, R. P.; McCullough, J.	2007	Quantitative	Not disclosed	n = 150	50%	a) pilot: f2f interview; b) field work: f2f interviews
Bierly III P. E.; Damanpour, F.; Santoro, M. D.	2009	Quantitative	Random	n = 180	41%	pilot f2f interviews followed by mail survey
Kim, N.; Atuahene-Gima, K.	2010	Quantitative	Random	n=157	31%	f2f interviews, survey
Kohli, A. K.; Jaworski, B. J.	1990	Qualitative	Purposive	n=62	NA	f2f in-depth interviews
Diamantopoulos, A.; Souchon, A. L.	1996	Qualitative	Convenience sample	n=12	NA	f2f interviews (t=30)
Wills, S.; Williams, P.	2004	Qualitative	NA	n=1	NA	Case study
Ryals, L.; Wilson, H. N.	2005	Qualitative	NA	n=3	NA	case studies (organizations)
Maklan, S.; Knox, S.; Ryals, L.	2008	Qualitative	NA	n=1	NA	Case Study
Cillo, P.; De Luca L. M.; Troilo, G.	2010	Mixed methods	Random	n = 30 (qualitative); n = 143 (quantitative)	41%	a) qualitative: f2f in-depth; b) quantitative mail survey

3.2.2 Management Decision Context

Table 3-7 sets out a summary of the empirical and practitioner studies, and, the key informant featuring in them, showing how most of the studies focused on one key informant in the organization (fifteen out of the nineteen positivist studies, and two out of the five social constructionist studies). Only four studies related to organizations – involving case study or panel data approaches.

Table 3-7 Summary of key informant featuring in the studies

Epistemology	Individual	Individuals in dyads	Multi-respondent	Organization	Total
Positivist	15	2	1	1	19
Social Constructionist	2			3	5
Total	17	2	1	4	24

Table 3-8 Summary of key informant versus decision context of study³⁰

Relevant decision level	Individual	Individuals in dyads	Multi-respondent	Organization	Total
Group	4	2	1	1	8
Group(?)	1				1
Individual	3				3
Organization	9			2	11
Total	17	2	1	3	23

Table 3-8 summarises the observed targeted informant in each of the empirical and practitioner studies against the level of decision studied, showing nine (52.9%) studies (out of the seventeen) that featured individuals as key informants studied organizational level decision contexts, whereas another four studies (also involving individuals as key informants) related to group level decisions. This observation also points at a relative weakness of the studies appraised, where organizational level processes are studied through the perceptions of individuals, captured at a single point in time when a phenomenon was evaluated.

A list of the studies and their relevant key informant and organizational context characteristics is set out in Table 3-9.

³⁰ One further study involved the use of panel data – bringing the total number of empirical studies to 24

Table 3-9 Studies reviewed – Informant targeted and study's context (sector, relevant country, decision and decision level)

Author		Informant	Sector	Relevant Country	Decision Context	Level of decision
Deshpandé, R.	1982	Individual	Consumer goods manufacture	USA	Use of market research information	Organization
Cohen, W. M.; Levinthal, D. A.	1990	Organization	Manufacturing	USA	New product development	
Diamantopoulos, A.; Schlegelmilch, B. B.; Allpress, C.	1990	Individual	Design exporting	Finland	Use of (export) market research information	Organization
Kohli, A. K.; Jaworski, B. J.	1990	Individual	All	USA	Strategic direction	Organization
Sinkula, J. M.	1990	Individual	Consumer products & services	USA	External market research information contracting & use	Group?
Moorman, C.; Zaltman, G.; Deshpandé, R.	1992	Individuals in dyads	All	USA	Use of market research information	Group
Moorman, C.; Deshpandé, R.; Zaltman, G.	1993	Individuals in dyads	All	USA	Use of market research information	Group
Moorman, C.	1995	Individual	ALL	USA	New product development	Organization
Diamantopoulos, A.; Souchon, A. L.	1996	Individual	All	UK	Export (ranging from short term tactical decisions to long-term strategic decisions)	Individual
Maltz, E.; Kohli, A. K.	1996	Individual	High tech industrial equipment manufacturing	USA	New product development	Group
Diamantopoulos, A.; Horncastle, S.	1997	Individual	NA	UK	Use of (export) market research information	Organization
Low, G.; Mohr, J.	2001	Individual	All	USA	Communications productivity measurement	Group
Maltz, E.; Souder, W. E.; Kumar, A.	2001	Multi-respondent	High-tech manufacturing	USA	New product development	Group
Zaltman, G.; Deshpandé, R.	2001	Individual	All	USA	Use of market research information	Individual
Diamantopoulos, A.; Siguaw, J. A.	2002	individual	NA	UK	Use of (export) market research information	Individual
Toften, K.; Olsen, S. O.	2004	Individual	Seafood	Norway	Export	Group
Wills, S.; Williams, P.	2004	Organization	Various	UK	Marketing	Organization
Ryals, L.; Wilson, H. N.	2005	Organization	Services	UK	Sales & marketing management	Group
Maltz, E.; Menon, A.; Wilcox, J. B.	2006	Individual	All	USA	Use of market research information	Group
Citrin, A. V.; Lee, R. P.; McCullough, J.	2007	individual	Software	India	New product development	Organization
Maklan, S.; Knox, S.; Ryals, L.	2008	Organization	On line betting	UK	Innovation/ New product development	Organization
Bierly III P. E.; Damanpour, F.; Santoro, M. D.	2009	Individual	High-tech	USA	New product development / Product enhancement, Process enhancement	Organization
Cillo, P.; De Luca L. M.; Troilo, G.	2010	Individual	Fashion	Italy	New product development	Organization
Kim, N.; Atuahene-Gima, K.	2010	Individual	Manufacturing	China	New product development	Organization

3.2.3 Processes Reported

Eighteen (56.3%) of the studies of the reviewed related to instrumental use of market research information (see Section 4.2.4, page 62 for a definition and discussion), while fourteen studies related to the conceptual use of market research information (43.8%). Only five contributions related to symbolic use of information (directly or indirectly) (15.6%).

Twelve studies dealt with instrumental and conceptual use of market research information concurrently. All studies dealing with symbolic use of market research information did so whilst related to conceptual and instrumental use.

Table 3-10 List of contributions and type of market research information “use” dealt (in chronological order)

		Conceptual use?	Instrumental use?	Symbolic use?
Deshpandé, R.	1982		Y	
Kohli, A. K.; Jaworski, B. J.	1990	Y (implied)	Y (implied)	
Sinkula, J. M.	1990		(Y)	
Menon, A.; Varadarajan, P. R.	1992	Y	Y	Y
Moorman, C.; Zaltman, G.; Deshpandé, R.	1992		Y	
Moorman, C.; Deshpandé, R.; Zaltman, G.	1993		Y	
Moorman, C.	1995	Y	Y	
Diamantopoulos, A.; Souchon, A. L.	1996	Y	Y	Y
Maltz, E.; Kohli, A. K.	1996	Y	Y	
Souchon, A. L.; Diamantopoulos, A.	1996	Y	Y	Y
Diamantopoulos, A.; Horncastle, S.	1997	Y		
Low, G.; Mohr, J.	2001		Y	
Maltz, E.; Souder, W. E.; Kumar, A.	2001	Y	Y	
Zaltman, G.; Deshpandé, R.	2001	Y		
Diamantopoulos, A.; Siguaw, J. A.	2002		Y	
Toften, K.; Olsen, S. O.	2003	Y	Y	Y
Toften, K.; Olsen, S. O.	2004	Y	Y	Y
Wills, S.; Williams, P.	2004	(Y)	Y	
Ryals, L.; Wilson, H. N.	2005	(Y)	Y	
Maltz, E.; Menon, A.; Wilcox, J. B.	2006	Y	Y	
Total		14	18	5

From a separate angle and applying the phases of a usage process as proposed by Baker & Sinkula (1999)³¹, sixteen studies (50.0%) consider the acquisition phase of market research information “usage” process, while a further study focuses specifically on this step. Seven studies (21.9%) look at the dissemination step within the entire market research information use process, while another four (12.5%) focus specifically on this step. Six (18.8%) studies consider the interpretation phase of the process, as do six

³¹ A process of use of market information comprising four sequential phases: acquisition, distribution, interpretation and exploitation/memory.

studies in respect with the exploitation of market research information. Nine studies focus on the interpretation phase of the “usage” process whilst nine studies (28.1%) while eight studies (25.0%) focus on the exploitation stages of the process. Table 3-11 lists these studies and the phases of the market information process usage studied, either as a focus of the contribution, or appraised with other phases within the same process.

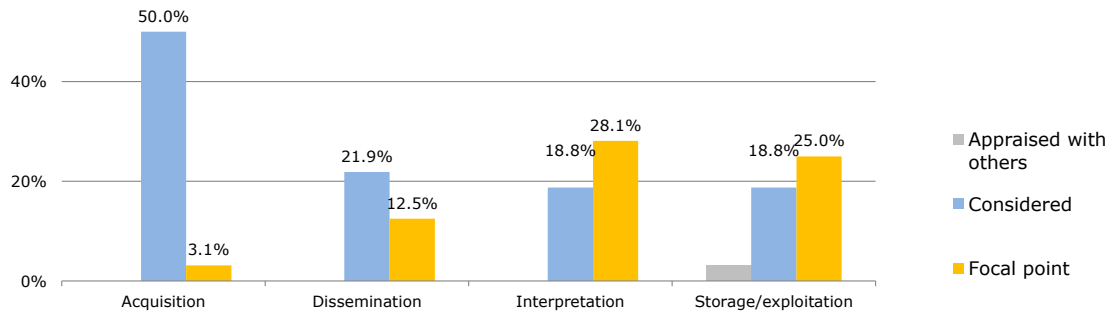


Figure 3-5 Phases of process featuring in literature

Table 3-11 List of contributions and phases of process featuring

		Acquisition	Dissemination	Interpretation	Application / Storage
Deshpandé, R.	1982		C	C	F
Cohen, W. M.; Levinthal, D. A.	1990				
Diamantopoulos, A.; Schlegelmilch, B. B.; Allpress, C.	1990	C			F
Kohli, A. K.; Jaworski, B. J.	1990				
Sinkula, J. M.	1990	C	C	C	
Glazer, R.	1991				
Huber, G. P.	1991				
Menon, A.; Varadarajan, P. R.	1992	C	F	F	
Moorman, C.; Zaltman, G.; Deshpandé, R.	1992	C		F	C
Moorman, C.; Deshpandé, R.; Zaltman, G.	1993	C		F	C
Sinkula, J. M.	1994				
Moorman, C.	1995	F	F	F	
Slater, S. F.; Narver, J. C.	1995				
Diamantopoulos, A.; Souchon, A. L.	1996	C		F	F
Maltz, E.; Kohli, A. K.	1996		F	F	
Souchon, A. L.; Diamantopoulos, A.	1996	C			F
Diamantopoulos, A.; Horncastle, S.	1997	C			F
Low, G.; Mohr, J.	2001				F
Maltz, E.; Souder, W. E.; Kumar, A.	2001		C	C	C
Zaltman, G.; Deshpandé, R.	2001	C		F	F
Diamantopoulos, A.; Siguaw, J. A.	2002	C	C	F	F
Toften, K.; Olsen, S. O.	2003	C	C	C	C
Leonidou, L. C.; Theodosiou, M.	2004	C	C		C
Toften, K.; Olsen, S. O.	2004	C			C
Wills, S.; Williams, P.	2004	C	F	C	
Ryals, L.; Wilson, H. N.	2005	C		C	
Maltz, E.; Menon, A.; Wilcox, J. B.	2006	C	C	F	C
Key:		C	Considered with others		
		F	Focal point		

3.3 Conclusions to this Section

This descriptive analysis shows the characteristics of the contributions appraised in this systematic review. It sets out the background features of the elements used in this review, showing how over half of the contributions used in this review were published in world-leading journals, most of which target academics in marketing, with key authors including Diamantopoulos, Deshpandé, and a number of other contributors that are highly cited in the literature reviewed, as exemplified by Moorman and Zaltman.

Almost two thirds of the articles reviewed featured empirical studies, largely focusing on organizations in developed economies like the USA and UK, although no specific bias towards any one industry is apparent. Among these empirical works, 79.2% feature a positivist epistemology, with almost all of them featuring just a quantitative approach, often relying on random sampling approaches, mail-survey data collection and subsequent multivariate analysis.

Instrumental use³² of market information featured most often as the focus of the study, followed by conceptual use³³. It is very likely that because symbolic use bears negative behavioural meanings, researchers found this phenomenon challenging to investigate, particularly if mail-survey methods had to be relied on. From a processual point of view, half of the studies considered the acquisition of market research information as part of the process, whereas the dissemination or the application of market research information featured in just under half of the studies.

With all studies relating to a phenomenon that involves a process (such as the use of market research information) in which the entire organization is likely to participate, it is striking to note that most of the appraised contributions focused on *individuals* as unit of analysis, relying on single informant approaches. This is a key weakness in these studies, where scholars attempt to build a picture about a process relying on shards of information that is extracted from informants' self-reported behaviours or perceptions about past experiences.

³² Defined in Section 4.2.4, page 62

³³ Defined in Section 4.2.4, page 62

4 THEMATIC FINDINGS

This chapter deals with the findings featuring in the literature reviewed, answering the review question from three different yet complementing angles.

Firstly, it looks at what are the characteristics of the process of use of market research information. Here the phases involved in the process starting from the time market research information reaches the users' domain are explored. Definitions of "use" as stated by different scholars are compared, as are the types of behaviours that characterise "use".

Secondly, the chapter looks at the influences impacting on the use of market research information, distinguishing between conditions, factors and mechanisms that influence the behaviours that arise as soon as market research information enters the users' domain. Here this section attempts to identify specific influences that affect users' behaviour in the different stages of the usage process.

Finally, this chapter looks at the barriers leading to the avoidance or non-use of market research information.

A set of conclusions are drawn from the above observations, assessing to what extent the research question is answered.

4.1 Defining "Use"

Three main definitions for "use" feature in the literature reviewed:

- "the extent to which a report is used directly to guide behaviour and make decisions" [Menon & Varadarajan (1992:54) after John & Martin, 1984:173)];
- "the extent to which information leads to the reduction in uncertainty in decision makers" [Menon & Varadarajan (1992:54) after Patton, 1978:50];

- “the specific changes in three psychological areas – behavioural, cognitive and affective” [Menon & Varadarajan (1992:54) after Anderson, Ciarlo & Brodie, 1981:100]

Anderson et al.’s (1981) definition aligns well with Huber (1991:89) who draws from organizational learning theory to state that “an entity learns if, through its processing of information, the range of potential behaviours is changed”. By contrast, in proposing his market based learning view, Sinkula (1994) avoids “use” in his conceptual work relating to the “processing” of market information, a term that he defines as encompassing the “acquisition, interpretation and storage of market information” (Sinkula, 1994:43). This notion is narrow and leaves out the changes in behaviours as a consequence of this processing.

These definitions relate to the *outcomes* of information use. John & Martin’s (1984) definition relates specifically to the use of a market research report to *guide behaviour and decisions*, whereas that by Patton (1978) relates to the use of market research information to *reduce uncertainty*. The definition by Anderson et al. (1981) also draws from market research information, only that the effects are noted as *changes in psychological states*. This typology of use *outcomes* contrasts against the *behaviour of users* involved in the application of market information as stated by Beyer & Trice (1982), called instrumental, conceptual and symbolic *use* of market research information. These use behaviours are discussed in Section 4.2.4 (page 62).

Table 4-1 sets out a summary of how the papers reviewed align themselves with these definitions, whether explicitly stated or implicit in the approach. This summary shows that twenty three works (71.9%) align themselves (explicitly or implicitly) with the John & Martin’s (1984) definition, whereas another twelve (37.5%) align themselves with the Anderson et al. (1981) definition. Three works did not align themselves with any particular definition as these related to a review of works, whilst a fourth one (Toften & Olsen, 2004) investigated all three forms of use.

The view adopted in this review is that of situating market research information *use* as those steps preceding learning and the translation of such into knowledge, aligning with the definition of John & Martin (1984) and with most of the works reviewed in this

study. The character and source of such information is also linked with the related type of decision. An evaluation of marketing strategies and past performance is typically dependent on the use of internally generated sales and profit data (as well as data from external syndicate sources), whereas customized market research reports typically support future oriented decisions like market or product developments or improvements (Low & Mohr, 2001:71).

Table 4-1 Literature elements' alignment with consequences of use perspectives (chronological order)

Authors		<i>Behaviour guidance and decision making (after John & Martin 1984)</i>	<i>Uncertainty reduction (after Patton, 1978)</i>	<i>Changes in psychological areas - behavioural, cognitive & affective (after Anderson et al (1981))</i>
Deshpandé	1982	E		
Sinkula	1990	I		
Diamantopoulos, Schlegelmilch & Allpress	1990		E	
Kohli, & Jaworski	1990	I		
Cohen & Levinthal	1990	Not evident	Not evident	Not evident
Glazer	1991			I
Huber	1991			I
Menon & Varadarajan	1992			E
Moorman, Zaltman & Deshpandé	1992	E		
Moorman, Deshpandé & Zaltman	1993	E		I
Sinkula	1994	I (in "younger" organizations)	I (in "older" organizations)	I (depends on environmental conditions)
Moorman	1995	E		
Slater & Narver	1995			I
Maltz & Kohli	1996			E
Diamantopoulos & Souchon	1996		E	
Souchon & Diamantopoulos	1996	E	E	E
Diamantopoulos & Horncastle	1997	E		
Low & Mohr	2001	E		
Maltz, Souder & Kumar	2001			E
Zaltman & Deshpandé	2001	E		
Diamantopoulos & Siguaw	2002	E		
Toften & Olsen	2003	E	E	E
Toften & Olsen	2004	E	E	E
Wills & Williams	2004	I		
Leonidou & Theodosiou	2004	I		
Ryals & Wilson	2005	I		
Maltz, Menon & Wilcox	2006	E		
Citrin, Lee & McCullough	2007	E		
Maklan, Knox & Ryals	2008	i		
Bierly III, Damanpour & Santoro	2009	I		
Cillo, De Luca & Troilo	2010	E		
Kim, & Atuahene-Gima	2010	I		
Totals	E (explicitly stated)	15	6	7
	I (implicit)	8	1	5
	Overall	23	7	12

4.2 The Processing of Market Research Information

Literature generally tends to look at the process of use as involving a series of sequential phases, aligning with organizational learning theory or market orientation theory or information processing theory (summarised in Table 4-2).

Table 4-2 Contributions reviewed in chronological order: Theories featuring (explicitly stated or implied)

		Organizational Learning	Market Orientation	Marketing Process	Inter-Organizational Relationships	Organizational Structures	Organizational Culture	Organizational Decision Making	Information Processing	Interpersonal Relationships	Information Processing	Absorptive Capacity	Knowledge Management
Deshpandé, R.	1982	Y											
Sinkula, J. M.	1990	Y	Y						Y				
Kohli, A. K.; Jaworski, B. J.	1990		Y										
Diamantopoulos, A.; Schlegelmilch, B. B.; Allpress, C.	1990			Y									
Cohen, W. M.; Levinthal, D. A.	1990											Y	
Huber, G. P.	1991	Y											
Glazer, R.	1991					Y							Y
Moorman, C.; Zaltman, G.; Deshpandé, R.	1992		Y		Y				Y				
Moorman, C.; Deshpandé, R.; Zaltman, G.	1993				Y	Y				Y			
Sinkula, J. M.	1994	Y											
Moorman, C.	1995	Y					Y		Y				
Slater, S. F.; Narver, J. C.	1995	Y											
Maltz, E.; Kohli, A. K.	1996		Y						Y				
Souchon, A. L.; Diamantopoulos, A.	1996			Y									
Diamantopoulos, A.; Souchon, A. L.	1996								Y				
Diamantopoulos, A.; Horncastle, S.	1997			Y									
Low, G.; Mohr, J.	2001		Y					Y					
Zaltman, G.; Deshpandé, R.	2001		Y						Y				
Maltz, E.; Souder, W. E.; Kumar, A.	2001												
Diamantopoulos, A.; Siguaw, J.	2002			Y									
Toften, K.; Olsen, S. O.	2003	Y							Y				Y
Wills, S.; Williams, P.	2004		Y										
Toften, K.; Olsen, S. O.	2004								Y				
Leonidou, L. C.; Theodosiou, M.	2004												
Ryals, L.; Wilson, H. N.	2005										Y		
Maltz, E.; Menon, A.; Wilcox, J. B.	2006		Y				Y	Y					
Citrin, A. V.; Lee, R. P.; McCullough, J.	2007								Y				
Maklan, S.; Knox, S.; Ryals, L.	2008		Y										
Bierly III P. E.; Damanpour, F.; Santoro, M. D.	2009											Y	Y
Cillo, P.; De Luca L. M.; Troilo, G.	2010	Y											
Kim, N.; Atuahene-Gima, K.	2010	Y											
Totals		9	9	4	2	2	2	2	9	1	1	2	3

The nine contributions aligning with organizational learning tend to distinguish market information processing approaches between backward and forward looking, as is the

case of Cillo, De Luca, & Troilo (2010) who distinguish between *retrospective* (or backward oriented³⁴) and *proactive* (forward oriented³⁵) approaches. These notions remind us of Daft & Weick (1984) who distinguish between *exploratory*³⁶ and *enacting*³⁷ information processing. These views are also consistent with Zollo & Winter's (2002:343) four phase cycle of knowledge evolution (or dynamic capability development) where:

- *retrospective, exploratory learning* fits in the first two phases of the cycle (generative variation and internal selection of information obtained from organizational externalities), and
- *proactive, enacting learning* fits in the third (replication³⁸) and fourth (retention³⁹) phases of the cycle (replication and retention of knowledge).

Four key themes emerge from the literature that relates to the sequence of phases in processing market research information (summarised in Table 4-3), generally consistent with the process proposed by Baker & Sinkula (1999). Here, the process initiates with the acquisition of information (or market research information) that is followed by the assimilation (and evaluation) of such information. If information is accepted at this stage, it is transformed (or translated into a comprehensible message) and disseminated among different users within the organization for application in their decision making.

³⁴ Where organizations assume that they can act in an “environment that is path dependent and cannot be shaped, and learning involves finding the correct knowledge of the market to design the best set of actions to prosper in it”

³⁵ Where organizations aim at “generating new forms of market, which implies imagining multiple realities and multiple ways of prospering in it”.

³⁶ “discovery mode – where boundaries are assumed, dissemination/interpretation rely on formalized processes and overall approach intended to identify new potential types of actions”

³⁷ where “actual boundaries” are not assumed with dissemination/interpretation involving less formalization

³⁸ where knowledge is shared, transferred and applied in problem solving

³⁹ where knowledge is enacted and translated into new routines.

Table 4-3 Process phases featuring (or implied) in works reviewed (in chronological order)

Author		Phases implied/explicit			
		"Generation / Acquisition"	"Dissemination"	"Application"	"Storage"
Deshpandé, R.	1982		Dissemination	Use	
Diamantopoulos, A.; Schlegelmilch, B. B.; Allpress, C.	1990	Acquisition		Use	
Kohli, A. K.; Jaworski, B. J.	1990	Intelligence generation	Intelligence dissemination ("even sold on occasions")	Response	
Cohen, W. M.; Levinthal, D. A.	1990	Recognize value	Assimilate	Apply	
Huber, G. P.	1991	Information acquisition	Information distribution	Information interpretation	Organizational memory
Menon, A.; Varadarajan, P. R.	1992	Acquisition	Dissemination	Use	
Moorman, C.; Zaltman, G.; Deshpandé, R.	1992	Intelligence acquisition		Intelligence use	
Moorman, C.; Deshpandé, R.; Zaltman, G.	1993	Intelligence acquisition		Intelligence use	
Sinkula, J. M.	1994	Acquisition	Distribution	Interpretation	Storage
Moorman, C.	1995	Acquisition	Transmission	Use (conceptual & instrumental)	
Slater, S. F.; Narver, J. C.	1995	(Cites Sinkula 1994)			
Diamantopoulos, A.; Souchon, A. L.	1996	Acquisition	Interpretation / evaluation/correction (if from external suppliers)	(Storage)/Use/non-use	
Souchon, A. L.; Diamantopoulos, A.	1996	Acquisition		Use	
Diamantopoulos, A.; Horncastle, S.	1997			Use	
Diamantopoulos, A.; Siguaw, J. A.	2002	Acquisition	Evaluation	Use	
Toften, K.; Olsen, S. O.	2003	Generation	Dissemination	Interpretation	Use
Wills, S.; Williams, P.	2004	Acquisition	Transformation/Integration/Dissemination	Use	
Leonidou, L. C.; Theodosiou, M.	2004	Information determination	Information acquisition	Information dissemination	Information utilization
Maltz, E.; Menon, A.; Wilcox, J. B.	2006	Acquisition	Dissemination	Use	
Cillo, P.; De Luca L. M.; Troilo, G.	2010	Generation	Dissemination	Use	

One further observation is about how works align themselves with use outcomes typologies and their drawing from the key organizational theories. Studies aligning with any of the outcomes' view⁴⁰ do not seem to concentrate on any of the three major theories (Figure 4-1, page 57), suggesting that works' orientation is spread and fragmented from a theoretical perspective.

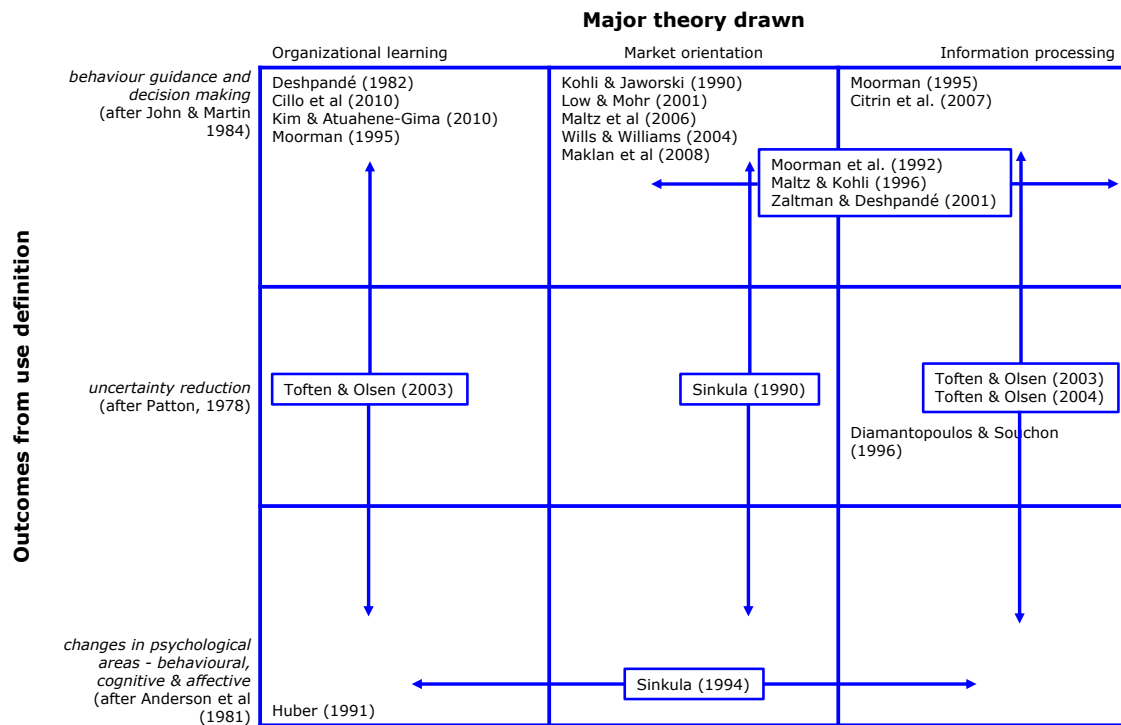


Figure 4-1 Comparison of works: Major theory drawn from versus applied definition of *use outcomes*

4.2.1 Information Acquisition

Seventeen of the contributions reviewed relate to this step, where user organizations engage in collecting of information from a range of sources or methods (Table 4-4 below). Here, authors mention different approaches, exemplified by “formal market research surveys, competitive intelligence activities or customer satisfaction studies; through informal collection of information from salespeople who interact with customers; or from competitors who share information at industry meetings”

⁴⁰ whether behaviour guidance and decision making view (as stated by John & Martin, 1984), or uncertainty reduction view (as stated by Patton, 1978) or changes in psychological areas as stated by Andersen et al (1981) (see Section 4.1)

(Moorman, 1995: 319). A level of consensus is apparent between the views drawing from organizational learning theory (seven works out of a total of nine that relate to organizational learning theory) and market orientation theory (five studies out of a total of nine).

This stage is also marked by direction and intensity of information flow (Moorman, 1995) matching the notions of consumer learning theories like *attention* (Bettman 1979; Kahneman 1973) or *awareness* (Rogers, 1983). Information acquisition is about the generation of information and intelligence (Kohli & Jaworski, 1990) after a phase of information search (Weiss & Heide, 1993⁴¹).

Table 4-4 Summary of studies considering the different phases of market research information processing in organizations (in chronological order)

		Acquisition	Dissemination	Interpretation	Exploitation / Storage
Deshpandé, R.	1982		C	C	F
Sinkula, J. M.	1990	C	C	C	
Diamantopoulos, A.; Schlegelmilch, B. B.; Allpress, C.	1990	C			F
Menon, A.; Varadarajan, P. R.	1992	C	F	F	
Moorman, C.; Zaltman, G.; Deshpandé, R.	1992	C		F	C
Moorman, C.; Deshpandé, R.; Zaltman, G.	1993	C		F	C
Moorman, C.	1995	F	F	F	
Diamantopoulos, A.; Souchon, A. L.	1996	C		F	F
Souchon, A. L.; Diamantopoulos, A.	1996	C			F
Maltz, E.; Kohli, A. K.	1996		F	F	
Diamantopoulos, A.; Horncastle, S.	1997	C			F
Zaltman, G.; Deshpandé, R.	2001	C		F	F
Maltz, E.; Souder, W. E.; Kumar, A.	2001		C	C	C
Low, G.; Mohr, J.	2001				F
Diamantopoulos, A.; Siguaw, J. A.	2002	C	C	F	F
Toften, K.; Olsen, S. O.	2003	C	C	C	C
Wills, S.; Williams, P.	2004	C	F	C	
Leonidou, L. C.; Theodosiou, M.	2004	C	C		C
Toften, K.; Olsen, S. O.	2004	C			C
Ryals, L.; Wilson, H. N.	2005	C		C	
Maltz, E.; Menon, A.; Wilcox, J. B.	2006	C	C	F	C
Totals	Considered	C	16	7	6
	Focus of study	F	1	4	9

Literature divides this phase into three distinct yet parallel sub-processes: market research (projects), market assistance and market intelligence. Market research (projects) are distinct in terms of systematic and formalized approaches (Souchon &

⁴¹ Cited in Moorman (1995:320)

Diamantopoulos, 1996), contrasting against the typically formal but less systematic market assistance provided by agencies. Market intelligence is the least formal and systematic, involving contact with customers, distributors and competitors, apart from other activities (Souchon & Diamantopoulos, 1996).

Four key themes feature as influencing aspects on this phase. Organizational context appears to be a strong motivator for organizations to prefer one approach over the other – with smaller firms often resorting to market intelligence as resources constrain the access to market research information. Experience in markets even in the case of larger and better-resourced organizations is another motivator (Souchon & Diamantopoulos, 1996).

Availability of information (or the capability for research providers to generate and delivered the required information) as well as a recognized need by users for such information is a further motivator for users to turn to market research information. Goldstein and Zack (1989 – cited in Souchon and Diamantopoulos 1996:59) propose that the amount of market information collated is positively related to the extent of its use. Yet, this relationship is observed only to a certain limit, as Sinkula (1994) reports on information overload, which in turn stimulates users to move away from relying on market information or use market information effectively in reaching marketing decisions.

The process of acquisition is closely linked with a decision about what information should be acquired – a step that in a rational process precedes acquisition. Here, Leonidou & Theodosiou (2004) report situation-specific conditions that influence a user's choice of market information – including availability, cost-versus-benefit considerations, timeliness, the uncertainty surrounding the marketing decision as well as the perceived cost-of-error (or the consequences of a wrong decision made without sufficient information).

4.2.2 Information Assimilation

Before it can be exploited, market information sourced from external market research firms is subject to interpretation and evaluation – and is particularly relevant before

information finds itself applied in an instrumental⁴² way (Diamantopoulos & Souchon, 1996). Here only two works relate to this phase directly. Menon & Varadarajan (1992) state that evaluation is the users' assessment of research in terms of its perceived quality. This is a process that is subjective as users' perception of accuracy and reliability of information featuring in a specific piece of market research information will be shaped by the users' experience, goals or personal preferences.

Diamantopoulos & Souchon (1996) look at assimilation as the stage where executives "challenge the hell out of it, analyse it down and correct it. He [market researcher] will agree with the correction if we have data" (Diamantopoulos & Souchon 1996:128). Moorman et al. (1993) however, find no evidence for occurrence when internally generated market information is used, suggesting either the influence of trust in the research services provider or a level of previous acquaintance with the process and characteristics of internally conducted research.

When information has no immediate use for a specific problem, organizations *extract* the important parts of any market information received⁴³ and save in a knowledge databank for subsequent recall and use (Diamantopoulos & Souchon, 1996). Here, information is often housed "for the sake of possessing up-to-date information for future decisions" (ibid: 129-130) and reminds us about organizational memory (Walsh & Ungson, 1991:63-64).

4.2.3 Information Transformation & Dissemination

With market research information typically finding its way among a number of users across the client organization, it is surprising to note only eleven studies related to this step (Table 4-4). A market oriented firm is one where market oriented responses call for coordinated organization-wide efforts (Kohli & Jaworski, 1990). Organization-wide responses, in turn, are reliant on information that is accessible by all parts of the organization, justifying the importance of effective dissemination of any intelligence

⁴² Dealt with in Section 4.2.4, page 53

⁴³ as might be the case of periodical reports commissioned to research agencies, syndicate reports, continued contact with customers or "free flowing" market information from "sister" firms in the same global/multinational organization

across the organization (Kohli & Jaworski, 1990; Menon & Varadarajan, 1992). Despite this notion, only four studies out of the nine that invoke market orientation theory, relate to this step explicitly.

As this phase is entirely dependent on internal organizational aspects, it is unsurprising how the few studies relating to this area point at the impact of organizational structure and design on the communication process and the participants involved. Deshpandé (1982) observes how organizational centralization and formalization impact on how executives participate in the use process, communicating aspects of the research findings or indeed applying such information in their decisions. Here, decentralized organizations are likely to feature better use of market research information and higher participation of executives in different roles, contrasting against what happens in bureaucratic organizations, where senior management would involve subordinates to extract the key pieces of information on which decisions are subsequently based.

On this point, Wills & Williams (2004) argue that in today's market realities where organizations rely on increasingly wide and sophisticated information sources, it is all the more important that customer insight⁴⁴ is managed "like any strategic asset", that "is not just generated, but that it is *communicated* and actioned" (ibid:398; italics added by author). Communication here is singled out, argued to rely on resource, skills, organization and planning, pointing at the impact that structures and processes have on the effectiveness of information dissemination as well as the entire customer insight process.

Moorman (1995) looks at dissemination as a function of the organization's culture, distinguishing between formal and informal information sharing, between different types of information flow (top-bottom, bottom-up, and horizontal) as well as organization wide or limited to clans.

⁴⁴ See 1.2, page 6.

4.2.4 Information Application

Fourteen of the reviewed studies relate directly to the use of information (Table 4-4, page 58), each drawing from wide and varied disciplines that include social science research (after Beyer & Trice, 1982), organizational learning (after Weick, 1995) and marketing (like Moorman et al., 1993; Sinkula, 1990) among others. In all cases, information utilization features as a multidimensional construct, with authors (Deshpandé, 1982; Menon & Varadarajan, 1992; Sinkula, 1994; Zaltman & Deshpandé, 2001) generally aligning with the model introduced by Beyer & Trice (1982) (after Pelz, 1978) on the behaviours involved in the application of market research information. This typology is distinct from the outcomes approach discussed in Section 4.1 (page 51).

Beyer & Trice (1982) state three types of use behaviours:

1. **Instrumental** use as involving action on research results in specific direct ways. Moorman (1995) expands this definition by observing that instrumental utilization processes “entailing the design and implementation of marketing actions that influence external constituencies” (ibid:322) through three sub-processes: making, implementing and evaluating marketing decisions. Maltz & Kohli (1996) emphasise that instrumental use is about knowledge used “to solve a particular problem or make a particular decision” (ibid:48), as do Diamantopoulos & Souchon (1996:119-120) who add that instrumental use is related to an “*immediately* exploitable opportunity” (italics by author, ibid:128). The latter potentially points at the time relevance of information that is directed to instrumental use. Timeliness is a key aspect of instrumental utilization, featuring intensified information processes and related to effective new product performance (Moorman, 1995).
2. **Conceptual** use as “involving the use of results for general enlightenment; results influence actions, but in less specific, more indirect ways than in instrumental use” (Beyer & Trice, 1982:598). Maltz & Kohli (1996:48) interpret this definition by pointing at the use of “knowledge that changes the thinking processes without leading to relatively immediate concrete action”, while Moorman (1995:320)

argues that this “indirect use of information in strategy-related actions” involves behaviours influenced by commitment to the information and information processes through which information is rendered meaningful – or sense-making through interpretation (Huber, 1991). Diamantopoulos & Souchon (1996:120) align with these interpretations, claiming that conceptual use “influence a policy-maker’s thinking about an issue without putting information to any specific, documentable use”. Diamantopoulos & Souchon (1996:129) further this definition by observing that executives may not have the occasion for use immediately upon consumption of market information, particularly if market information flows from “sister” firms within the same global organization, lacking specificity to a specific issue. Here, organizations tend to keep the important parts extracted from any market information received in databases, without “destroying anything... often for the sake of possessing up-to-date information for future decisions” (ibid: 129-130). Here, the time dimension acts as a key stimulus for conceptual use, demarcated with “extraction and storage” phases (Diamantopoulos & Souchon, 1996:129).

3. **Symbolic** use as that involving the use of “research results to legitimate and sustain predetermined positions, for example, substituting the action of the research process itself for other action, or using research results selectively or otherwise distorting them to justify actions taken for other reasons” (Beyer & Trice, 1982:600). Diamantopoulos & Souchon (1996:120) interpret this as distorting “the information so that it may support an opinion, justify a decision already made with retrospectively-acquired information, or simply pretend that he/she uses the information to keep the superiors/subordinates happy”.

Users’ may indeed seek market information after reaching a decision but before implementing (Diamantopoulos & Souchon, 1996:132). With information supporting or otherwise contradicting the validity of decisions, executives may opt for abandonment of implementation. Admitting that no executive interviewed in their study would confess the “distorting” of information so as to confirm decisions based on intuition, the same researchers observe that “distorting” of

information is difficult particularly when this relates to executives who exercise limited levels of discretion as may be the case of subsidiaries within a group.

The above definitions invoke considerations for discussion. Whereas instrumental and symbolic use are discernable (to a certain level), enabling performance (post-hoc) evaluation of decisions made (*verification* or *tracking*), conceptual use does not. Instrumental use aligns with the definition of knowledge use proffered by John & Martin (1984:173⁴⁵) who relate to “direct” implications on guiding behaviour and making decisions, whereas instrumental and conceptual use together align with the meaning of Patton’s (1978:50⁴⁵) definition of use and resulting reduction in uncertainty. All three types of use, however, result in behavioural (action-oriented⁴⁶), cognitive (knowledge-enhancing⁴⁷) and affective⁴⁸ changes, aligning with the definition proposed by Anderson, Ciarlo & Brodie (1981:100⁴⁵).

One point that Beyer & Trice (1982:596) make is that the adoption and implementation of information in decision making often does not feature a rational, ordered process (after March & Olsen, 1976; Beyer, 1981). Instead, there may be various “recyclings and truncations” (Beyer & Trice, 1982:596-597). Thus from a practical perspective, the distinction between conceptual and instrumental types of use may be somewhat superficial (Maltz & Kohli, 1996).

Whilst all three types of uses are not mutually exclusive, a single piece of market information (like a market research report) may feature in all three types of use – initially to address a specific problem and associated decisions (*instrumental*), then as background information about a separate problem arising after some time (*conceptual*), and finally as a means to justify other decisions that may or may not be related to the same piece of information (*symbolic*) (Souchon & Diamantopoulos 1996:55). Nonetheless, different types of information appear to justify different types of uses, as Souchon & Diamantopoulos (1996) propose.

⁴⁵ As cited in Menon & Varadarajan (1992:54)

⁴⁶ linked with instrumental and symbolic use

⁴⁷ linked with conceptual use

⁴⁸ Linked with satisfaction levels, confidence and trust as psychological states. Menon & Varadarajan (1992)

Use of information mediates the effects of information acquisition and transmission, reflected in new product performance (Moorman, 1995:329) and is influenced by the assessment/evaluation made by users (see Section 4.2.1). Menon & Vardarajan (1992) propose that a favourably evaluated market research information finds itself used in an instrumental way.

While conceptual and instrumental utilization also promote the timeliness⁴⁹ of new products, it is only conceptual use that has an impact on the creativity⁵⁰ of new products as managers engaged in the development of services or products evolve their mind-sets and ways of thinking to better accommodate market needs. Here, Diamantopoulos & Souchon (1996) disagree, observing that executives rely on instinct rather than conceptual use of market information in creating new products for export markets.

The level and quality of interaction with customers also influences conceptual use of market information (Maltz, Souder, & Kumar, 2001). Customer visits by R&D executives together with marketing executives promote the conceptual use of market information whereas visits conducted without the presence of marketing personnel tend to link with increased instrumental use of market information. Here, Maltz, Souder & Kumar (2001) see visits together with marketing contacts as a mechanism that reduces any inter-functional rivalry.

Symbolic use of market information may be the result of volatile market situations to which executives have to react in a timely fashion, often without affording time for market research information collation (Diamantopoulos & Souchon, 1996:134). An alternative explanation is the prevailing culture of organizations, particularly if reliant on non-domestic markets (Diamantopoulos & Souchon, 1996).

4.3 Impacts on the Process

In this section I set out the different conditions, factors and mechanisms that influence the use of market information in organizations, highlighting, where possible, such

⁴⁹ The “extent to which new products are introduced during environmental conditions that promote their success” (Fahey & Newey, 1986 as cited in Moorman, 1995)

⁵⁰ The “degree to which a new product is novel and its introduction changes marketing thinking and practice” (Andrews 1992; Wilton and Myers 1986; Zaltman, Heffring, and LeMasters 1983 as cited in Moorman, 1995)

aspects that impact on the different phases of market research information processing set out in Section 4.2. Figure 4-2 sets out a graphic representation of the framework that I follow in this section.

Conditions are situations, circumstances or states that influence or determine the manner characterising the use of market research information. I distinguish these from factors, which I consider as antecedents, leading to or hindering the use of market information. I also distinguish conditions from mechanisms, where mechanisms are processes that influence how organizations or individuals transform market information into action.

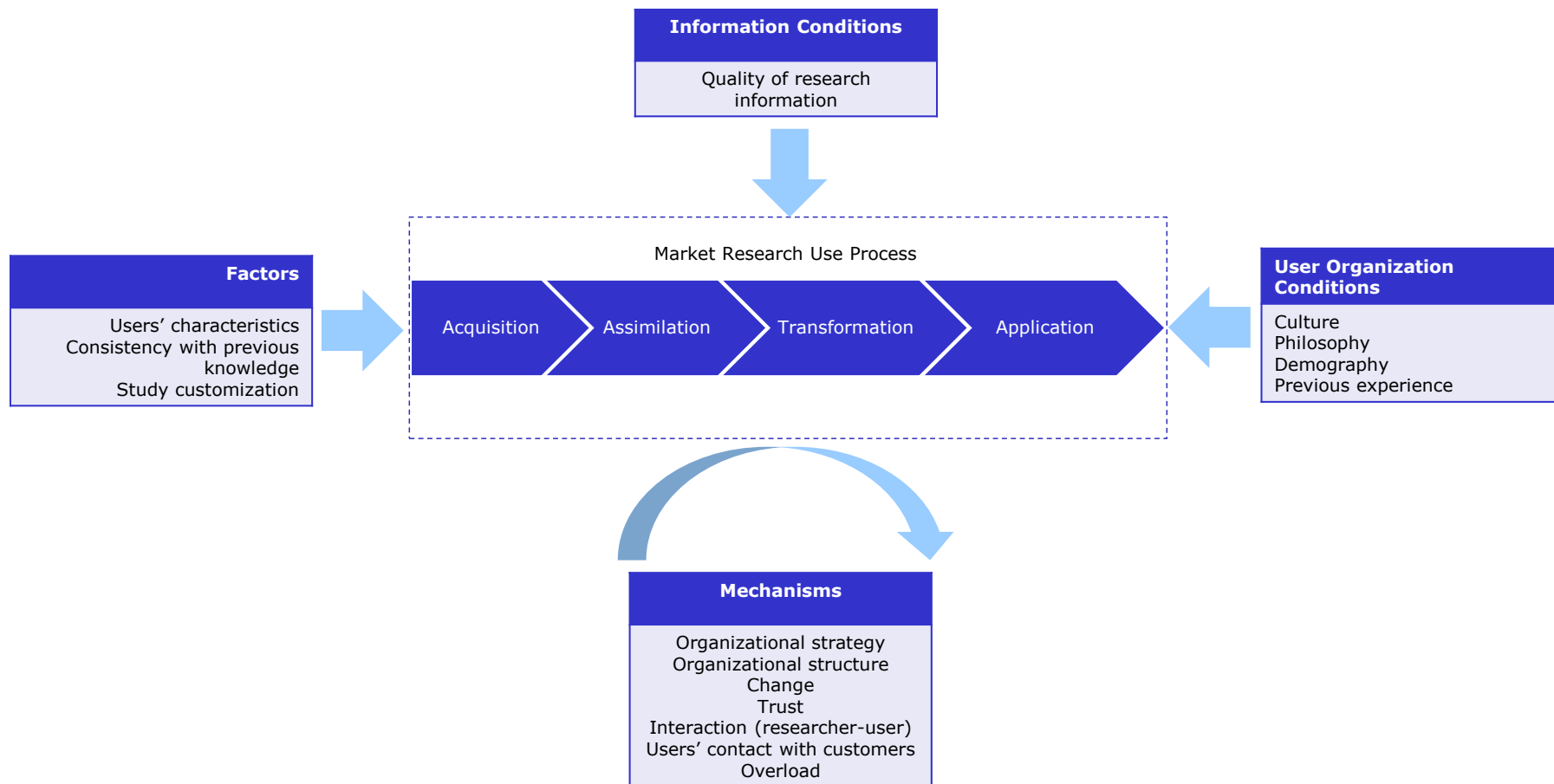


Figure 4-2 Framework of approach: Factors, conditions and mechanisms impacting on market information use process

4.3.1 Conditions

Among the number of influences reported in the different articles reviewed, environmental, organizational and individual conditions emerge as key themes. I distinguish between these in terms of culture, philosophy, characteristics at an organizational level, as well as previous experience and the quality of research information supplied at the level of the individual.

4.3.1.1 Environmental Conditions

Environmental conditions – ranging from political aspects in export markets, to changes in regulations to evolving social structures to economic trends, constitute one reason for marketing decisions and associated use of market information. This is the main theme of the studies by Kohli & Jaworski (1990); Slater & Narver (1995); Senge (1990); Eisenhardt & Martin (2000).

Souchon & Diamantopoulos (1996) cite Glazer & Weiss (1993) and Menon & Varadarajan, (1992) to argue that turbulent environment prompts users to acquire and use market information to lower the uncertainty posed by such environmental contexts. Here, such information is likely to be employed in a conceptual manner, as events in the market outdate any information collated, becoming obsolete in shortening cycles and thus unfit for instrumental use.

4.3.1.2 Organizational Culture

The impact of culture on the effectiveness of market information usage is another theme emerging in different studies reviewed. Huber (1991); Menon & Varadarajan (1992); Sinkula (1994); Slater & Narver (1994, 1995) point at culture as a key determinant of how and at what rate information is processed into new behaviours observable as organizations respond to environmental stimuli. Wills & Williams (2004) observe that successful customer insight depends on the “genuine beliefs of the corporate culture” (ibid:406), but fail to distinguish how different cultures impact on such mechanism.

A culture demonstrating an orientation towards “speed” (Menon & Varadarajan, 1992:63) is perhaps an indirect way of responding to shortening environmental cycles – which is a key antecedent on an organization’s timely decision making and strategy implementation. By contrast a culture oriented towards innovation, stimulates organizations to gather information and use new information (Menon & Varadarajan, 1992; Slater & Narver, 1995). This type of orientation motivates managers to seek and gather information (Menon & Varadarajan, 1992), exchange information and engage in cross-functional team participation, adopting and using ideas and concepts that may have originated outside their immediate work group. Maltz et al. (2006) suggest how an orientation towards innovation influences beliefs about the importance of market research information and its subsequent appropriate use in decision making rather than employing it through symbolic approaches.

A culture featuring clans⁵¹ is an additional and important influence on the processes adopted by organizations in acquiring, transmitting and using (conceptually or instrumentally) market information (Moorman, 1995). Moorman interprets clan cultures as prevailing in organizations with an informal structure that stress participation, teamwork and cohesiveness. These organizations rely on trust and mutual supportiveness. These elements foster higher levels of communication and bidirectional information flow, promoting a greater sense of shared identity or commitment, augmenting “cooperation between members, the degree of interaction, and the quality of interaction” (Moorman, 1995:328).

4.3.1.3 Organizational Philosophy

Market orientation is perhaps one of the greater motivators that move organizations into the systematic gathering, dissemination and use of market intelligence. Building on previous literature by Felton (1959), Lavidge (1966), Levitt (1969), Barksdale and

⁵¹ Although Moorman (1995) does not define “clan” cultures, her notion of “clan culture” is based on perceptions of divisions as “personal... like an extended family. People seem to share a lot of themselves”, with a divisional head who is “a mentor, a sage, or a father or a mother figure” (ibid: 331). A clan also features “loyalty and tradition. Commitment to the firm runs high” emphasizing “human resources. High cohesion and morale (as) important” (ibid:331).

Darden (1971), Konopa and Calabro (1971), Bell and Emory (1971), McNamara (1972), Stampfl (1978) and Kotler (1988), Kohli and Jaworski define market orientation as “the organization-wide generation of market intelligence⁵² pertaining to current and future customer needs, dissemination of the intelligence across departments, and organization-wide responsiveness to it” (Kohli & Jaworski 1990:6).

In their seminal work, Kohli & Jaworski (to which Day, 1994 aligns) propose the various conditions that lead to *effective* market orientation including senior⁵³ management factors (comprising managers’ educational attainment and their upward mobility), interdepartmental dynamics as well as organizational structure features and systems influence the generation, dissemination and response to market intelligence (that includes market research information).

This *behavioural* view of market orientation invokes various implied capabilities needed by organizations to ensure response to market stimuli – starting from a capability of market sensing as core to this philosophy, exploiting all sources of information available to management. Slater & Narver (1994, 1995) offer an aligned yet different behavioural explication of market orientation – distinguishing between customer orientation (or the organization’s understanding of the target market), competitor orientation (or the organization’s understanding of its long-term capabilities of present and future competitors) as well as inter-functional coordination (or the coordinated utilization of organizational resources to create superior customer value). The latter notion also aligns with the then prevailing view about value – “determined by the producer...[and] embedded in the ‘operand resource’ (goods)” (Vargo & Lusch 2004:7) supplied by the manufacturer, contrasting against more recent views about value as that co-created by both organization and its suppliers and customers, and that value arises as a result of experience from the products in-use (Macdonald et al., 2011)

⁵² Kohli & Jaworski define market intelligence as “a broader concept in that it includes consideration of (1) exogenous market factors (e.g., competition, regulation) that affect customer needs and preferences and (2) current as well as future needs of customers” (Kohli & Jaworski, 1990:3).

⁵³ The notion “senior” management is not defined in this study although an interpretation of the term points at notions of “control”, “experience” and “discretion” in decision making, possibly within the strategy domain.

But just how does market orientation manifest its implications on the use of market research information? Here Kohli & Jaworski (1990) proffer a series of conditions that influence the generation, dissemination and response to market intelligence. Senior management education and attitude as well as their ability to win confidence over other (non-marketing) colleagues and their ability to lower interdepartmental conflict encourages the generation, exchange and dissemination of market intelligence⁵⁴. Interdepartmental connectedness and interdepartmental "understanding" encourage market orientation and promotes use of market intelligence. The reverse holds when interdepartmental conflict prevails.

Market orientation along with a *spirit of entrepreneurship* and an *appropriate climate* are also other conditions that motivate organizations into researching markets, whether existing or prospective (Slater & Narver, 1995). Slater & Narver here distinguish "climate" from organizational culture, referring to "climate" as structures, processes and incentives that "operationalize(s) its) culture, the structure and processes that facilitate the achievement of the desired behaviors" (ibid:67), but fail to clarify how "climate" facilitates the processes of market orientation and the associated processing of market information.

Aligned with the observations of Kohli & Jaworski (1990), Slater & Narver (1994, 1995) argue how a level of "willingness" guides organizations to resort to mechanisms that *capture* and *use* market information in their market strategy decisions. This willingness translates from the individual choices executives make in actively seeking market information, retrospectively or proactively (Cillo et al., 2010), potentially influenced by their personal characteristics (as set out in 4.3.2.1, page 77).

4.3.1.4 Organizational Demographics

Sinkula (1994) proposes hierarchies of knowledge across which organizations move as they mature and become more experienced in their relative markets, seeking

⁵⁴ Kohli & Jaworski define market intelligence as "a broader concept in that it includes consideration of (1) exogenous market factors (e.g., competition, regulation) that affect customer needs and preferences and (2) current as well as future needs of customers" (Kohli & Jaworski, 1990:3).

information at the next level (see Table 4-5). Age and experience of organizations have a direct impact on *what* market information is sought and processed by organizations.

Table 4-5 Hierarchy of market knowledge: The case of market research information processing (from Sinkula 1994:39)

Knowledge Level	Characteristic Question	Manifestation	Illustration
Dictionary	"What is?"	Definitions of things, labels & events	Description of market segments, product movement, and market semantics
Episodic	"What has been?"	Value is placed in the development of historical data bases	Description of past sales, past causal relationships, & phenomena
Endorsed	"What is the espoused way of doing things"	An organizational system of norms, assumptions, & strategies is developed	When market research information is interpreted the "party line" is to view both exploratory and confirmatory research with equal objectivity
Procedural	"How things are <i>actually</i> done?"	A task system governed by tacit rules develops among members which may vary from the espoused system.	Organizational members actually give greater attention to confirmatory re-search and avoid research which contains too many surprises.
Axiomatic	"Why things are done the way they are?"	Fundamental beliefs appear as organizational values which are set a priori and cannot be further reduced.	Over time and perhaps unnecessarily, market research continues to acquire information because the organization takes stock in the marketing concept and considers itself "information driven."
Augmented	"How should <i>things</i> be done?"	Response to detected differences between the espoused vs. the actual way of doing things takes the form of joint inquiry into organizational norms themselves so as to resolve inconsistency and create new norms	Market research joins with brand managers to conduct analyses which result in the decentralization of the market re- search function.
Deutero	"How does the organization create knowledge and learn?"	The organization's members learn about organizational learning	Market research, brand managers, and others examine the impact of organizational structure changes on the knowledge creation process in the firm.

Thus organizations are established, featuring some basic level of knowledge ("dictionary") about the industry and the product/service, as well as some knowledge of the key events and trends of the industry ("episodic"). Young organizations would engage in information search to learn about how things are done in the industry/sector or market of interest (either through market assistance or formalized market research activity). At a further stage of development, organizations seek to learn about mechanisms and causalities featuring in the market of interest (with "axiomatic" information sought from formal market research activity). In mature organizations, information about markets, customers and competition is sought to better respond to market developments – with "augmented" information collated through formal market

research projects and other sources⁵⁵, shared between a group of executives with one common goal.

Growth and experience stimulate different information needs as organizations evolve and mature in their markets, determining the nature of the information sought and used in responding to arising market opportunities and threats. Whilst the above model implies that novel organizations are likely to engage in informal mechanisms of information collation, Leonidou & Theodosiou (2004:21) observe that in export markets, novel exporters adopt more “aggressive”⁵⁶ market research projects/approaches (citing Ursic & Czinkota, 1984). This echoes the notion of “disbelievers... undoctinated [organizations that]... have less history to rely on... but as the organization grows and time passes, the environment is perceived as less threatening, so search will decrease” (Daft & Weick, 1984:288).

Sinkula (1994) also points out at the norms and rules that organizations develop for the acquisition, dissemination and “perhaps even the interpretation” (ibid:38) of market information, but fail to make explicit considerations about established firms when these face shortening product/service life cycles, or when these organizations decide to exploit new market opportunities altogether, leaving us assume that the entire cycle across the knowledge hierarchy is repeated by organizations for that stream of business.

Different views were noted in literature on the effect of the dependence on and the users’ experience of market characteristics when the use of market research information is considered. Souchon & Diamantopoulos (1996) propose that a firms’ dependence on export markets stimulates the demand (and eventual use) of marketing information. Here, this dependence on export markets stimulates instrumental and conceptual use of market information and hampers symbolic use. Experience in export markets also motivates conceptual and symbolic use of marketing information whilst hampering its instrumental use (Souchon & Diamantopoulos, 1996).

⁵⁵ Including market intelligence and marketing assistance

⁵⁶ Possibly meaning more exhaustive approaches?

By contrast, Diamantopoulos et al., (1990) observe (among Finnish exporters), that company size, a formalized export function and a pragmatic attitude towards export markets predicted market research information use. Dependence on export markets, nonetheless, hampers the use of market research information. The characteristics of this study – exemplified by the small sample and narrow approach (targeting Finnish sea food exporters exclusively) however jeopardise the generalizability of these findings.

Profitability of the organization also promotes the use of market information (Diamantopoulos & Horncastle, 1997). Here profitability is seen as a condition resulting from established success in markets, and only prompting firms to rely on market research information when exploring new markets for expansion.

Leonidou & Theodosiou (2004) also cite the effects of company size on the gathering of market information, finding evidence about the effect of company size in only a portion of the studies dealing with this phenomenon (citing Benito et al., 1993, Culpan, 1989 and Samiee & Walters, 1990). The same authors further note that earlier empirical research reported influence of “psychic” distance⁵⁷ motivating exporting organizations to seek information about their target markets (Leonidou & Theodosiou, 2004:27).

4.3.1.5 Previous Experience

Previous market research experience among users is one condition impacting on the use of market research information with different outcomes. On one hand, previous experience in dealing with market research projects and outcomes helps users in being familiar with researchers, assisting users to allow better involvement and afford higher commitment to a longer lasting relationship between users and researchers. On the other, a high level experience may cause “users to feel that researchers have lost their ability to be objective”, detracting from their effectiveness as researchers (Moorman et al, 1992:323). Menon & Varadarajan (1992:67) propose prior dispositions (or experience, knowledge, cognitive styles and decision-making level) of users as an important characteristic that hampers the attitude toward (and eventual use of) market

⁵⁷ Or “the sum of factors preventing or disturbing the flow of information between the firm and its overseas markets” Leonidou & Theodosiou (2004:22) citing Johanson & Vahlne (1977). Though the authors write “psychic” distance, it is very probable that they refer to “psychological” distance.

research information at individual and subsequent organizational levels, as result of constrained communication flows, reduced levels of perceived credibility and usefulness of information. By contrast, Toften & Olsen (2003:102) argue that a level of knowledge about the use of market information (in context of export market research) is a requisite that enables users to formulate problems, seek relevant information and apply that information in their decision making.

4.3.1.6 Quality of Research Information

The quality of research information also plays a role in the users' choice to use information, whether appropriately or inappropriately. The information's clarity (as perceived by the user) is one motivating condition within the quality of information construct (Montgomery & Weinberg 1979; O'Reilly & Pondy, 1979; Desphande & Zaltman, 1982; Szewczak, 1988 as cited in Maltz et al. 2006:151) along with the perceived relevance of market information (Moorman et al., 1993, 1992).

"Effective", "usable", "useful" and "credible" are additional terms "often employed interchangeably with use" (Souchon & Diamantopoulos 1996:53), adding a judgemental character to the otherwise descriptive and generic verb even though there is little evidence for such coherence in the literature (which will be discussed in Section 5.1, page 91). Whilst effectiveness can only be determined once the outcomes of use have been evaluated, the other three descriptors imply a judgement before use is effected, related to specific objectives.

Together with usability, credibility is a dimension of the perceived quality of information [a factor that Moorman et al. (1993) and Maltz & Kohli (1996) deal with in their empirical approaches] that in turn, enables users to judge the usability of market information (Souchon & Diamantopoulos 1996:54). Menon & Varadarajan (1992:57) put quality terms "practical, useful" as an aspect of the "supply-side perspective", where unless researchers produce "usable" research, it is likely that any market research information will be left unutilized.

Accuracy, perceived realism of research, level of specificity (to the addressed problem), consistency of research output and implications, comprehensiveness and completeness

of research as well as validity (from theoretical and methodological standpoints) are proposed as *credibility* (technical) dimensions, whereas meaningfulness, goal relevance, operational validity and innovativeness (or the nonobvious character of information) are proposed dimensions that constitute information *usefulness* (Menon & Varadarajan, 1992:66).

Between an organization's innovation oriented culture and the perceived quality of research is the mediating effect of the perceived importance of the market research project. Here, Maltz et al. (2006) suggest how credibility, communication quality and trust arise as result of perceived usefulness of market research information.

Building on the thesis of Menon & Varadarajan (1992), Toften & Olsen (2004) demonstrate how perceived quality and perceived cost of information motivate users to adopt instrumental, conceptual and symbolic use of information, with perceived value acting as a mediating variable. In this study, perceived cost is defined in terms of "money, effort and time spent" by the organization/users in acquiring (export) market information (Toften & Olsen, 2004:109), whereas perceived value is defined as the "overall assessment of the utility or usefulness of export market information based on what is received and what is given" (Toften & Olsen, 2004:110). Here, the notion of perceived value is evocative of the traditional view of embedded value (or that value resides in the information provided by suppliers to users), and unrelated to the "interactive, relativistic preference experience" as viewed by Holbrook (1996:138).

Perceived cost of error (or the consequences of a wrong decision made without sufficient information) as well as uncertainty (or the diversity or volatility of the business environment impacting on the life-span of information) are considerations that render market information useful, along with the availability, timeliness and cost-versus-benefit dimensions mentioned above (Leonidou & Theodisou, 2004).

The users' preference towards either quantitative or qualitative research, sample size and sampling procedures' effect on users' evaluation and eventual instrumental use of market research information however feature no empirical support (Diamantopoulos & Siguaw, 2002).

4.3.2 Factors

Numerous are the factors that lead to or hamper the engagement in, as well as use of market information. The different studies reviewed featured three general themes – starting from users’ characteristics, to the nature of the research results in terms of consistency with previous knowledge as well as the customized character of the outsourced research.

4.3.2.1 Users’ Characteristics

At an individual level lies the willingness of executives to use market research information and intelligence in reaching decisions. Kohli & Jaworski (1990) propose this willingness as a function of top executives’ educational attainment and their upward mobility, reflecting the capabilities of such executives in demonstrating a truly market oriented behaviour, thus projecting less ambiguity among fellow executives. Ambiguity here is the result of gaps featuring between the decisions/actions made and what executives preach or say in respect of market orientation. Furthermore, a positive attitude towards change warrants top marketing management’s openness towards and acceptance of incoming market information, resulting in a conviction that impacts positively on fellow non-marketing executives (ibid:8).

4.3.2.2 Consistency with Previous Knowledge

Literature also points at the surprise factor that may feature in the output provided by market research providers to their clients as one influence on the customer’s choice to use market research information/intelligence. Dissemination and response to market intelligence is greater when the challenge to the status quo is smallest (or there is least surprise) as well as when the political acceptability of market intelligence is highest (Kohli & Jaworski, 1990) – a finding that is consistent with previous laboratory experiments about use of market research information by Lee, Acito & Day (1987⁵⁸). Here, experiments suggest that marketing research information finds use more often when this confirms prior beliefs (regardless of technical quality) as opposed to when

⁵⁸ Cited in Menon & Varadarajan (1992:58).

such information provided surprises. This is also the position of Zaltman & Deshpandé (2001) who observe that political acceptability of research results encourages the use of market research information – a notion that is reflective of the organization’s environment, whereas surprises are likely to hamper the use of market research information. While this is the prevailing view among users of research, the contrary holds among researchers who claim that research featuring surprises is bound to find better use among users (Zaltman & Deshpandé, 2001:34).

Moorman’s thesis that surprises reduce the trust in market information and research provider seem to point towards Sinkula (1994) procedural level of knowledge that prevails in maturing organizations (as opposed to newcomers). Here “procedural knowledge” guides the organization in selecting a market research provider potentially as a result of previous experience with the same vendors (Sinkula, 1994:38). Sinkula clarifies that procedural knowledge is “not tantamount to information misuse... only as a symbol of competence” and distinguishes it from “ritualistic” use (Sinkula, 1994:38). Procedural knowledge use relies on codified rules and procedures (often supported by IT systems), shaped by norms, rules and policies prevailing in the organization.

By contrast, Diamantopoulos & Horncastle (1997) observe how the surprise factor correlated with the use of market research information. The authors explicate that in an export context, surprising research findings are tolerated to a greater extent than when research relates to domestic markets, as organizations acknowledge that they are less knowledgeable about export markets than about home markets.

4.3.2.3 Study Customization

One aspect of market research information is the customised character that ad hoc projects feature in response to specific customer requirements. Often, these requirements are set by research users intended to answer specific marketing questions and dilemmas arising in response to changing environments. As customization is at best assumed to be the result of considerations made by the customer before and during the engagement in a market research project, largely through an interaction between the researcher and the prospective user, research on this area is lacking.

An exception is Moorman et al. (1993) who look at the effect of customization of research on the trust that prevails between researcher and user (of market information). Although trust between the two parties seems to be immune to the perceived importance of the project in the eyes of the users, customization impacts on the level of trust in the researchers afforded by users.

One further perspective is that executives increasingly rely on wider sources of information as opposed to just one market research stream of data. Here, the inability for market research supplier to address all information needs of an organization in balancing its act with the environment is a point that Deshpandé (1982) argues about, invoking various previous works to point at the need for marketing to use information about customers, competitors and other aspects. Deshpandé attributes marketing functions' reliance on a limited range of sources to organizational design and structure, influencing what information is sourced, how it flows in the organization and who participates in its usage (Deshpandé 1982).

Souchon & Diamantopoulos (1996) consider this observation especially relevant when marketers are faced with relatively unknown contexts. Wills & Williams (2004) echo Deshpandé's notion that marketing needs more complete and holistic pictures about market realities, or what they call "real, deep, embedded Customer Insight" (ibid: 396) where market research information alone becomes insufficient. This reliance invokes users' resourcefulness to seek multiple sources and tap information accordingly – drawing from examples known industry examples that rely on customer data in own developed databases as well as other sources of information along with market research information. Ryals & Wilson (2005) further illustrate this through three cases studies where market research approaches, together with experimental methods enabled specific service companies achieve successful changes in the way they handle markets – or clear examples of instrumental use of information derived from different sources including market research information. Noteworthy is Wills & Williams' (2004) point in context of customer insight, proposing a continuum of *relevance* of insight – from highest among FMCG⁵⁹ organizations⁶⁰ to a minimum among service organizations that rely on

⁵⁹ Fast Moving Consumer Goods

direct customer contact as their key source of information about customer aspects (ibid:406).

4.3.3 Mechanisms

The different studies reviewed also related to various stimulating or obstructing mechanisms that influence use of market research information. These were grouped in themes, ranging from organizational strategy, structure and change to individual level themes as exemplified by the interaction between researchers and users, trust (among users in researchers) and information overload.

4.3.3.1 Organizational Strategy Type

An organization's appetite for information is influenced by many cultural mechanisms which in turn are linked to an organization's strategy. Although many are the facets and types of organizational strategies that are considered to have an impact on the use of market research information, only one study focused on the type of organizational strategy as a predictor of use of market research information.

Prospector firms or firms that follow first mover, innovator strategies tend to focus on conceptual use of market information to enhance their new product performance and new product creativity outcomes. By contrast, defender firms (which adopt follower strategies whilst emphasising operational effectiveness) tend to focus on instrumental use of market research information to enhance their new product performance and new product creativity (Citrin, Lee, & McCullough, 2007). Analyser firms' (or firms that focus on both operational effectiveness with concurrent differentiation) enhance their new product creativity and performance through a focus on conceptual use of market information.

4.3.3.2 Organizational Structure

If organizational structures are viewed as entities composed of coordinating mechanisms (Mintzberg, 1980), then it is unsurprising that organizational structures

⁶⁰ that can only rely on market research as a source of information about their customers

impact on market information systems. Deshpandé (1982:92) cites Wilensky (1967) in arguing that hierarchy, specialization and centralization are “major sources of distortion and blockage of intelligence”, particularly as information flows up from junior to senior managerial levels as a result of selective perception of information. Formalization⁶¹ and centralization⁶² indeed hinder the (instrumental) use of market information by marketing executives (Deshpandé, 1982; Zaltman & Deshpandé, 2001).

Kohli & Jaworski (1990:11) expand on this, observing that departmentalization, centralization and formalizations hinder market intelligence generation, dissemination and response design (or planning of any action), but counter Deshpandé’s observation in that these features encourage the implementation of any planned actions. The hampering effect of centralization on the use of market research information also features in the empirical work of Diamantopoulos & Horncastle (1997).

From a different angle, Kohli & Jaworski (1990:10) explore the effect of *social* aspects of structure: interdepartmental understanding⁶³ and interdepartmental connectedness⁶⁴ are observed to lead to improved market orientation as a result of better dissemination of market intelligence. Drawing from Argyris (1966), Kohli & Jaworski (1990) interpret this mechanism as mediated by improved information flows as well as reduced levels of distrust and antagonism that often arise in periods of change or where organizations accept political behaviours (ibid:10).

By contrast, Moorman et al. (1993) demonstrate how organizational culture and bureaucracy hamper a sense of trust prevailing in relationships between researchers and users of research, which in turn reduces the likelihood that users turn to market research findings and reports in reaching marketing decisions.

⁶¹ Defined as “the degree to which rules define roles, authority, relations and communications, norms and sanctions, and procedures” (Deshpandé, 1990:93)

⁶² “The delegation of decision making authority throughout an organization and the extent of participation by managers in decision making” (Deshpandé, 1990:93)

⁶³ “concern for others’ ideas, refers to openness and receptivity to suggestions and proposals of other individuals or groups” (ibid: 10)

⁶⁴ “the degree of formal and informal direct contact among employees across departments” (ibid:9)

4.3.3.3 Change

Inter-functional rivalry is one aspect of change in organizations that impacts on the use of market information, reducing the perceived quality of information supplied by marketing to fellow R&D executives (in the same business unit), with consequent reduced use of such information (Maltz, Souder & Kumar, 2001). Structural-flux (or “the rate of change in terms of structure, rules, personnel and procedures”, after Maltz & Kohli, 1996:52) has a direct effect on inter-functional rivalry although cross-functional team participation and visits to customers with marketing executives tends to, at least in part, neutralize this effect.

Although indirectly investigated, Maltz et al. (2001) note that the physical proximity of functional groups impacts on the perceived quality of information supplied by marketing (to R&D executives) particularly if relationships between R&D and marketing executives are long standing (rather than new ones) possibly as a result of arising “camaraderie that reduces the deleterious effects of functional silos inherent in organizations” (Maltz et al., 2001:78).

4.3.3.4 Trust

Trust impacts on individual users’ choice to apply market information. Moorman et al., (1992) define trust as “a willingness to rely on an exchange partner in whom one has confidence” (ibid:315). This draws from two general approaches featuring in earlier literature:

- “trust” is tantamount to a “*belief*, sentiment or expectation about an exchange partner’s trustworthiness”, arising from the partner’s expertise, reliability or intentionality (Moorman et al., 1992:315 citing Blau 1964, Pruitt 1981 and Rotter 1967) (*italics added by author*);
- “trust” is a “*behavioural* intention or behaviour” reflecting a reliance on partner, involving *vulnerability* and *uncertainty* on the part of the trustor (Moorman et al., 1992:315 citing Coleman 1990; Deutsch 1962; Giffin 1967; Schlenker, Helm and Tedeschi 1972; Zand 1972) (*italics added by author*).

Trust is an aspect “that distinguishes firms that merely *possess* information from those that *use* information” (Moorman et al. 1993:81). Trustworthiness is one dimension of credibility (along with believability and honesty of the service provider) (Parasuraman, Zeithaml, & Berry, 1985), a determinant of communications in service relationships (Mohr & Nevin, 1990), a “receiver’s perception about the sender’s ability (or competence) and motivation to provide good intelligence” (Maltz & Kohli, 1996:50), and, part of the “perceived expertise and trustworthiness” construct that promotes the use of market intelligence (Kohli & Jaworski, 1990:12). Moorman et al. (1993) argue that vulnerability and uncertainty in relationships between users and researchers arise for various reasons as users are often:

- unable to evaluate the quality of the research being provided, and can only rely on the credibility of the researchers engaged;
- unable to interpret findings and assess implications, and must therefore rely on researchers’ interpretations;
- rely on researchers’ efficacy and knowledge of the environment for scanning and information collection when users’ skills are insufficient;
- rely on researchers’ output to evaluate users’ own decisions, and
- share sensitive information with researchers about contemplated marketing strategies, placing themselves at the mercy of researchers’ confidentiality capabilities (ibid:82)

Trust impacts on the perceived quality of interaction happening between researchers and users, as well as on the researchers’ involvement (to a lesser extent). The quality of interaction (as well as the level of researchers’ involvement in the project) in turn influence the user’s choice and eventual use of research (Moorman et al., 1992) as a result of commitment towards the project and the supplier-customer relationship. Here, better quality interactions lead to better understanding prevailing between research and users, enabling a better designed customer oriented solution that finds better use in decision making among users – although not necessarily featuring higher involvement of market research firm resources throughout the research project. This finding in itself suffices to

suggest that users choose if and how much information to share with their market research supplier, depending on the level of trust such researchers manage to attract. Yet it does not suggest why users choose to trust particular researchers as opposed to others and in what circumstances.

In a further study about the role of trust in such researcher-user relationships, Moorman et al. (1993) observe how interpersonal characteristics, rather than individual (users') or (users' or researchers') organizational characteristics influence the level of trust users ascribe to researchers. Here, it is perceived integrity, sincerity, willingness to reduce uncertainty⁶⁵, tactfulness, timeliness and confidentiality that impact most on a sense of trust arising out such relationships, likely to arise when users cannot evaluate the quality of research being provided to them. The question here is what happens when users can evaluate the quality of information input into the process by researchers? And what are the research organizational factors that actually foster integrity among its human resources?

Trust also impacts on the formality and frequency of communication that prevails between the sender and receiver of market intelligence (or another measure of the interaction quality) (Maltz & Kohli, 1996). When receivers (or users) trust a sender, they would resort to lower levels of dissemination formality and more frequent communications (ibid:50), impacting on the perceived information quality through various mechanisms. More frequent communication between the information sender and receivers leads to senders' better understanding of the receivers'(users) information needs, technical capabilities and preferences on style of communication, enabling the optimal encoding of information (by the sender) to be used effectively by intended users, with learning as a consequence. The positive effect of frequency of communication, however, only holds until a certain level, beyond which, more frequent communication becomes counterproductive (as a result of information overload⁶⁶) (Maltz & Kohli, 1996). At this stage, users process only parts of information,

⁶⁵ Or a willingness to provide better, understandable interpretations about the data collected and analysed (Moorman et al., 1993) which in way reflects the willingness of researchers to share tacit knowledge with users.

⁶⁶ Happens when information transmission rate exceeds a receiver's ability to process it.

potentially superficially, taking up an unclear, incomplete if not contradictory meaning from the information supplied by the market research firm.

4.3.3.5 Interaction between Researcher and Users

Because the market research process is a service, the interaction between supplier and client is one distinct aspect featuring in the use of information supplied by market research firms to their clients. This is particularly relevant when projects are custom designed and executed to meet specific customer requirements, with the interaction between the customer and supplier spanning the entire phases of the research project. Here, the level of direct interaction between researcher and user has a direct impact on the level of use of market research information, particularly when this interaction diminishes the likelihood of the “surprise effect” (Zaltman & Deshpandé, 2001:31).

Moorman et al. (1992) argue that the user-researcher interface involves three relationship processes:

1. the researcher’s involvement that may at least span the research project phases (design, data collection and analysis) as well as other aspects, such as problem definition and translation of data into meaningful messages for the users (ibid:316);
2. the quality of interactions (or the perceived productivity arising from user-researcher interactions). Users judge this quality on how much these interactions allow the sharing of comprehensive, accurate and timely information about research needs whilst providing background information to the researchers. Enriched communication allows researchers to better understand customer requirements, as well as design better fitting information solutions (ibid:316);
3. the commitment to an enduring relationship, or the “desire to maintain a valued relationship” between researcher and customer/user (ibid:316).

A further perspective is that set out by Wills & Williams (2004) in context of the increasing need for customer insight as opposed to just market research information among users. Here, the researchers argue that as an insight provider, three skills are critical to truly address any customer insight project effectively:

- a practical, project-oriented set of capabilities, related to technical expertise and all about detail;
- an “insighter’s” set of capabilities, related to seeing the bigger picture, enabling the interpretation of results within a “wider business context” (Wills & Williams, 2004:398), and
- an ability to understand business processes and have “strategic as well as political skills to ensure that insight is not just generated but that it is communicated and actioned” (ibid:398).

These definitions point at various aspects of the researcher-user relationship. Firstly, that both parties share the same view about the prevailing business realities resounds Moorman et al.’s (1992) definition of quality of interaction, while capabilities of handling a project “through a practical approach” echoes what Moorman et al. (1993) possibly imply through the various researcher non-research abilities discussed earlier, all of which impact on the level of trust users ascribe onto the outsourced expert. But Wills and Williams add the “ensuring that insight... is communicated and actioned” aspect presents itself as an added dimension that influences the overall instrumental (if not conceptual) use of information among users (Wills & Williams, 2004:398).

4.3.3.6 Users’ Contact with their End Customer

Participation in cross-functional teams to the extent of having non-marketing organizational members interacting directly with customers is also relevant. Indeed, the level and quality of interaction with customers plays a role as Maltz, Souder, & Kumar (2001) observe in investigating the role of inter-functional rivalry between marketing and R&D in high-tech industries. Here, customer visits by R&D executives to customers impacts on the use of market information in two ways: visits conducted together with marketing executives are likely to promote conceptual use of market information whereas visits conducted without the presence of marketing personnel tend to link with increased instrumental use of market information. Visits together with marketing contacts tend to reduce the inter-functional rivalry (thereby enhancing the perceived quality of marketing information used by R&D executives).

4.3.3.7 Overload

That users of market information are inundated with market information is no new knowledge. Argyris (1977:120) argues that “inconsistent, vague and ambiguous information” – as is the information perceived by executives exposed to information overload, hinders the detection and correction of errors, thereby failing to inspire changes in mind-sets and effectively respond to environmental stimuli. Overload is a key challenge among marketing managers, where information centralization may act as a likely solution [Deshpandé (1982) after Wilensky (1967)]. Moorman et al. (1992) argue that market research information can become part of the information overload as a consequence of:

1. surrounding uncertainty that motivates managers to surround themselves with more information than what they can handle;
2. the novel character of information available (particularly through market research information),
3. the volume and sophistication caused by the growing variety of functional roles of executives.

Drawing from this study, Moorman (1995) looks at overload as a potential reason why organizational market information processes (particularly acquisition and transmission) do not correlate with new product performance and timeliness. She proposes that the high level of information crossing an organization, in the absence of staff and systems for organizing and prioritizing this information, *downplays* the importance of acquisition and transmission processes on new product outcomes. On an aligned note, large amounts of information hinder the ability of executives to retrieve the needed information quickly, obstructing decision making (Sinkula, 1994).

Overload impacts negatively on the perceived quality of market information among users, impacting negatively on its eventual conceptual use (Maltz & Kohli, 1996).

4.4 Information non-use

Although most studies reviewed focused on how market information is used in organizations, few were the instances where non-use was considered. Diamantopoulos & Souchon (1996) suggest that abandonment of information arises when information does not fit the needs for which it was acquired/obtained (citing Larsen 1985). Equally, abandonment is one action of recourse by executives when information supplied by researchers features significant surprises⁶⁷ (Zaltman & Deshpandé, 2001; Diamantopoulos & Horncastle 1997; Moorman et al. 1993). Here, Moorman et al. (1993:92) observe that surprises and lack of tact by the researcher in presenting findings impact on the users' trust in the researcher, with subsequent poor perceptions arising about information quality. This holds only when information is acquired from external sources, with users tending to be more tolerant towards surprise factors when information is assembled by internal sources (Diamantopoulos & Horncastle 1997:248).

Non-use of market research information may also be the result of having information deliberately not sought for. Diamantopoulos & Souchon (1996:131) observed how organizations without a market strategy have neither a research agenda nor any defined needs for specific market information. Equally, they report how experienced decision makers rely more on their own intuition in reaching marketing decisions as a result of their familiarity that they acquired during the years in the industry/business. Such a case prevails among executives of small businesses who typically afford smaller budgets for market research information as opposed to bigger organizations. This observation, however, finds no support by Desphandé (1982) who investigated the impact of experience in the market/industry and in the firm on instrumental use of market information.

From a separate angle, Maklan et al. (2008) look at how organizations are increasingly opting for customer participation in their development of products or services, moving away from a reliance on market research information in this process as markets change rapidly and profoundly. Here, the scholars align with the premise that customers are co-

⁶⁷ Zaltman & Deshpand (2001:51) define "surprise" as "the extent to which a particular result or set of results in the final report is unanticipated, counterintuitive, or unforeseen by managers and researchers".

creators of value, presenting a significant challenge on market research providers to truly understand customers from a detached perspective. This aspect, the scholars claim, is one motive why organizations move to customer participation in their R&D process, with collaborative research being one such option that the authors recommend, as is the case of action research.

4.5 Conclusions

This review shows the key stages involved in the use of market research information as well as the key influences impacting the process. It also shows how most of the scholarly research lies in the domain of marketing with theory drawn from organizational learning applied to understand a process involving the use of information and change in behaviour as an outcome. More significant is the observation that knowledge on this phenomenon is fragmented, proffering narrow and often isolated snippets of information about causalities and mechanisms. Studies reviewed tend to be repetitive in that different authors offer a slightly different view about the same phenomenon, and inconsistent at times. Often, studies feature partial (if not conflicting) views about the same influences and impacts. These aspects are further discussed in the next section, where I set out a conceptual critique of these findings.

5 DISCUSSION

The use of market information (derived from market research efforts or from other sources) leads to learning (Sinkula, 1994) and augmented market orientation (Kohli & Jaworski, 1993; Kohli, Jaworski, & Kumar, 1993), reflected in enhanced organizational outcomes and performance (Moorman, 1995; Slater & Narver, 1995). The implications of this discussion thus mirror an impact on an organization's capability of satisfying the needs of various stakeholders and meet the challenges of changing competitive environments.

In this chapter I look at the evidence I set out in the previous chapters, drawing on the apparent inconsistencies of this body of knowledge. I point out where existing knowledge about the influences impacting on organizations' processing of market research information is incomplete from a process perspective as well as from a level (individual, organizational) perspective. With this, I aim to clarify the specific contribution of this study, highlighting the current inadequacies in extant knowledge as what I consider opportunities for further research.

5.1 The Meaning of Use

"use: take, hold, or deploy (something) as a means of accomplishing or achieving something; employ;" (Oxford Dictionary of English, 2010:1958)

Throughout the appraised literature there is ambiguity amongst the authors in their usage of the word "use". The explicit specification of the conceptualisation "use" is either absent, presented tacitly or implicitly assumed. This makes the concept of "use", "using" and "usage" an ontological simplification that is defined only through the ontological commitment presented by the different authors and their application of the word.

Here, *ontological commitment* is an expression of how consistent observable actions are related to a definition of a term. As this term is central to the review question, it is important that such vaguely defined application is avoided as ontological commitment

may be expressed with varying degrees of specificity within and between communities of researchers.

I find this lack of ontological commitment in the literature reviewed as misleading, where the word “use” is synonymous with “treatment”, “handling”, “dealing”, “consumption”, “application”, “exploitation” and “manipulation” of information in different scenarios and settings. Indeed, this element of mystification arises in the studies of Bierly III, Damanpour, & Santoro (2009); Cillo, De Luca, & Troilo (2010); Diamantopoulos, Schlegelmilch, & Allpress (1990); Huber (1991); Kohli & Jaworski (1990); Maklan, Knox, & Ryals (2008); Sinkula (1994) and Slater & Narver (1995), where “use” of market information is treated without specifying any singular meaning.

One way that scholars deal with this oversimplification is through the specification of type of use: instrumental, conceptual and symbolic use, drawing from Beyer & Trice (1982) and defined in Section 4.2.4 (page 62). Here I consider this distinction also overly simplistic in terms of meaning, considering the different themes and behavioural aspects linked with each type of use, as set out in Table 5-1.

Table 5-1 Considerations about *use*

Use	Specificity	Time horizon	Affective commitment	Key theme	Visibility of behaviour	Associated behaviour	Invoking stimulus
Instrumental	High	Short	High	Rationality	Explicit	controls management behaviour (timeliness & nature)	Availability of fresh information
Conceptual	Low	Long	Low	Creativity	Tacit	Shapes management behaviour	Availability of information
Symbolic	High	Varied	Varied	Politics	Balance?	Controlled by management behaviour	Political situation

With instrumental use involving action based on research results in specific, direct ways, to influence “external constituencies” (Moorman, 1995:321), the descriptions in Section 4.2.4 imply a high level of information specificity to an issue contemplated by users. This calls for high levels of commitment to the market research results as well as for action in the short term, which in turn is explicit and possibly measureable. This course of action is considered rational, controlled and initiated by the nature and availability of fresh information. By contrast, conceptual use relates to less specific information (to the issue contemplated – if any), with indirect application of the

information only in the longer term (Maltz & Kohli, 1996; Moorman, 1995). Here users feature a lower level of affective commitment, with any use of this type of information directed towards creativity in decision making. The behaviour that arises from conceptual use is tacit, shaped and initiated by the nature and availability of such information. This discussion is, however, incomplete unless we consider ‘symbolic use’, which I return to in Section 5.1.2 below.

5.1.1 Depth of Understanding

Symbolic use presents its own context, where selected information is applied in specific situations that may arise at any point in time (immediately upon the availability of information or after a period of *gestation*) (Beyer & Trice, 1982). Users apply market research information in response to political stimuli – with users consciously controlling the information applied to justify ensuing behaviours. Here the sense and direction of control oppose those of instrumental and conceptual use.

These descriptions potentially simplify what may be a more complex process, if not at a superficial level. For instance, the considerations above remind us of two key dimensions at which decisions are made – the individual and the organization. This as a key concern in all the studies evaluated, where the aggregation of market research information users in groups and associated decision making at group level seems to be virtually missing in these studies except for one. I shall be discussing this matter in Section 5.4 (page 117).

Equally, the three types of “use” assume a coherent, rational behavioural approach, common across all contexts – environmental, organizational, individual and informational. Can the same instrumental or conceptual use feature the same level of rationality across all cultures when clearly these impact on effectiveness of use? (Huber, 1991; Menon & Varadarajan, 1992; Sinkula, 1994; Slater & Narver, 1994, 1995).

5.1.2 Symbolic Use

The relatively sparse number of investigations relating to the symbolic use of market research information is a further concern. Section 3.2.3 (page 47) sets out a summary of the studies and the type of use investigated or at least considered. Whereas instrumental use features as the most common type of use upon which the relevant study focuses or at least considers/implies, only five studies consider symbolic use. More importantly, of the studies that in some way relate to symbolic use (which is a politically motivated process), three involve exclusively a literature review and conceptual propositions (Menon & Varadarajan, 1992; Souchon & Diamantopoulos, 1996; Toften & Olsen, 2003), one involves an empirical approach relying on self-completion mail surveys (Toften & Olsen, 2004), whilst the fifth involves face-to-face qualitative interviews conducted with a purposive sample of respondents (Diamantopoulos & Souchon, 1996). Clearly, the very nature and motivations of symbolic use deserve a deeper level of understanding particularly in view of the implications of such behavioural traits on organizational performance.

The lack of investigations on symbolic use may be a result of various challenges faced upon by researchers working in this area. Firstly, because symbolic use is linked to political processes and patterns of decision making, executives are likely to shy away from confessing, particularly where survey approaches are involved (and hence unlikely to yield meaningful results). Qualitative face-to-face interviewing (however long such interviews may be) may only yield superficial deductions relating to a phenomenon that at best is only recalled by the interviewee. Given the nature of the phenomenon of interest, it is surprising how research in this area does not feature phenomenological methodologies like action research or ethnographic approaches.

5.1.3 A Fragmented Picture

Information use is a concept that draws from many disciplines – ranging from organizational learning to social science research, to social policy decision making to marketing and market orientation (Menon & Varadarajan, 1992).

Surprisingly, the literature reviewed largely draws from market orientation, information processing and organizational learning theory (see Table 4-2, page 54), with only sparse contributions drawing from organizational decision making, absorptive capacity (two contributions each) and knowledge management (three contributions).

A number of deductions stem from this observation, particularly when the complexity of behavioural phenomena influencing the application of market research information is considered. For instance, Moorman and her colleagues (Moorman et al., 1993) discuss at length about the complexity of researcher-user interactions, drawing from theories relating to interpersonal relationships in proposing a measure for the quality of such interactions and associated factors. The positivist approach featuring in this study serves to provide an initial, incomplete cross-sectional picture about trust as a mechanism within such interactions. Surprisingly, whilst the Moorman et al. (1993) study featured as an often cited piece in the literature reviewed, it failed to elicit further investigations in the area.

This observation is also endemic in the other empirical works that compose 75% of the studies reviewed. It is apparent here that these scholarly contributions treat the use of market research information in isolation from other activities that are happening in the same organizations. Equally, the dominance of logical empiricism as well as a tendency among scholars to opt for the same epistemologies and associated methodologies (if not in the same country) hampers the progress of theory in this field, leading to repetitive, fragmented and often inconsistent “snap-shot” deductions that fit in one, if any, incongruent research agenda about a complex phenomenon. I consider this as a stark contrast against what has happened in marketing theory over the past two decades.

5.1.4 Theoretical Basis – A Paradox?

Among the studies evaluated, those nine drawing from organizational learning (Table 5-2) seem to orient themselves with one generally accepted model of market based learning, consisting of four phases and originally proposed by Huber (1991).

Table 5-2 Studies drawing from Organizational Learning: Market research information use process steps (implicit or explicit in the study)

Use process: Steps mentioned					
Deshpandé	1982		Dissemination	Use	
Sinkula	1990	(None)			
Huber	1991	Information acquisition	Information distribution	Information interpretation	Organizational memory
Sinkula	1994	Acquisition	Distribution	Interpretation	Storage
Moorman	1995	Acquisition	Transmission	Use (conceptual & instrumental)	
Slater & Narver	1995	Cite sinkula (1994)			
Toften & Olsen	2003	Generation	Dissemination	Interpretation	Use
Cillo, De Luca & Troilo.	2010	Generation	Dissemination	Use	
Kim & Atuahene-Gima	2010	(None)			

Market based organizational learning is a process where individuals' actions constitute an organization's interaction with (or response to) the market, with organization actions in turn interpreted by the constituting individuals. This cyclic process thus leads to an updating of beliefs among the organization's constituting members, shaping their assumptions and norms that are shared across the organization (Argyris & Schon, 1978).

This premise also assumes that organizations feature information systems that involve individuals who create, disseminate and act on '*shared meanings*' (Daft & Weick, 1984; Weick, 1995). These individuals remain controlled by and conformant to the system and its corresponding processes, which in turn rely on the collective action of the many members of the system. This notion is at the core of Kohli & Jaworski's (1990) market orientation concept, on which Sinkula (1994) builds his market oriented learning propositions based on hierarchies of knowledge (see Section 4.3.1.4, page 71).

This link between organizational learning and market orientation, however, is not exposed in the studies reviewed. Figure 5-1 below shows little overlap between the studies aligning with or invoking market orientation and organizational learning theory (except for Sinkula, 1990). On the contrary, market orientation 'aligned' studies often link with information processing theory (as is the case of four studies reviewed), pointing at the notion that the use of market research information, although falling within the market orientation domain, is considered as an information process.

Here, Ali, Peters, He, & Lettice (2010) share this point of view, arguing that while various scholars like Baker & Sinkula (1999); Kohli & Jaworski (1990, 1993);

Moorman et al. (1993); Morgan & Turnell (2003); Slater & Narver (1995, 2000) “interpreted market orientation in different ways, all these market orientation perspectives have an operational focus on market information processing activities” (Ali et al., 2010:368). What is striking here is that while market information processing creates knowledge that assists organizational learning (Huber, 1991; Sinkula, 1994), only Bierly III et al. (2009), Glazer (1991) and Toften & Olsen (2003) link their work to knowledge creation and knowledge management theory. This stands out as a gap that divides the reviewed literature from a domain featuring in academic literature since the 1980s, leaving an important vacuum in the understanding about the use of research.

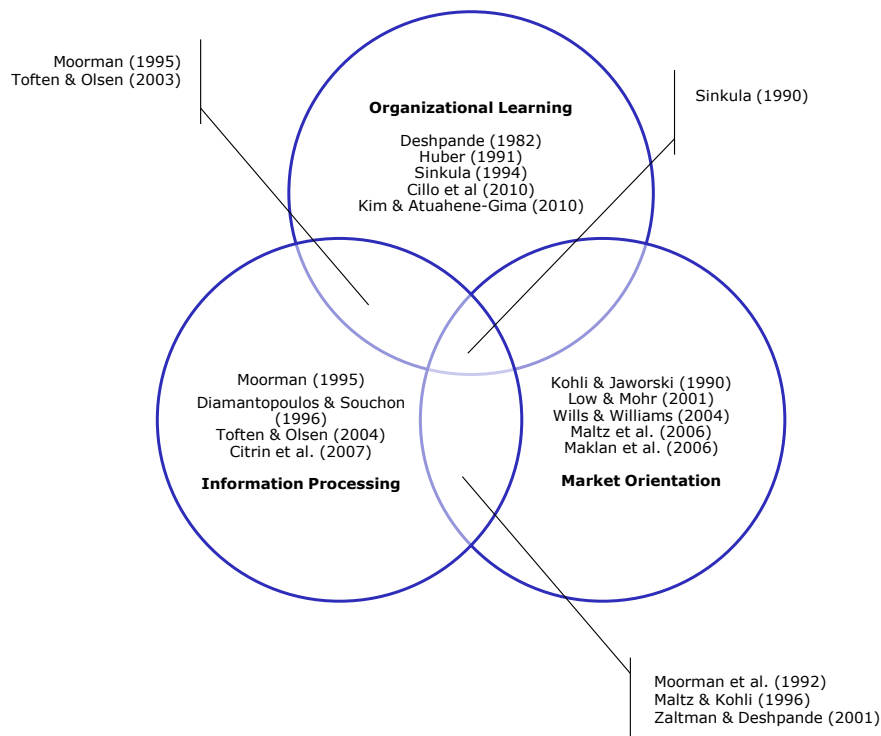


Figure 5-1 Extract from Table 4-2: Map of studies invoking organizational learning, market orientation and information processing

For instance, the notion of explicit, tacit knowledge and the conversion process (Nonaka & Takeuchi, 1995) assists in providing an additional insight into instrumental, conceptual and symbolic use of market information. Here, instrumental use is about combining explicit knowledge (the market information) with the organization’s strategies, whereas conceptual use is about internalizing explicit knowledge (the market information) into tacit knowledge (the organization’s databases or the minds of the

decision makers). The question here is where does symbolic use fit in the knowledge conversion model? I consider this just one initial gap between knowledge management theory and the literature reviewed, and shall deal with this at a later stage in Section 5.3.

5.2 Process Phases

I return to the four phases of market information processing from a different angle (Table 5-3). Here I set out the different phases of market information processing as featuring in the different contributions, which I distinguish between those drawing from organizational learning and those that do not.

Table 5-3 Phases of information processing

			Use process: Steps mentioned			
		Draws from OL	"Generation/ Acquisition"	"Dissemination"	"Interpretation"	"Use"
Deshpandé	1982	Y		Dissemination		Use
Huber	1991	Y	Information acquisition	Information distribution	Information interpretation	Organizational memory
Sinkula	1994	Y	Acquisition	Distribution	Interpretation	Storage
Moorman	1995	Y	Acquisition	Transmission		Use (conceptual & instrumental)
Slater & Narver	1995	Y	Cites Sinkula 1994			
Toften & Olsen	2003	Y	Generation	Dissemination	Interpretation	Use
Cillo, De Luca & Troilo	2010	Y	Generation	Dissemination		Use
Cohen & Levinthal	1990		Recognize value	Assimilate		Apply
Diamantopoulos, Schlegelmilch & Allpress	1990		Acquisition			Use
Kohli & Jaworski	1990		Intelligence generation	Intelligence dissemination		Response
Menon & Varadarajan	1992		Acquisition	Dissemination		Use
Moorman, Zaltman & Deshpandé	1992		Intelligence acquisition			Intelligence use
Moorman, Deshpandé & Zaltman	1993		Intelligence acquisition			Intelligence use
Diamantopoulos & Souchon	1996		Acquisition		Interpretation / evaluation / correction (if from external suppliers)	Use/non-use / Storage
Souchon & Diamantopoulos	1996		Acquisition			Use
Diamantopoulos & Horncastle	1997					Use
Diamantopoulos & Sigauw	2002		Acquisition	Evaluation		Use
Leonidou & Theodosiou	2004		Information determination	Information acquisition	Information dissemination	Information utilization
Wills & Williams	2004		Acquisition	Transformation / Integration / Dissemination		Use
Maltz, Menon & Wilcox	2006		Acquisition	Dissemination		Use

Some differences in the stages of the process stand out in this summary. For instance, Leonidou & Theodosiou (2004) argue that instrumental use is dependent on prior determination of the information needs – a step that is seemingly assumed if not ignored

altogether in the other contributions reviewed. Only Cohen & Levinthal (1990) consider how organizations contemplate value before engaging in the generation of market information. At a later stage, when market information enters the users' domain, Cohen & Levinthal (1990:128) suggest that users assimilate market information before applying it to commercial ends. This reminds us of the assimilation step that Zahra & George (2002) propose in their reconceptualization of absorptive capacity, where users interpret and understand market information before it is internalized and converted as part of the organization's transformation processes. Only Diamantopoulos & Souchon (1996) involve this step in their qualitative study among export organizations, to proffer that users evaluate the information derived from external market research organizations before instrumental application.

An equally neglected step is the learning that happens after the application of market information in decisions, potentially involving the codification of knowledge and its storage in an organization's memory, to be relied on when future occasions arise. This is the sense of organizational memory that Diamantopoulos & Souchon (1996), Huber (1991) and Sinkula (1994) proffer in their studies. Organizational memory is a process that is central to conceptual application as well as symbolic use of market information. This is an aspect that Huber (1991) and Sinkula (1994) fail to relate to specifically to conceptual, instrumental or symbolic application, whereas Diamantopoulos & Souchon (1996) consider this aspect in respect with conceptual use of market information.

The above is what I consider a fragmented picture of a complex process that can be at best represented through an assembly of 'snapshots'. The literature reviewed provides evidence of a process that is composed of seven steps, which I propose in Figure 5-2 below. I compare this process with that featuring in studies relating to other areas of learning, as is the case of Beyer & Trice (1982) and Crossan, Lane, & White (1999). Here, Beyer & Trice (1982) conceptualise a nine step process that not only features the seven stages I observe in the literature reviewed, but also proposes affective reactions and information selection as steps following information search (the first step) and preceding the information adoption step. In the literature reviewed, no evidence was noted about such user actions in processing market information.

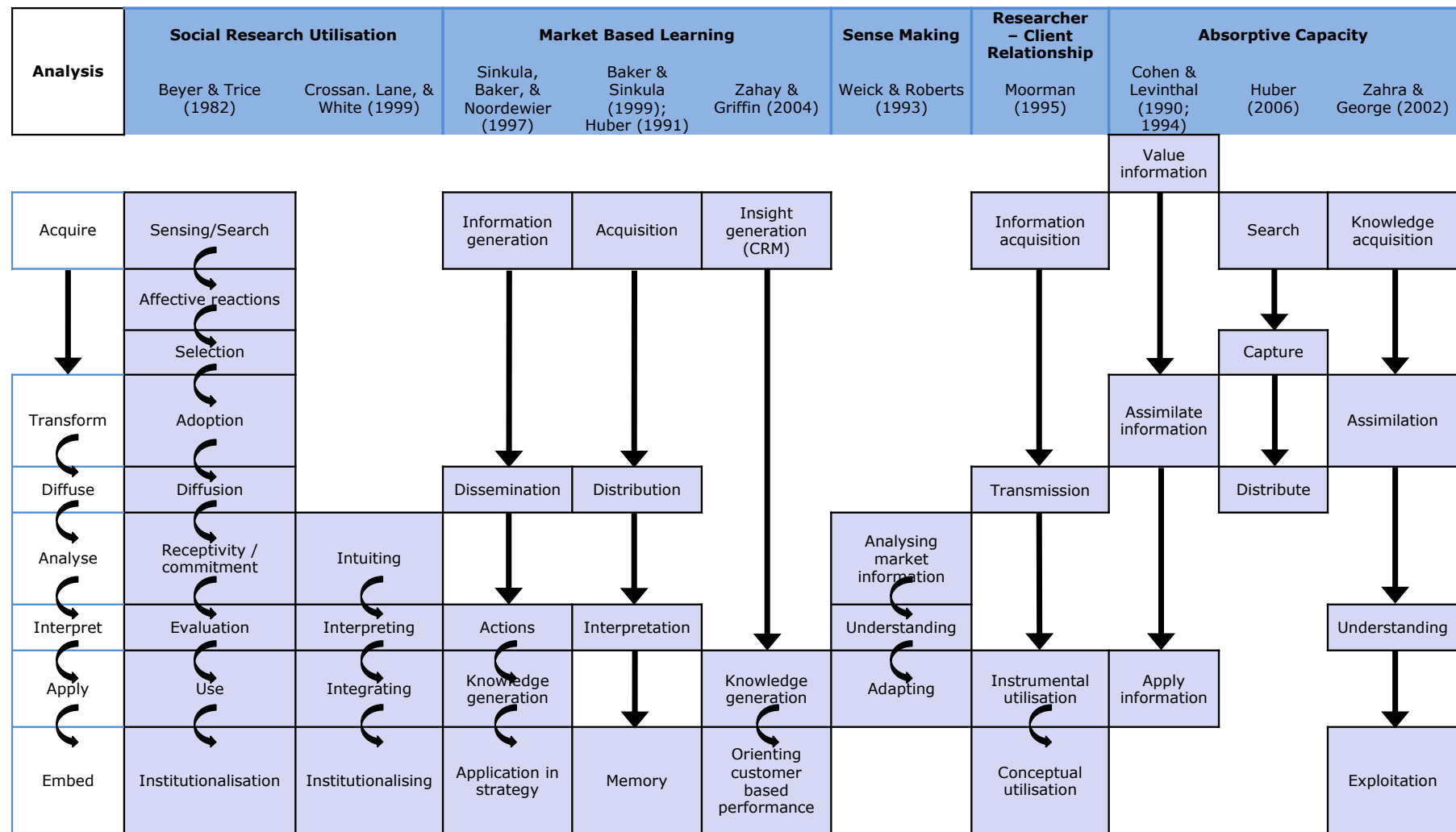


Figure 5-2 Proposed market information processing phases

Equally, I consider the selection step as proposed by Beyer & Trice (1982) as part of the information transformation step where users extract the necessary information from the body of market information supplied by the market research organization, and consider users' affective reactions arising during the interaction with the researchers as part of the acquisition process.

5.3 Influences Impacting on Use

Table 5-4 and Table 5-5 set out a summary of the aspects that influence the process of market research information usage across the different phases of the process, distinguishing between conditions, factors and mechanisms as well as the different types of application (instrumental, conceptual and symbolic). Drawing from the thematic analysis set out in Sections 4.2, 4.3 and 4.4 in this document, this summary shows how the transformation step features the least number of influences encountered in the literature, which by contrast, tends to focus on the diffusion and application steps⁶⁸. Equally, this analysis shows how literature reviewed did not feature any evidence of conditions, factors and mechanisms impacting on the analysis and embedding phases of the process.

From a separate angle, the same influences across the different phases of the use of market research information are distinguished between motivators and barriers on the process, set out in Table 5-6 and Table 5-7 (page 103). This analysis shows that a prevailing number of motivating influences is reported in the literature as opposed to barriers, again with weak information encountered in respect with the transformation phase of the process as well as conceptual application of market research information. No evidence of barriers or motivators could be observed on the analysis and embedding steps, as well as motivators of barriers impacting on symbolic application.

⁶⁸ A term to infer on the instances when authors did not specify the type of use

Table 5-4 Conditions, factors and mechanisms influencing the process of use of market research information

	Conditions	Factors	Mechanisms
Acquire	Availability of market research Clan culture Knowledge about use of market research Large organizational size Organizational climate Organizational experience Organizational inexperience Recognized need for information Small organizational size Spirit of entrepreneurship	Senior management ability to lower conflict Senior management ability to win confidence Senior management attitude Senior management education	Informal structure Information overload
Transform	Market oriented philosophy		
Diffuse	Clan culture Innovation oriented culture Market oriented philosophy	Communication capabilities Senior management ability to lower conflict Senior management ability to win confidence Senior management attitude Senior management education	Centralized, formal structure Clan culture Decentralized, informal structure Informal structure Interdepartmental connectedness Interdepartmental understanding Recognized "strategic value" of market information Trust (MR Firm - User)
Analyse	(No evidence reported)		
Interpret	Available internal data (complementary) Available internal data (substitute) Immediate need No Immediate need Perceived accuracy & reliability Perceived inaccuracy & unreliability Users' experience, goals, personal preferences		
Apply	Environmental uncertainty Knowledge about use of market research Perceived cost of error Perceived importance of research project Previous experience in market research Prior disposition Profitability "psychic" distance from market Quality of information (clear, usable, useful, credible) Researcher capability/competence (via trust)	Research customization Surprise factor	Competing sources (customer involvement) Lack of marketing strategy Researcher - user interaction quality (via trust) Researcher capability of "seeing the big picture" Researcher technical, project oriented capability Researcher's business understanding Trust (MR Firm - User) Unfitting information
Embed	(No evidence reported)		

Table 5-5 Conditions, factors and mechanisms influencing the application of market research information

	Conditions	Factors	Mechanisms
Instrumental Use	"immediately exploitable opportunity" "shelf life" of information Clan culture Dependence on market Experience in market Implementability of recommendations Innovation oriented culture Organizational climate Perceived accuracy & reliability Perceived cost of research Perceived quality of research Spirit of entrepreneurship		Centralized, formal structure Defender strategy Formality & frequency of communication (MR firm - user) (via trust) Informal structure Interdepartmental conflict Interdepartmental connectedness Interdepartmental understanding Inter-functional rivalry Lack of researcher tact Proximity of functions Researcher characteristics (integrity, sincerity, willingness to reduce uncertainty) (via trust) Shared interaction with end customer Structural flux (via inter-functional rivalry) User-researcher shared view of business
Conceptual Use	Clan culture Dependence on market Experience in market Innovation oriented culture Perceived cost of research Perceived future "occasion" for use Perceived quality of research Turbulent environmental conditions		Analyzer strategy Exclusive interaction with end customer Informal structure Prospector strategy
Symbolic Use	Dependence on market Experience in market Perceived cost of research Perceived quality of research Volatile market situations		Organization politics Reliance on non-domestic markets

Table 5-6 Motivating and hindering influences impacting on the process of use of market research information

	Motivators	Barriers
Acquire	Availability of market research Clan culture Informal structure Knowledge about use of market research Large organizational size Organizational climate Organizational inexperience Recognized need for information Senior management ability to lower conflict Senior management ability to win confidence Senior management attitude Senior management education Spirit of entrepreneurship	Information overload Organizational climate Organizational experience Small organizational size
Transform	Market oriented philosophy	
Diffuse	Clan culture Communication capabilities Decentralized, informal structure Innovation oriented culture Interdepartmental connectedness Interdepartmental understanding Market oriented philosophy Recognized "strategic value" of market information Senior management ability to lower conflict Senior management ability to win confidence Senior management attitude Senior management education Trust (MR Firm - User)	Centralized, formal structure
Analyse		
Interpret	Available internal data (complementary) Immediate need Perceived accuracy & reliability	Available internal data (substitute) No Immediate need Perceived inaccuracy & unreliability Users' experience, goals, personal preferences
Apply	Environmental uncertainty Knowledge about use of market research Perceived cost of error Perceived importance of research project Previous experience in market research Profitability Psychic distance from market Quality of information (clear, usable, useful, credible) Research customization Researcher - user interaction quality (via trust) Researcher capability of "seeing the big picture" Researcher capability/competence (via trust) Researcher technical, project oriented capability Researcher's business understanding Surprise factor (export markets) Trust (MR Firm - User)	Competing sources (customer involvement) Lack of marketing strategy Prior disposition Surprise factor Unfitting information
Embed		

This analysis provides evidence of how incomplete the understanding of this process is as featured in extant literature. Important steps in the process of utilization, such as the cases of transformation and dissemination did not attract research to attest mechanisms and impacting aspects. Further, symbolic use failed to attract research on impacting influences at organizational and individual levels, as did conceptual use and barriers that hinder this type of process.

Table 5-7 **Motivating and hindering influences impacting on the application of market research information**

	Motivators	Barriers
Instrumental Use	"immediately exploitable opportunity" "shelf life" of information Clan culture Defender strategy Dependence on market Formality & frequency of communication (MR firm - user) (via trust) Implementability of recommendations Informal structure Innovation oriented culture Interdepartmental connectedness Interdepartmental understanding Organizational climate Perceived accuracy & reliability Perceived cost of research Perceived quality of research Proximity of functions Researcher characteristics (integrity, sincerity, willingness to reduce uncertainty..) (via trust) Shared interaction with end customer Spirit of entrepreneurship User-researcher shared view of business	Centralized, formal structure Experience in market Interdepartmental conflict Inter-functional rivalry Lack of researcher tact Organizational climate Structural flux (via inter-functional rivalry)
Conceptual Use	Analyzer strategy Clan culture Dependence on market Exclusive interaction with end customer Experience in market Informal structure Innovation oriented culture Perceived cost of research Perceived future "occasion" for use Perceived quality of research Prospector strategy Turbulent environmental conditions	
Symbolic Use	Experience in market Organization politics Perceived cost of research Perceived quality of research Reliance on non-domestic markets Volatile market situations	Dependence on market

I look at this analysis from two angles. Firstly, a closer look at the analysis above shows some common themes across the headings featuring in the different tables. For instance conditions like organizational climate, experience, a recognized need for information, organizational size and spirit of entrepreneurship point at an organization's market stance. Strategic (senior) management abilities feature as a factor impacting on the acquisition and dissemination phases of the process, while conditions like 'immediately exploitable opportunity', 'shelf life of information', 'perceived accuracy' and 'reliability/cost of research/quality of research' point at the features of the market research engagement.

Environmental uncertainty, perceived importance of the research project and perceived cost of error seem to point towards environmental risk, whereas conditions like previous experience in market research, prior disposition and knowledge about use of market research information seem to point at an organizations' familiarity with market research activity. A simplification of Table 5-4 and Table 5-5 is set out in Figure 5-3 and Figure 5-4, while Figure 5-5 and Figure 5-6 simplify the list of barriers and motivators impacting on the process of use of market research information as well as the different types of market research information application (instrumental, conceptual and symbolic). These schematic representations show how gaps in knowledge prevail in respect with the influences impacting on symbolic use, how the body of literature reviewed is devoid of any notions of factors impacting on instrumental, conceptual and symbolic use, as well as, those influences impacting on assimilation and transformation phases of the process.

Secondly, in assessing what is *missing* in the analysis above, I turn to organizational learning and knowledge management theory to propose some initial thoughts about aspects that may impact on the use of market research information but not featuring in this review of literature.

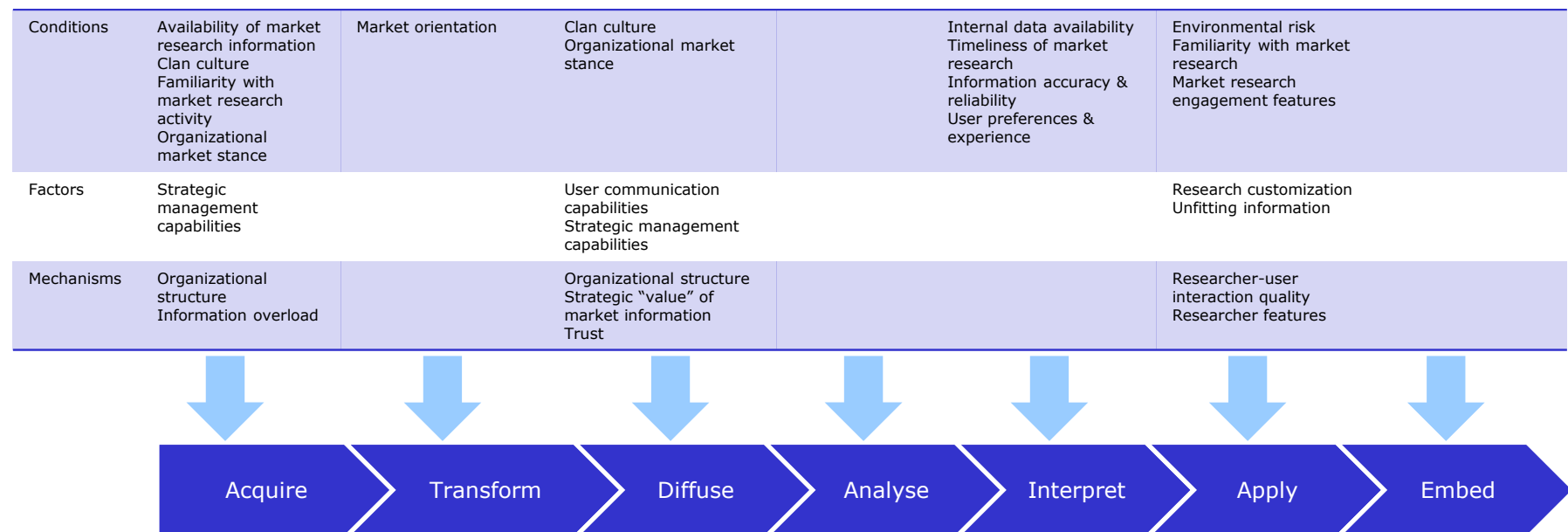


Figure 5-3 Conditions, factors and mechanisms impacting on the different phases of market research information use

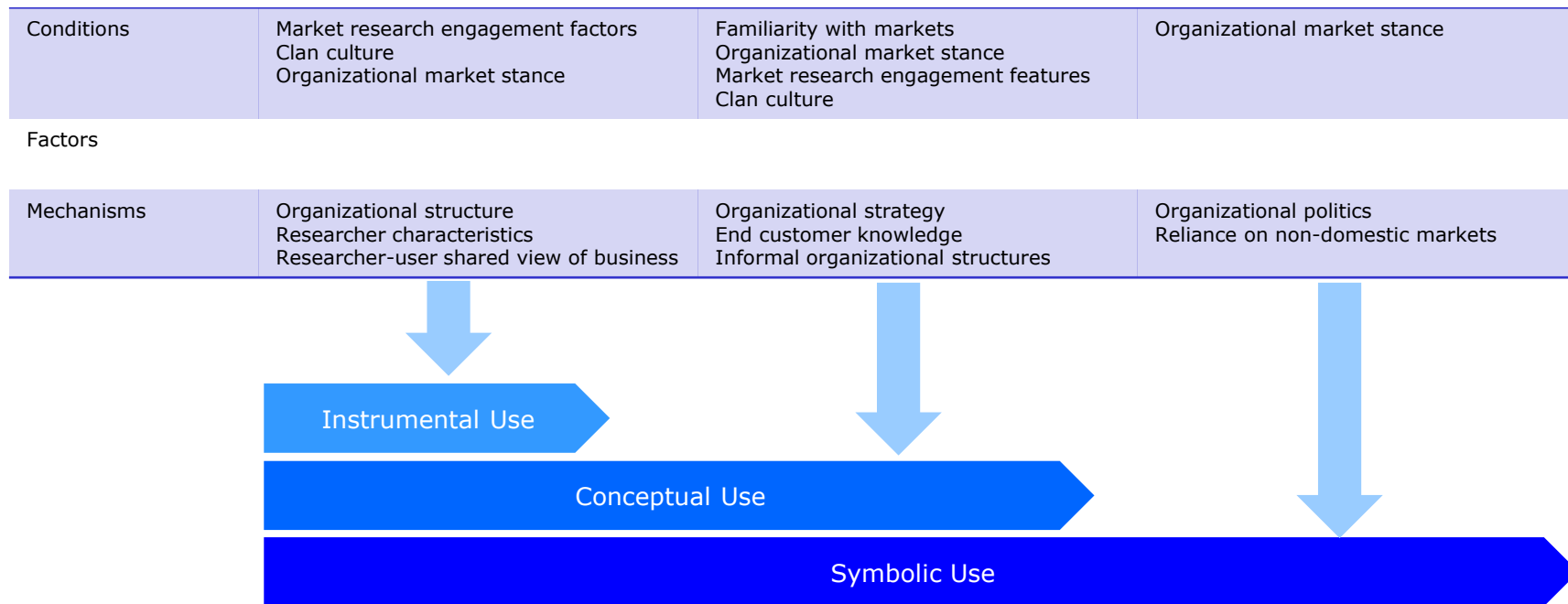


Figure 5-4 Conditions, factors and mechanisms impacting on instrumental, conceptual and symbolic use of market research information

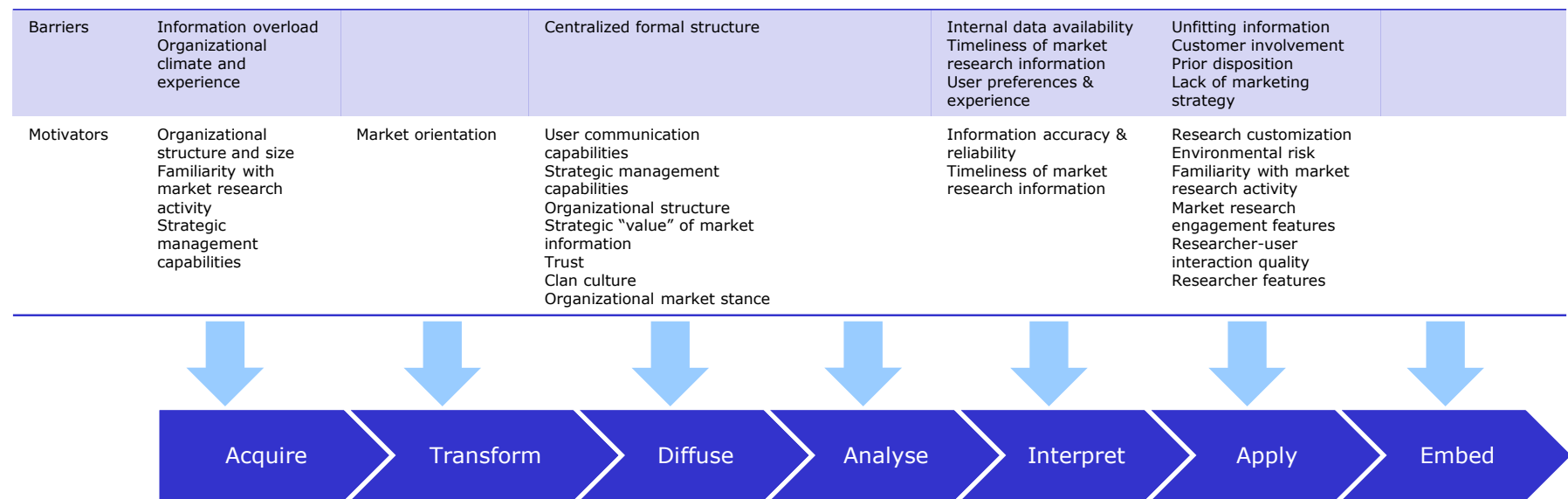


Figure 5-5 Barriers and motivators impacting on the different phases of market research information use

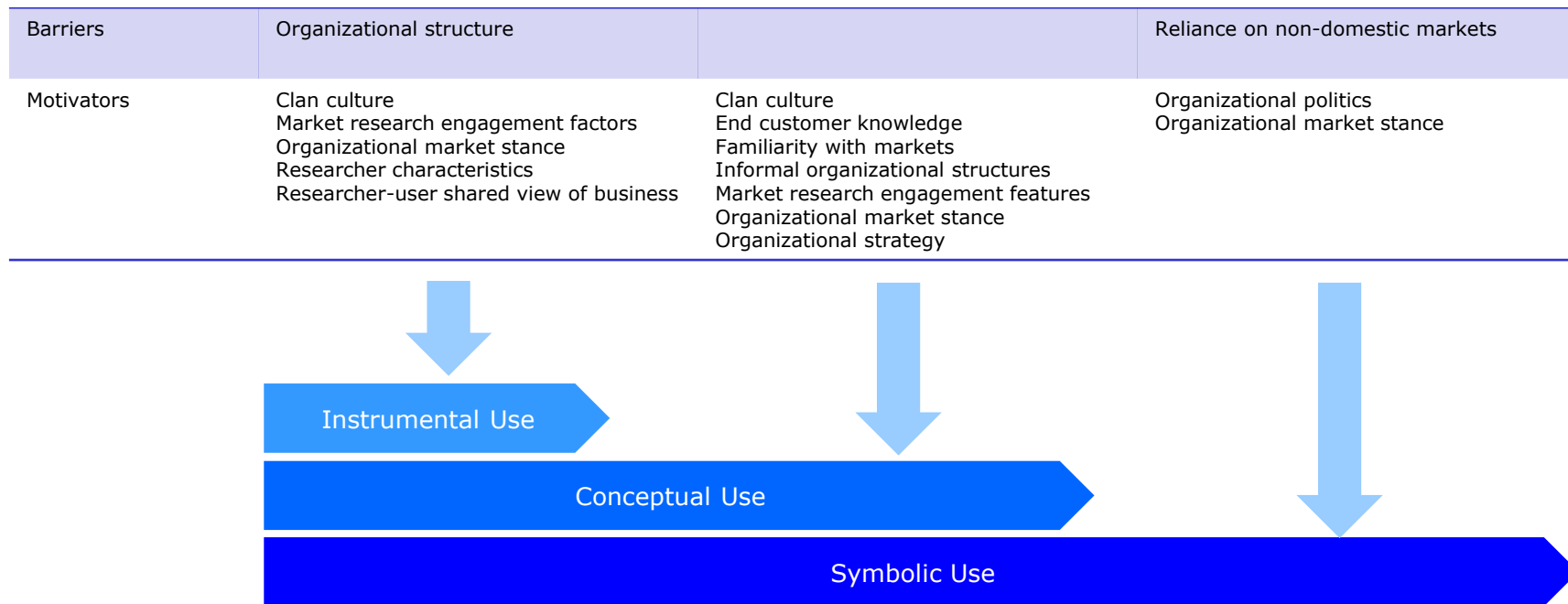


Figure 5-6 Barriers and motivators impacting on instrumental, conceptual and symbolic use of market research information

5.3.1 The Organizational Learning Perspective

In looking at the influences impacting on the use of market research information, an organizational learning perspective may help in identifying potential barriers that may impact on the processing of market information among client organizations. Schilling & Kluge (2009) in their systematic review on organizational learning report a number of barriers that impact on organizational learning throughout the 4I process⁶⁹, most of which do not feature in the contributions reviewed in my study (see Appendix C on page 195). Nonetheless, a number of other barriers reported by Schilling & Kluge (2009) were also reported in Table 5-6 and Table 5-7 (page 103) and set out in Table 5-8 below. In this summary, the innovator referred to by Schilling & Kluge (2009) reminds us of the researcher providing the market research information to the client firm/users, helping us interpret the various influences that feature in the interaction between the researcher and user.

Table 5-8 Barriers to organizational learning: Common occurrence in Schilling & Kluge (2009) and contributions reviewed

Barriers observed in Schilling & Kluge (2009) and in contributions reviewed	Relevant Section in this document
Complex dynamic and competitive market environments	4.3.1.1
Lack of political and social skills on part of the innovator/sponsor	4.3.3.5
Low status, confidence and trustworthiness of innovator	4.3.3.4
Conflicting relationship between innovator and group	4.3.3.5
Missing link between knowledge and important organizational goals	4.3.3.1
Knowledge incompatible with existing (occupational) mindsets	4.3.2.2
Inadequate communication between units	4.3.3.2
Power structures and relations	4.3.3.2
Inconsistent organizational strategy, systems, policies and practices	4.3.3.1 and 4.3.3.2
Decentralization	4.3.3.2
Rapid technological change	4.3.1.1

Various other barriers from the Schilling & Kluge (2009) review seem to be relevant to the processing of market information, as is the case of the barriers listed in Table 5-9 below, which I propose as potential implications on the processing of market information.

⁶⁹ Intuiting, Interpreting, Integrating, Institutionalizing. Originally proposed by (Crossan et al., 1999)

Table 5-9 Barriers to organizational learning (from Schilling & Kluge, 2009) that may impact on the use of market information

Barriers observed in Schilling & Kluge (2009)	Potential implication
Biases and deficiencies of employees	Restricts acceptance and instrumental/conceptual use of market information
Fear of disadvantages (that research may imply)	Potentially promote symbolic use of market information
Restrictive controlling management	Hamper the conceptual or instrumental use of market information
Lack of clear measurable goals and performance feedback	May hinder effective diffusion of market information and associated instrumental application
Monolithic corporate culture with homogenous workforce	Restricts diffusion of market information and associated creativity and conceptual information use
Strict work rules and regulations as well as organizational blame culture	Hinder effective diffusion of market information
Cultural distances along with complex ambiguous and difficult knowledge	Hampers effective information transformation and diffusion across an organization
Fear of loss of ownership and control of knowledge	Hinders effective diffusion of market information, promotes symbolic use
Divergent objectives, values and hidden agendas in the group	Promotes symbolic use and hinders effective diffusion of market information
Fear of disadvantages for the team benefit	Hinders instrumental use, promotes symbolic use of information
Over-confidence of managers in existing practices	Hampers conceptual and instrumental use of market information
Lack of participation and communication	Hampers diffusion of market information
Long-term organization success: competence traps	Creates a mindset that resists any new contrasting market information
Lack of learning orientated values in the organization	Hinders orientation towards market information acquisition and diffusion
Past experiences of conflicts during learning transfer	Hinders effective dissemination and instrumental/conceptual use of market information

5.3.2 The Knowledge Management Perspective

Since the processing of market research information is a knowledge process, aspects from Knowledge Management Theory are relevant to the observations and deductions made in this study.

For instance, the context of the interaction during the transfer of market research information to the customer/user organization did not receive any attention except for some indirect inference in the works by Moorman et al.(1992); Wills & Williams (2004) and Zaltman & Deshpande (2001). Nonaka, Toyama, & Konno (2001) write on ‘*ba*’ as the shared context in which knowledge creation and sharing happens, proposing that the specific time and space in which the interaction happens plays a strong role. They recognize that knowledge is humanistic, “*essentially related to human action... [created after that information is] interpreted in a given context and anchored in the beliefs and commitments of individuals*”(ibid:15). And *ba* is the place where information is “*interpreted, linked to social cultural and historical contexts that are important to individuals*” (ibid:22).

In market research information processing, users interact with the market research firm's resources to interpret research findings and results. The process can happen in different locations and is certainly linked with the organization's context composed of the firm's strategies, strategic situation, values, culture, history and the supporting systems and resources employed to make the organization reach its goals.

Organizational context also featured in some of the works reviewed (see Sections 4.3.1.2 to 4.3.1.4), although in none of the cases was it linked to the interaction between the service provider and the user.

On knowledge transfer between organizations, Easterby-Smith, Lyles, & Tsang (2008) propose a framework relying on donor and recipient organization characteristics, the dynamics featuring in the dyad as well as the nature of the knowledge transferred. Here, absorptive capacity features as one determining characteristic of both donor and receiver organizations, along with the organizations' capability in managing knowledge transfer as well as motivations to engage in knowledge transfer, 'teaching' (donor organizations) and 'learning' (receiver organizations).

From a market research information use perspective, only one of the studies reviewed looked at absorptive capacity among user firms (Bierly III et al., 2009), while Sinkula (1994:38) looks at it as 'congenital' knowledge resides in the organization since birth. Equally, Easterby-Smith et al. (2008) propose power relations, trust and risk as well as structures and mechanisms – all considerations that featured in the studies reviewed. Except for Moorman et al., (1992; 1993), none of the studies in this review related to social ties between the users and researchers (or, user organizations and research firms) – a significant notion that features in the Easterby-Smith et al. (2008) framework that is reproduced below (Figure 5-7).

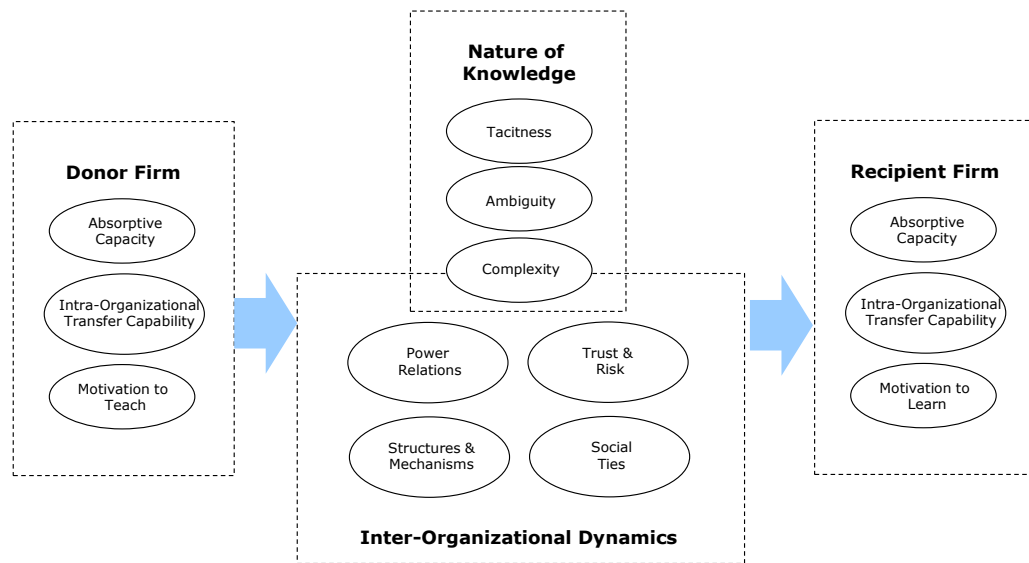


Figure 5-7 Aspects influencing inter-organizational knowledge transfer (Easterby-Smith et al., 2008:679)

More concerning is that while the characteristics of market research information featured in studies as ‘quality’ of information (see the findings in Section 4.3.1.6 page 75) (Leonidou & Theodosiou, 2004; Maltz et al., 2006; Menon & Varadarajan, 1992; Moorman et al., 1993, 1992; Souchon & Diamantopoulos, 1996; Toften & Olsen, 2004), *ambiguity* and *complexity* characteristics of the research information are ignored, with *tacitness* assumed as unrelated to the use of explicit information as is market research information.

The influences observed in the contributions reviewed were assessed for their location in respect with Easterby-Smith et al. (2008) model above, and summarised in Table 5-10 and Table 5-11. This appraisal shows that little is known about the donor-firm organizational aspects and barriers impacting on the process of market research information use – with significant gaps in knowledge featuring on the acquisition, transformation, diffusion, analysis and interpretation phases of the process (Table 5-11). Similarly, influences relating to inter-organizational dynamics in respect with acquisition, transformation, analysis and interpretation phases remain unknown (Table 5-11), while influences relating to the recipient firm seem to be relatively well researched.

Table 5-10 Aspects influencing market research information use from an inter-organizational knowledge transfer perspective

	Level		Effect	
	Individual	Organization	Barrier	Motivator
Donor firm	Lack of researcher tact Researcher capability of "seeing the big picture" Researcher capability/competence (via trust) Researcher characteristics (integrity, sincerity, willingness to reduce uncertainty..) (via trust) Researcher technical, project oriented capability Researcher's business understanding		Lack of researcher tact	Researcher capability of "seeing the big picture" Researcher capability/competence (via trust) Researcher characteristics (integrity, sincerity, willingness to reduce uncertainty..) (via trust) Researcher technical, project oriented capability Researcher's business understanding
External	Environmental uncertainty Volatile market situations	Turbulent environmental conditions		Environmental uncertainty Turbulent environmental conditions Volatile market situations
Inter-Organizational Dynamics	Exclusive interaction with end customer Formality & frequency of communication (MR firm - user) (via trust) Organization politics Perceived cost of error Perceived cost of research Perceived importance of research project Reliance on non-domestic markets Researcher - user interaction quality (via trust) Shared interaction with end customer Trust (MR Firm - User) User-researcher shared view of business	"immediately exploitable opportunity" Competing sources (customer involvement) Exclusive interaction with end customer Organization politics "psychic" distance from market Shared interaction with end customer Trust (MR Firm - User)	Competing sources (customer involvement)	"immediately exploitable opportunity" Exclusive interaction with end customer Formality & frequency of communication (MR firm - user) (via trust) Organization politics Perceived cost of error Perceived cost of research Perceived importance of research project "psychic" distance from market Reliance on non-domestic markets Researcher - user interaction quality (via trust) Shared interaction with end customer Trust (MR Firm - User) User-researcher shared view of business
Nature of knowledge	Available internal data (complementary) Information overload Perceived accuracy & reliability Perceived cost of research Perceived inaccuracy & unreliability Perceived quality of research Quality of information (clear, usable, useful, credible) Surprise factor	"shelf life" of information Availability of market research Available internal data (substitute) Implementability of recommendations Recognized "strategic value" of market information Research customization Surprise factor Surprise factor (export markets) Unfitting information	Available internal data (substitute) Information overload Perceived inaccuracy & unreliability Surprise factor Unfitting information	"shelf life" of information Availability of market research Available internal data (complementary) Implementability of recommendations Perceived accuracy & reliability Perceived cost of research Perceived quality of research Quality of information Recognized "strategic value" of market information Research customization Surprise factor (export markets)

Table 5-10 Aspects influencing market research information use from an inter-organizational knowledge transfer perspective (continued)

	Level		Effect	
	Individual	Organization	Barrier	Motivator
Recipient Firm	Knowledge about use of market research Organizational climate Perceived future "occasion" for use Previous experience in market research Prior disposition Recognized need for information Spirit of entrepreneurship Users' experience, goals, personal preferences	Analyzer strategy Centralized, formal structure Clan culture Communication capabilities Decentralized, informal structure Defender strategy Dependence on market Experience in market Immediate need Informal structure Innovation oriented culture Interdepartmental conflict Interdepartmental connectedness Interdepartmental understanding Interfunctional rivalry Lack of marketing strategy Large organizational size Market oriented philosophy No Immediate need Organizational experience Organizational inexperience Perceived future "occasion" for use Profitability Prospector strategy Proximity of functions Recognized need for information Senior management ability to lower conflict Senior management ability to win confidence Senior management attitude Senior management education Small organizational size Structural flux (via interfunctional rivalry)	Centralized, formal structure Dependence on market Experience in market Interdepartmental conflict Interfunctional rivalry Lack of marketing strategy No Immediate need Organizational climate Organizational experience Prior disposition Small organizational size Structural flux (via interfunctional rivalry) Users' experience, goals, personal preferences	Analyzer strategy Clan culture Communication capabilities Decentralized, informal structure Defender strategy Dependence on market Experience in market Immediate need Informal structure Innovation oriented culture Interdepartmental connectedness Interdepartmental understanding Knowledge about use of market research Large organizational size Market oriented philosophy Organizational climate Organizational inexperience Perceived future "occasion" for use Previous experience in market research Profitability Prospector strategy Proximity of functions Recognized need for information Senior management ability to lower conflict Senior management ability to win confidence Senior management attitude Senior management education Spirit of entrepreneurship Users' experience, goals, personal preferences

Table 5-11 Aspects influencing the phases of market research information use from an inter-organizational knowledge transfer perspective

Donor Firm	External	Inter-organizational dynamics	Nature of Knowledge	Recipient firm
Acquire			Availability of market research Information overload	Clan culture Informal structure Knowledge about use of market research Large organizational size Organizational climate Organizational experience Organizational inexperience Recognized need for information Senior management ability to lower conflict Senior management ability to win confidence Senior management attitude Senior management education Small organizational size Spirit of entrepreneurship
Transform				Market oriented philosophy
Diffuse		Trust (MR Firm - User)	Recognized "strategic value" of market information	Centralized, formal structure Clan culture Communication capabilities Decentralized, informal structure Informal structure Innovation oriented culture Interdepartmental connectedness Interdepartmental understanding Market oriented philosophy Senior management ability to lower conflict Senior management ability to win confidence Senior management attitude Senior management education
Analyse				
Interpret			Available internal data (complementary) Available internal data (substitute) Perceived accuracy & reliability Perceived inaccuracy & unreliability	Immediate need No Immediate need Users' experience, goals, personal preferences
Apply	Researcher capability of "seeing the big picture" Researcher capability/competence (via trust) Researcher technical, project oriented capability Researcher's business understanding	Environmental uncertainty	Competing sources (customer involvement) Perceived cost of error Perceived importance of research project "psychic" distance from market Researcher - user interaction quality (via trust) Trust (MR Firm - User)	Quality of information (clear, usable, useful, credible) Research customization Surprise factor Surprise factor (export markets) Unfitting information
Embed				Knowledge about use of market research Lack of marketing strategy Previous experience in market research Prior disposition Profitability

Table 5-11 Aspects influencing the phases of market research information use from an inter-organizational knowledge transfer perspective (continued)

	Donor Firm	External	Inter-organizational dynamics	Nature of Knowledge	Recipient firm
Instrumental Use	Lack of researcher tact Researcher characteristics (integrity, sincerity, willingness to reduce uncertainty..) (via trust)		"immediately exploitable opportunity" Formality & frequency of communication (MR firm - user) (via trust) Shared interaction with end customer User-researcher shared view of business	"shelf life" of information Implementability of recommendations Perceived accuracy & reliability Perceived cost of research Perceived quality of research	Centralized, formal structure Clan culture Defender strategy Dependence on market Experience in market Informal structure Innovation oriented culture Interdepartmental conflict Interdepartmental connectedness Interdepartmental understanding Interfunctional rivalry Organizational climate Proximity of functions Spirit of entrepreneurship Structural flux (via interfunctional rivalry)
Conceptual Use		Turbulent environmental conditions	Exclusive interaction with end customer	Perceived cost of research Perceived quality of research	Analyzer strategy Clan culture Dependence on market Experience in market Informal structure Innovation oriented culture Perceived future "occasion" for use Prospector strategy
Symbolic Use		Volatile market situations	Organization politics Perceived cost of research Reliance on non-domestic markets	Perceived quality of research	Dependence on market Experience in market

5.4 On User Groups: Who is the User?

Two themes emerge from the analysis of the literature in this study about the levels at which decisions are made: the individual and the organization. Indeed, Table 3-8 (page 45) and Figure 5-8 below show how eleven studies (quantitative and qualitative) related to organizational level decisions or application of market research information, whereas another eight related to group level decisions. The observation that most of these studies involved single key informants about the process of use of market research information (or its impacting influences) is striking: six studies (out of eight) where decision level related to group, and nine studies (out of 11) where decision level related to the organization.

		Unit of Analysis		
		Individual (and dyads)	Group	Organization
Decision Level	Individual	Diamantopoulos & Souchon (1996) Zaltman & Deshpande (2001) Diamantopoulos & Siguaw (2002)		
	Group	Maltz & Kohli (1996) Low & Mohr (2001) Toften & Olsen (2004) Maltz et al (2006) Moorman et al (1992) Moorman et al (1993) {Sinkula (1994)}	Maltz et al (2001)*	Ryals & Wilson (2005)
	Organization	Deshpande (1982) Moorman (1995) Cillo et al (2010) Kim & Atuahene-Gima (2010) Diamantopoulos et al (1990) Kohli & Jaworski (1990) Diamantopoulos & Horncastle (1997) Citrin et al (2007) Bierly III et al (2009)		Wills & Williams (2004) Maklan et al (2008)

* investigates multiple respondents

Figure 5-8 Contributions reviewed: Unit of analysis versus decision level investigated

More importantly, the studies reviewed seem to take a general approach in considering the behaviour and dynamics of groups in the processing and use of market research information, with only Moorman (1995) looking at group dynamics in the form of clans. While falling short of defining clans, here Moorman relates to how market information and knowledge is shared between people of similar values and attitudes within the same organization – a notion that is evident from the instrument Moorman used in her mail survey.

This aspect emerges as a stark gap when viewed from an organizational learning perspective. Crossan et al. (1999) draw from Argyris & Schon (1978); Daft & Weick (1984) and Huber (1991) in proposing the role of groups as a mediating mechanism that integrates individual level intuition and interpretation with organizational level institutionalization. Brown & Duguid (2001) link knowledge sharing in organizations and the associated spontaneity to communities of practice – an organizational aspect that Lave (1991) and Lave & Wenger (1999) investigate and note how groups of workers aggregate to form communities that revolve around occupational skills.

Communities of practice lack formalized boundaries and legitimacy (Snyder & Wenger, 2000:144), are sensitive to lack of support. They depend on informal networks, open communication and rely on a common passion shared by their members, typically featuring as one common problem in which members are interested. This statement on its own, even without empirical support, suggests how organizational formalization, departmental distances and defender strategies are likely to hamper communities of practice. In many ways these notions align with the Moorman (1995) observations on clan cultures and the prevalence of trust as a mechanism that influences instrumental and conceptual use of market information. Similarly, Maltz, Souder, & Kumar (2001) note how cross functional teams reduce inter-functional rivalry, enabling higher levels of effectiveness arising from the use of market research information. Other than these observations, no empirical evidence featured in the literature reviewed about how groups of users are influenced in their processing of market research information.

Equally important is the notion that views about processes related to groups were collated through studies involving one key informant, except for the contributions by Maltz et al. (2001) and Ryals & Wilson (2005). This implies that the views garnered through this review on groups' role in the processing of market research information are derived from individuals' perspectives that may not reflect the reality of processes.

5.5 Potential Research Opportunities

This review dealt with a body of knowledge that is composed of number of *narrow* views about the same phenomenon, each appraising different facets at different depths. Often, views are conflicting, partial and limited by drawing from a narrow range of organizational theories.

This chapter exposed a number of knowledge gaps relating to the influences that impact on the use of market research information. These present avenues for future research, which I deal with in this section, after having reflected on the limitations that current literature features.

5.5.1 Limitations in Research Reviewed

The body of literature reviewed features five key limitations that restrict our understanding of what impacts on the process of use of market research information and how this happens.

Firstly, there is a clear inconsistency between the phases of the process featuring in the literature and applied by authors – who typically draw from market orientation and organizational learning models, and the seven phases I consider to prevail in the users' processing and use of market research information. This incongruity restricts our understanding on the influences impacting on the different phases of the process at organizational, group and individual levels. This is of particular relevance to the phases that involve the transformation of market research information into an easily comprehensible format among users, as well as how users undertake to disseminate market research findings among them. Equally, our understanding about what happens when groups aggregate to consider market research information before reaching marketing decisions remains limited, with only surrogate explanations from different yet aligned organizational learning theory assisting in giving us an initial outline of the picture.

Secondly, literature reviewed features an overwhelming reliance on positivist approaches, engendering narrow view points of the same information process. Put together, these view-points can only generate a partial, fragmented picture of the total that could not be assumed as one whole. While conceptual and instrumental uses of market information feature a just less-than-adequate level, investigations about symbolic use are sparse and potentially fraught with respondent bias as research relies entirely on self-declaration of behaviour in a potentially political context.

Thirdly, while relating to decision contexts involving group or organizational levels, most of the contributions reviewed involved positivist approaches that relied on single-informant approaches, self-completion questionnaires filled by a representative of an organization. This approach suffers from an element of bias derived from the perceptions of respondents, particularly when research relates to projects that happened in the past and informants rely on memory as opposed to direct observation.

One explanation for this may come from the notion that most contributions reviewed featured in acclaimed US journals that are reputed for their bias towards positivist approaches. Such approaches rely on larger sample sizes, the feasibility of which depends on self-completion approaches targeting single key informants. This may be one reason why researchers shied away from social constructionist approaches that fit better an organizational learning or knowledge management process as is the use of market research information.

With limited evidence pointing at how individuals aggregate in groups in treating market research information before reaching market decisions, it is evident that group behaviour that mediates between individual and organizational levels of learning is under-researched. Again, here only some surrogate knowledge about communities of practice or cliques may be borrowed to proffer some initial understanding about the influences that impact on this facet of the phenomenon of interest.

Finally, considerations drawn from knowledge management theory suggest that features of the ‘donor’ market research organization are understood only at a superficial level as studies focus largely on the users as the unit of analysis. Clearly, the capabilities and characteristics of the research firm emerged as influences impacting on the application stages – an enigmatic notion considering that during these stages, the research firm/contractor is least engaged with the client/user as this would coincide with the very last stages of the research process.

5.5.2 Opportunity for Further Research

Various opportunities present themselves for investigation intended to deepen our understanding on this phenomenon. Here I look at these opportunities from three angles: the process, the influences and the unit of analysis.

5.5.2.1 The Process

A level of equivocality threatens our complete understanding of how organizations process market research information as well as how they engage to interact with their suppliers of information. What is also apparent is that users rely on increasing varieties

of sources of market information, with market research information featuring as one such source.

On this, a number of questions arise, justifying research:

- How organizations do engage in acquiring market research information in an age when market information is available from countless sources, within and outside the organization?
- Are there affective reactions manifest by information users following the acquisition of market information? How are these exhibited?
- How do users establish which information to apply in their decision making process? How do they attribute weight to the different sources and types of information?
- In what ways do users transform and analyse the market research information to support decision making? How do they establish the features of the end product when engaging in such efforts?
- How do users engage in groups to process market information? What are the behavioural dynamics of these groups? In what ways do they create sense and consensus from the different pieces of market information they may be exploiting?
- How do users engage in symbolic application of market information? Does symbolic use happen in groups? How do organizations and groups look at symbolic use of information?

5.5.2.2 The Influences

I consider the understanding about the influences impacting on the use of market research information as proffered in this study as incomplete on two levels. Firstly, the set of influences studied in the different contributions reviewed are seen as causalities acting independently from each other. In practice, any market research project and

associated behaviours among users and researchers are subject to all such influences concurrently.

Secondly, we have seen that these influences were studied as impacting on a process involving four distinct phases, neglecting the influences on the steps like transformation and analysis of information, its dissemination across the organization as well as how lessons are embedded in the organization that shape future behaviour.

Here I consider the following questions as relevant and justifying research in the future:

- ☐ What are the research (donor) firm aspects that impact on the process of usage of market research information? How do these influences impact each phase of the process?
- ☐ Apart from the features of the market research firm, what other external aspects impact on users in using market research information?
- ☐ How do features of market research information, such as ambiguity, complexity and levels of tacitness influence its subsequent application (instrumental, conceptual and symbolic)?
- ☐ What are the individual, group and organizational influences that impact each of the seven phases of the process – particularly dissemination and transformation?
- ☐ In any market research project, what is the extent of impact of influences in hindering or motivating the use of market research information when these are considered as part of a complex process (rather than individually)?
- ☐ What are the influences that encourage or hinder group dynamics in utilising market research information?
- ☐ What are the influences that motivate or hinder symbolic use of market research information?

5.5.2.3 The Unit of Analysis

Our understanding about how organizations process market information is largely the result of investigations that typically sought information about perceptions and attitudes from individuals. This seems to me as a key weakness in the extant body of knowledge, suggesting that any research intended to address the questions set out above be undertaken through a social constructionist commitment and employing phenomenological approaches. Here it would be the group of users and their interaction with the market research supplier that need to be appraised, focusing efforts to establish answers for the above questions.

5.5.3 Contribution of this Review

This review sets out a distinctive account about the influences impacting on the use of market research information, relying on a systematic appraisal of literature relating to this phenomenon. It is different from published literature reviews in that it is systematic and addresses specifically the use of market research information. Literature works encountered in this study, like those of Menon & Varadarajan (1992) or Souchon & Diamantopoulos (1996) and Toften & Olsen (2003) feature non-systematic approaches in dealing with extant literature. The systematic literature review of Leonidou & Theodosiou (2004) deals with export marketing information system, of which market research information is a component. My review, instead, focuses on the use of market research information in context of different marketing decisions.

In this context, my study sets a number of implications for academics and practitioners involved in market research, where the deductions I make earlier in this Chapter are of relevance.

5.5.3.1 Implications for academia

Contrary to the generally accepted model involving four steps in the use of market information, this review proposes a seven step approach as set out in Figure 5-2 (page 100). This model bears implications to the academic world in three ways.

Firstly, although the seven step model features three steps that are ill researched and only superficially understood, it provides a picture of how organizations treat market information in truly aligning themselves with a market oriented strategy. Of particular note are the steps involving transformation of the market research information intended to render information comprehensible by the diverse users within the organization as well as the dissemination of market information across the groups involved in the processing. Equally, the same model links with organizational learning and knowledge management theory in proposing an embedding step at the very end of the process of market information use. This translates in changed behaviours that are supported by changed marketing strategies, supporting organizational structures and systems as well as a reserve of knowledge, explicit in the form of information residing in an organization's databank or tacit, residing in the organization's members' minds.

Secondly, this review established that users aggregate in groups in treating market research information during decision processes. Although this behaviour is implicit of instrumental and conceptual use, the potential adoption of symbolic use at individual level (within these groups) or at group level cannot be excluded. Nonetheless, there is an apparent gap in knowledge relating to how users aggregate in such groups and the influences impacting the dynamics of such groups. Again, whilst scholars may be tempted to draw from parallel theory as exemplified by communities of practice, cliques or cross functional teams, in practice this means that our understanding will only remain tentative and parallel.

Thirdly, this review proffers a model of the influences impacting on instrumental, conceptual and symbolic use of market research information (see Figure 5-4, page 107). It identified engagement and organizational conditions that impact on the instrumental, conceptual and symbolic use of market information, as well as specific organizational mechanisms (like strategy, structure, customer knowledge and politics) that impact on all types of use. This review shows that little is known about the factors that cause users to employ market research information in an instrumental, conceptual or symbolic approach.

5.5.3.2 Implications for practitioners

The observations and findings in this study also provide a series of considerations that are pertinent to practitioners in both market research supplying organizations and market research dependent organizations.

Firstly, the model set out in Figure 5-2 suggests that a market research engagement is not complete until customers or users of market research information actually implement the lessons from market research information in their organization's strategies. Thus researchers need to look beyond the contractual boundaries of service provision and consider the processes that occur among users in the utilization of market research information. These start with the assimilation of information, progressing to the translation and transformation of such information into comprehensible messages, to integration with other organizational information collated from different sources. Here, the outsourced market research firm can assist to better co-create value in undertaking how to assist in the interpretation of information and ensure that any integration with other information results in a solution that truly satisfies customer needs across the information process.

Of relevance here is the notion that users do not exclusively apply the lessons from market research information in the short term, but employ these lessons to shape longer-term behaviours as a result of conceptual application of market research information. Equally, practitioners need to be aware that users may also employ other approaches in applying the information from market research, possibly as a result of political dynamics featuring in the client organization, or simply to justify pre-determined decisions that may not otherwise justify the lead time involved in the collation of market information. These notions also align with the observations Tuli, Kohli, & Bharadwaj (2007) make in investigating the provision of solutions in business to business markets.

Secondly, practitioners need to be aware about how much their organization's and their own characteristics matter not only in the winning of contracts but also to keeping customers loyal. This review revealed that firm and researcher features influence the

amount of trust users place in them, which in turn affects the quality of the relationship between the users and the supplier.

Thirdly, market research information supplied to users is subject to scrutiny and validation prior to being accepted as a reliable support for decision making. Users do not digest this information in isolation but seek to build sense out of the findings, comparing research findings with other sources of information and ultimately evaluate against prevailing mind-sets. Here the researchers' tact is paramount in instilling trust – not only in the research project and its deliverables, but also in the research organization and its members.

Fourthly, although users may opt for a customised approach in buying research to satisfy their diverse needs, research suppliers need to gather an understanding of the group dynamics in the client organization if their research is to find instrumental use. This requires approaches beyond desk oriented key account managers who interact with one touch point at the customers' side, and move towards multi-point approaches that enable a true understanding of the diverse needs of groups of users and their decision contexts.

6 CONCLUSIONS

This study presents my systematic review of the influences that impact on the process of use of market research information. In so doing, I explore a body of knowledge that relates to this phenomenon, distinguishing its explicit and implicit boundaries as well as appraise our level of theoretical understanding. This assessment enabled me to identify a number of research opportunities.

In this chapter, I discuss the limitations of my study as well as my reflections on the learning process that I went through in compiling this systematic review. I outline how this review can help me develop a strategy for my future work as part of my PhD research, closing with the key points learnt from this research.

6.1 Limitations

While I consider this review as a fair account and answer to the research question, I am aware that the views presented here are bound by three key limitations.

Firstly, this review relates to literature published in 1990 or afterwards. During the conduct of literature searches, it became apparent that an old body of knowledge exists, led and funded by the American Marketing Association (1988), with research conducted during the 1980s. Although I consider this body of knowledge as aged and potentially relevant to an environmental and organizational context that has changed since then, it begs for appraisal and evaluation for relevance and quality.

Secondly, most of the elements appraised in this review feature realist ontology and associated positivist epistemologies. These works assume that influences exist and that these can be separated from social context and objectively appraised for their influence on human behaviour. This is what I consider to be the key aspect that led to symbolic use being so under researched as this phenomenon does not lend itself for investigation employing such ontological commitments. Equally, I consider the inability for positivist works to provide a full picture of a *process* of market research information use as an ontological oxymoron that can only assist in assembling an incomplete picture of the process and its related influences. This may well be the case of the inconsistency in

the number of steps involved in the process of market use between those observed in the literature reviewed (where each typically focus on four such steps) and the total number of steps featuring across the literature elements reviewed.

Finally, although the review is the result of a strict and systematic approach, I consider this appraisal to be influenced by an element of personal bias and subjectivism coming from three sources. Considering the years during which I was engaged as a market research practitioner, I am very likely to be subject to my own personal prejudices and biases in reviewing literature that relates a profession and a process I feel so much part of. Equally, as a practitioner, I am very likely to commit myself towards realist philosophical assumptions. This phenomenon of interest calls for social constructionist approaches – a nominalist ontology to which I still have to learn how to commit myself to. And as a learner, I acknowledge that appraising the quality of published works is still a skill that I am developing, with judgements handed down on works reviewed in this study likely to be subject to such bias.

6.2 Personal Learning

This study provided me with an initial yet what I consider deep understanding of what a systematic literature review is as opposed to traditional literature reviews, where I have some familiarity. The process of a systematic literature review requires a deal of personal commitment and stamina. This is challenging, and rendered more demanding by the required objectivity (as I discussed earlier in Section 6.1) particularly owing to levels of personal bias that, although I strive hard to bracket, may still influence the quality of judgement of inclusion or exclusion of published works.

Nonetheless, the drawing up this study also meant that I had to source, identify and review an amount of published works – where quality can be judged in relative terms. The conduct of this study also meant that I adopt a completely new aptitude towards literature and the journals. I noticed that contributions published in top rated journals featured a relatively higher level of rigour and depth, contrasting against journals that are rated at a lower level or indeed a number of un-rated publications. Often, such contributions featured weak methodologies, inconsistent results and lack of theoretical

background. The very process of the systematic literature review made me appreciate that not all that is published is a contribution worth citing.

This study required me to review works to build a picture about a process through the noting of patterns. I found this process trying, particularly because contributions are limited in scope and presentation, providing only a narrow view of a large phenomenon. I only appreciated this when I started delving into some depth in these contributions.

Finally, I consider this study as a test of resilience and stamina, requiring me to complete a significant amount of work in a limited period of time. It is a test of my ability to keep an independent style of writing and language, particularly after feeling so influenced by certain authors that contributed highly cited and impacting pieces in this field.

6.3 Implications for my Future PhD Work

Section 5.5 of this study sets out a number of opportunities for further research. Although this list of opportunities is significant, I consider it limited as it is the result of my own reflections on the topic, arising from the findings and deductions in this study.

In dealing with these avenues as part of studies, I believe that more literature would need to be appraised to further my knowledge on specific problems. Here I consider the systematic literature review as an opportunity that helped me further my skills in critically appraising published works as well as other research – a skill that I consider significant in my future research.

This study revealed that our knowledge on the process wherein customers use market research information is fragmented and reliant on narrow positivist deduction. This, at best, can be assembled into one incomplete picture of a process and dependencies. I deem that a deeper and more holistic understanding of this phenomenon requires a social constructionist epistemology.

As this aspect calls for the exploration and discovery of regularities within the process through the establishing of patterns in conceptualization and as deficiencies, methods like phenomenography, action research or qualitative evaluation are probable

methodologies that need to be applied to answer the questions set out in Section 5.5.2 (page 121) (Miles & Huberman, 1994). Equally, if the process involving teams is to be appraised, patterns in behaviour may only be observed and elucidated if such patterns are considered as part of a culture, calling for holistic ethnographic means of investigation.

With the process of usage of market research information involving both supplier and user organizations, investigations need to be expanded to include the supplier firm that extant literature suggests to have an impacting influence on various facets of the usage process.

In this context, one area (set out in Section 5.5.2) that appeals to me is the void in knowledge relating to the influences that impact on the dynamics of groups in using market research information. I consider this approach as attractive, despite the various challenges that present themselves with this research – like the availability of organizations that may be interested in participating in the research, the methods employed in observation, aggregation of data and subsequent analysis, as well as the number of case studies that need to be made to assemble a clear picture about the phenomenon of interest. This research will, nonetheless, help in establishing a deeper and more complete understanding of how users process and apply information from market research in marketing decisions.

6.4 Conclusions

This study analyses the published research relating to the influences impacting on the use of market research information through a systematic approach – a phenomenon that bears various implications on an organization's potential and actual performance in markets. A series of significant conditions, factors and mechanisms were identified as impacting on the different phases of research use in user organizations. Such influences range from organizational aspects like a (user) organization's strategy, structure, market philosophy, stance in the market and access to market research suppliers, to its members' experience and capabilities in engaging and handling market research information to the features and capabilities of the supplying organization and its members. The study also distinguishes between motivating and hindering influences on

the process of usage of market research information. On one side, information overload, organizational climate and experience, a centralized formal structure, the availability of internal data, user preferences and experience as well as unfitting information constitute barriers to the use of market research information. By contrast, organizational structure and size, familiarity with market research activity, strategic management abilities, an organization's market orientation, user communication abilities, the strategic value of market information, clan cultures and the organization's market stance, among others, motivate organizations to use market research information.

A seven stage process is proposed to feature in the use of market research information that results in three types of information application: instrumental (where information is used to solve an immediate and specific problem), conceptual (where information is allowed to shape the decisions in the longer term) and symbolic (where information may be merely used to support pre-determined courses of action).

While presenting three key implications on the academic world and another four propositions for the practitioner domain, this appraisal also established the limitations in our understanding of this phenomenon. Indeed, our knowledge about this phenomenon relies on a number of published positivist contributions that proffer limited views about parts of a phenomenon, focusing on specific causalities, each tested out independently from the rest. These result in a picture about a phenomenon that is incomplete, often inconsistent and at best assumed to be situated next to other reported influences. Equally, published positivist research often relies on a single informant approach that is assumed to represent the reality of an entire organization.

This study also identifies a number of opportunities for future research, with approaches suggested to rely on social constructionist epistemologies that help in establishing a complete picture of a process and its dependences or influences.

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APPENDICES

Appendix A Database Search Result Statistics

Table A-1 Search results and selection statistics by search string: ABI/Proquest

Database: Abi Proquest Collections: ABI/INFORM Global / ABI/INFORM Trade & Industry/ ABI/INFORM Dateline Dates: Field: Document Title field WILCARDS: "?" For a character, "*" truncation 8 July 2011 (Peer reviewed journals)																					
1	market* w/3 research OR information OR insight	2144	0	2																	
2	market* based w/3 knowledge OR information	2	2	4	2																
3	absorption OR adopt* OR appl* OR assimilat* C	87	33	0	0	48411	0														
4	use OR utilis* OR utiliz*	55	36	0	0	711	3	18177	0												
5	conceptual OR instrumental OR strategic OR sy	44	21	0	0	604	12	288	16	14725	0										
6	change OR contribut* OR decision?making OR e	199	49	0	0	4284	11	2438	8	2843	16	113368	0								
7	dynamic OR absorptive w/3 capacity OR capabi	2	2	0	0	28	12	5	1	19	9	49	17	428	75						
8	organizational w/1 learning	3	1	0	0	53	15	2	0	45	11	149	50	9	6	903	0				
9	knowledge w/3 gap OR action OR creation OR i	2	0	1	0	53	25	17	8	17	8	113	45	8	7	6	6	619	0		
9		2538	144	5	2	54144	78	20927	33	17649	44	113679	112	445	88	909	6	619	0		
Total no of articles		210915																			
Potentially relevant		507																			
No of searches		41																			
		Scholarly (Peer Reviewed) Journals										Academic Journals									
		Published date since 1/1/1990										Articles									

Table A-2 Search results and selection statistics by search string: EBSCO/Business Insights

Database: EBSCO Collections: Business, Management & Accounting. Decision Sciences. Economics & Finance. Psychology. Social Science Dates: 1990 onwards Field: Title WILCARDS: "" For a character, "" truncation Date of search: 30 June 2011																					
		1																			
1	market* w/3 research OR information OR insight	1621		2				3				4		5		6		7		8	
2	market* based w/3 knowledge OR information	4	0	4	1																
3	absorption OR adopt* OR appl* OR assimilat* OR	69	11	0	0	62871															
4	use OR utilis* OR utiliz*	45	22	0	0	678	8	18205	0	5											
5	conceptual OR instrumental OR strategic OR systematic	34	11	0	0	565	14	142	4	13283	0	6									
6	change OR contribut* OR decision?making OR evaluation	143	37	0	0	5103	2	0	0	2486	11	115462	0	7							
7	dynamic OR absorptive w/3 capacity OR capabilities	2	2	0	0	32	11	5	5	0	0	54	20	399	96	8					
8	organizational w/1 learning	1	1	0	0	32	1	4	0	39	13	109	25	5	4	730	0	9			
9	knowledge w/3 gap OR action OR creation OR innovation	57	15	0	0	38	12	11	3	12	5	59	7	8	5	6	4	429	0		
9		1976	99	4	1	69319	48	18367	12	15820	29	115684	52	412	105	736	4	429	0		
Total no of articles		222747																			
Potentially relevant		350																			
No of searches		41																			
		Scholarly (Peer Reviewed) Journals Academic Journals Published date since 1/1/1990 Articles																			

The Value of Market Research Information:

How do Clients of Market Research Services Construct Value from their Usage of Market Research Information?

Appendix A Database Search Result Statistics

Table A-3 Search results and selection statistics by search string: International Journal of Market Research (on EBSCO/Business Insights)

Database: Web of Science Full search. International Journal of Market Research (1999 to date) Dates: ALL Field: all fields WILCARDS: "" For a character, "" truncation Date of search: 13 July 2011																			
		1		2		3		4		5		6		7		8		9	
1	market* w/3 research OR information OR insight	200	22																
2	market* based w/3 knowledge OR information	0	0	13	1														
3	absorption OR adopt* OR appl* OR assimilat* C	61	6	2	0	170	20												
4	use OR utilis* OR utiliz*	55	8	2	0	39	6	138	18										
5	conceptual OR instrumental OR strategic OR sys	15	4	2	0	16	2	13	4	54	13								
6	change OR contribut* OR decision?making OR e	100	14	4	1	78	12	58	13	25	6	305	28						
7	dynamic OR absorptive w/3 capacity OR capabi	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
8	organi?ational w/1 learning	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
9	knowledge w/3 gap OR action OR creation OR it	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		431	54	23	2	303	40	209	35	79	19	305	28	0	0	0	0	0	0
	Total no of articles	1350																	
	Potentially relevant	178																	
	No of searches	41																	

Table A-4 Search results and selection statistics by search string: Emerald Journals

<div>Database: Emerald</div> <div>Collections: Journals</div> <div>Dates: 1990 onwards</div> <div>Field: TI (Title)</div> <div>WILCARDS: "?" For a character, "*" truncation</div> <div>Date of search: 12 July 2011</div>																									
		1																							
		1	market* w/3 research OR information OR insight	778	0	2																			
		2	market* based w/3 knowledge OR information	61	9	14	6	3																	
		3	absorption OR adopt* OR appl* OR assimilat* OR absorpti	23	4	0	0	3829	0	4															
		4	use OR utilis* OR utiliz*	0	0	0	0	4	0	193	0	5													
		5	conceptual OR instrumental OR strategic OR systematic	17	9	0	0	75	5	2	0	2610	0	6											
		6	change OR contribut* OR decision?making OR effective	80	29	2	1	330	14	0	0	598	11	15504	0	7									
		7	dynamic OR absorptive w/3 capacity OR capabilities	2	0	0	0	25	3	1	0	28	2	73	9	833	30	8							
		8	organizational w/1 learning	1	1	1	1	15	4	0	0	17	7	70	18	9	4	318	0	9					
9	knowledge w/3 gap OR action OR creation OR information	0	0	0	0	15	10	0	0	3	2	31	19	2	?	1	1	211	0						
		9	962	52	17	8	4293	36	196	0	3256	22	15678	46	844	34	319	1	211	0					
Total no of articles		25776																							
Potentially relevant		199																							
No of searches		41																							
		Scholarly (Peer Reviewed) Journals																Academic Journals		inc		EarlyCite articles			
		Published date since 1/1/1990																Articles				Backfiles content			

The Value of Market Research Information:

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Appendix A Database Search Result Statistics

Table A-5 Search results and selection statistics by search string: PsycINFO

Database: Science Direct Collections: Social Science Dates: 1990 onwards Field: TI (Title) WILCARDS: "?" For a character, "*" truncation, "within" for text proximity Date of search: 11 July 2011																	
		1		2		3		4		5		6		7		8	
1	market* w/3 research OR information OR insight	747	0														
2	market* based w/3 knowledge OR information	2	1	3	2	3											
3	absorption OR adopt* OR appl* OR assimilat* C	35	8	0	0	67426	0	4									
4	use OR utilis* OR utiliz*	21	6	0	0	1448	2	13699	0	5							
5	conceptual OR instrumental OR strategic OR sy	13	7	0	0	69	2	44	0	5776	0	6					
6	change OR contribut* OR decision?making OR e	59	23	0	0	971	3	1413	3	1016	8	86107	0	7			
7	dynamic OR absorptive w/3 capacity OR capabi	0	0	0	0	0	0	0	0	0	0	3	2	12	7	8	
8	organi?ational w/1 learning	1	1	1	1	0	0	1	1	7	4	43	14	0	0	245	0
9	knowledge w/3 gap OR action OR creation OR in	0	0	0	0	11	2	20	2	3	0	87	2	1	1	0	0
	9	878	46	4	3	69925	9	15177	6	6802	12	86240	18	13	8	245	0
	Total no of articles	179668															
	Potentially relevant	102															
	No of searches	41															
		Scholarly (Peer Reviewed) Journals Academic Journals Published date since 1/1/1990 Articles															

Appendix B Extraction Tables

The Value of Market Research Information:

How do Clients of Market Research Services Construct Value from their Usage of Market Research Information?

Appendix B Extraction Tables

Reference Type	Journal Article
Authors, Primary	Menon, A.; Varadarajan, P. R.
Title Primary	A model of marketing knowledge use within firms
Periodical Full	Journal of Marketing
Periodical Ranking (Cranfield SOM)	4
Citations (Web of Science)	153
Pub Year	1992
Volume	56
Issue	4
Start Page	53
Other Pages	71
Keywords	KNOWLEDGE management; RESEARCH; ORGANIZATIONAL effectiveness; MANAGEMENT research; MARKETING; PERFORMANCE standards; INDUSTRIAL efficiency; INFORMATION resources management; KNOWLEDGE workers; INTELLECTUAL capital; INFORMATION professionals
Abstract	The process of knowledge utilization within firms has come to be viewed as an increasingly important area for research in light of its implications for organizational effectiveness. However, our current understanding of this phenomenon is limited because the process of knowledge use in organizations is complex and difficult to conceptualize and measure. Building on prior research in public policy, sociology, marketing, and other administrative disciplines, the authors first explicate the nature of knowledge utilization and propose a framework for circumscribing the concept of knowledge utilization. Next, using an emerging theoretical perspective on knowledge utilization, the "organizational" view, the authors present a conceptual model and research propositions that provide insights into informational and organizational factors that affect marketing knowledge utilization in firms.
Type of Study	Conceptual
Theoretical Framework	Market research use
Evident Ontology	
Approach	
Sampling Approach	
Sample size	
Response Rate (%)	
Data collection approach	
Informant	
Sector	
Relevant Country	
Decision Context	
User/Decider Context	Group
Contribution to Research Question	That the use of market research is reliant on organizational, contextual and personal factors/conditions
Theoretical assumptions/models	Use of information/knowledge
Research constructs	
Limitations (disclosed)	
Limitation (Not disclosed)	
Generalizability	
Total Quality Score	41
What are the authors trying to do in writing this?	Define use of market research (instrumental, conceptual and symbolic) and draw on the different organizational, individual, contextual and information quality dimensions to propose influences on the specific types of use.
What are the authors saying that is relevant to what I want to find out?	That usage types are specifically influenced by different organizational, contextual, individual and project / information features
How convincing is what the authors are saying?	All proposed influences are based on previous literature that spans a number of years.
In conclusion, what use can I make of this?	That use of information is dependent on personal, organizational, information quality and environmental influences

Reference Type	Journal Article
Authors, Primary	Maltz, E.; Kohli, A. K.
Title Primary	Market intelligence dissemination across functional boundaries
Periodical Full	Journal of Marketing Research
Periodical Ranking (Cranfield SOM)	4
Citations (Web of Science)	127
Pub Year	1996
Volume	33
Issue	1
Start Page	47
Other Pages	61
Keywords	R-AND-D; PRODUCT DEVELOPMENT; DECISION-MAKING; INFORMATION; COMMUNICATION; STRATEGIES; CHANNELS; PARADIGM; SYSTEMS; DESIGN
Abstract	The authors extend previous research by examining antecedents and consequences of the market intelligence dissemination process across functional boundaries. Their study, involving 788 nonmarketing managers in high-tech equipment manufacturing companies, suggests that both dissemination frequency and formality have nonlinear effects on perceived intelligence quality. In addition, they find evidence of a mere formality effect; that is, intelligence received through formal channels appears to be used more than that obtained through informal channels. The authors also find that the frequency with which market intelligence is disseminated is related to interfunctional distance, joint customer visits, senders' positional power, a receiver's organizational commitment, and trust in a sender. Additionally they find the formality of the dissemination process is shaped by interfunctional distance, receivers' trust in senders, and structural flux. Interestingly, the effects of internal environmental volatility (i.e., structural flux) appear to be different from those of external environmental volatility (i.e., market dynamism). For example, structural flux is found to affect dissemination formality, but not frequency, whereas the opposite is true for market dynamism.
Type of Study	Empirical
Theoretical Framework	Market orientation, Information dissemination
Evident Ontology	Realist
Approach	Positivist
Sampling Approach	Random/snow ball
Sample size	n=788
Response Rate (%)	74%
Data collection approach	mail survey
Informant	Individual
Sector	High tech industrial equipment manufacturing
Relevant Country	USA
Decision Context	NPD
User/Decider Context	Group
Contribution to Research Question	Factors influencing the use of market information/intelligence are dealt with directly.
Theoretical assumptions/models	Organizational communication, Trust
Research constructs	Intelligence dissemination process, perceived intelligence quality, market intelligence use.
Limitations (disclosed)	Marketing in industrial manufacturing has limited effect - so study may not represent reality in other sectors/industries. The same holds for inter-functional distance. Approach relates to a process but adopts a snapshot approach relying on managers' memory over the previous 3 months.
Limitation (Not disclosed)	Relates to group behaviour by surveying individuals.
Generalizability	High
Total Quality Score	44
What are the authors trying to do in writing this?	That dissemination frequency and formality have an inverted U relationship with perceived intelligence quality. Frequency of dissemination is influenced by the interfunctional distance, joint customer visits, and the senders' positional power. Formality of dissemination is influenced by inter-functional distance, receivers' trust in senders and structural flux. Market dynamism affects dissemination frequency whereas internal structural flux affects dissemination formality.
What are the authors saying that is relevant to what I want to find out?	Perceived information quality is influenced by trust in sender and dissemination - which has two dimensions: frequency and formality. External dynamism influences the frequency of dissemination whereas internal change/structural flux influences the formality of dissemination. Information quality is in turn influenced by the dissemination process's frequency and formality, along with the users' (receivers) organizational commitment and customer visits, interpersonal aspects (positional power and relationship length) as well as inter-functional rivalry and distance.
How convincing is what the authors are saying?	Argument is logically constructed on known theories, well supported by reliable research findings
In conclusion, what use can I make of this?	Information quality is influenced by trust (receivers' on senders) as well as the dissemination process characteristics. The latter is also influenced by receivers' own commitment, positional power, relationship length and inter-functional rivalry/distance.

Reference Type	Journal Article
Authors, Primary	Moorman, C.; Deshpandé, R.; Zaltman, G.
Title Primary	Factors affecting trust in market research relationships
Periodical Full	Journal of Marketing
Periodical Ranking (Cranfield SOM)	4
Citations (Web of Science)	419
Pub Year	1993
Volume	57
Issue	1
Start Page	81
Other Pages	101
Keywords	INDUSTRIAL relations; INTEGRITY; INTERORGANIZATIONAL relations; INTERPERSONAL relations; MARKETING research; MARKETING research companies; ORGANIZATIONAL socialization; PERSONALITY; SINCERITY; SOCIAL exchange; TRUST
Abstract	Building on previous work suggesting that trust is critical in facilitating exchange relationship, the authors describe a comprehensive theory of trust in market research relationships. This theory focuses on the factors that determine user's trust in their researchers, including individual, interpersonal, organizational, interorganizational/interdepartmental, and project factors. The theory is tested in a sample of 799 users. Results indicate that the interpersonal factors are the most predictive of trust. Among these factors, perceived researcher integrity, willingness to reduce research uncertainty, confidentiality, expertise, tactfulness, sincerity, congeniality, and timeliness are most strongly associated with trust. Among the remaining factors, the formalization of the user's organization, the culture of the researcher's department or organization, the research organization's or department's power, and the extent to which the research is customized also affect trust. These findings generally do not change across different types of dyadic relationships.
Type of Study	Empirical
Theoretical Framework	Trust, organizational structures, interpersonal relationships
Evident Ontology	Realist
Approach	Positivist
Sampling Approach	Random/snow ball
Sample size	n=779
Response Rate (%)	45%
Data collection approach	mail survey
Informant	Individuals in dyads
Sector	All
Relevant Country	USA
Decision Context	Use of Market Research
User/Decider Context	Group
Contribution to Research Question	That trust is influenced by individual, interpersonal, organizational, interorganizational/interdepartmental and project factors. Interpersonal factors are most predictive of trust - with factors including perceived researcher integrity, willingness to reduce research uncertainty, confidentiality, expertise, tactfulness, sincerity, congeniality and timeliness. findings are not dependent on the type of dyadic relationships between researcher and user.
Theoretical assumptions/models	Trust, use of information, organizational factors, personal factors
Research constructs	Trust, interorganizational relationships, interorganizational information transfer, use of information, organizational characteristics, personal characteristics
Limitations (disclosed)	That relative importance of characteristics of trust is investigated but does not show how these evolve throughout the different project phases.
Limitation (Not disclosed)	Uses a survey approach to investigate trust as a phenomenon across a process. Research entirely conducted in the US among the larger companies advertising. What happens among companies that do not advertise but still use market research? are the findings generalisable to other knowledge industries? Cost of external researcher is also not investigated in this research - an important dimension in the selection of outsourced services, particularly in a cost conscious environment.
Generalizability	Modest
Total Quality Score	43
What are the authors trying to do in writing this?	That trust is influenced by individual, interpersonal, organizational, interorganizational/interdepartmental and project factors. Interpersonal factors are most predictive of trust - with factors including perceived researcher integrity, willingness to reduce research uncertainty, confidentiality, expertise, tactfulness, sincerity, congeniality and timeliness. findings are not dependent on the type of dyadic relationships between researcher and user.
What are the authors saying that is relevant to what I want to find out?	That trust is influenced by the user's perceptions about the researcher and his/her organisation. Does this imply the organisation's reputation and brand influence this relationship? Oddly, this study does not relate to this issue
How convincing is what the authors are saying?	Study is generalised when the sample related to top US advertisers - is the same model generalizable to Europe or rest of the world? It does not relate to the different user types involved as different contacts with the different researcher contact points. Paper

	based on same sample and analysis published in 1992 by same authors
In conclusion, what use can I make of this?	Does not relate to the different user types in the organisation. But it lists out antecedents of trust

Reference Type	Journal Article
Authors, Primary	Moorman, C.
Title Primary	Organizational market information processes: Cultural antecedents and new product outcomes
Periodical Full	Journal of Marketing Research
Periodical Ranking (Cranfield SOM)	4
Citations (Web of Science)	216
Pub Year	1995
Volume	32
Issue	3
Start Page	318
Other Pages	335
Keywords	BUSINESS intelligence; COMPETITIVE advantage; CREATIVE ability; GROUP decision making; INFORMATION processing; MARKETING research; MARKETING strategy; NEW products; ORGANIZATION -- Research; ORGANIZATIONAL behavior; ORGANIZATIONAL sociology -- Research; PRODUCT management; RESEARCH
Abstract	Organizational research suggests that the way information is used is likely to be a function of the presence of organizational systems or processes, in addition to individual manager activities. The author suggests that firms vary their emphasis on certain organizational market information processes, such as information acquisition, information transmission, conceptual use of information, and instrumental use of information. The author argues that the emphasis is determined, in part, by the congruence, or fit, among an organization's cultural norms and values and theorizes that the presence of these organizational information processes affects new product outcomes. Survey results indicate that clans dominate the other cultures in predicting organizational market information processes, suggesting that information processes are fundamentally "people processes" that involve commitment and trust among organizational members. The results have important implications for balancing internal and external orientations within firms. The results also indicate that the information utilization processes, especially those that are conceptual in nature, are strong predictors of new product performance, timeliness, and creativity, indicating that competitive advantage is tied to information utilization activities in firms.
Notes	Trying to understand how customers use market information internally, with evidence that this helps in the co-creation of value What are the authors trying to do in writing this? Relates to organisation's use of market information through established organisational systems or processes. Firms vary their emphasis on certain organizational market information processes, such as information acquisition, information transmission, conceptual use of information, and instrumental use of information. Emphasis is determined, in part, by the congruence, or fit, among an organization's cultural norms and values and theorizes that the presence of these organizational information processes affects new product outcomes. Empirical, quantitative approach, suggesting that clans dominate the other cultures in predicting organizational market information processes, suggesting that information processes are fundamentally people processes that involve commitment and trust among organizational members. Implies: a) balancing internal and external orientations within firms. b) information utilization processes, especially those that are conceptual in nature, are strong predictors of new product performance, timeliness, and creativity, indicating that competitive advantage is tied to information utilization activities in firms. What are authors trying to say that is relevant to what I want to find out? Aligns approach with Argyris and Schon 1978 and Sinkula 1994 in that individual learning contributes to organisational learning, but is an insufficient condition for organisational learning four organizational market information processes are envisioned, half of which contain sub-processes: (1) information acquisition; (2) information transmission; (3) conceptual utilization; and (4) instrumental utilization processes. Detail of postulated process on page 320 Proves that different cultures impact on the process differently (see page 321 conceptual diagram) - with different cultures impacting differently on the process of information utilisation (Page 325) Methodology featuring LISREL determining the effect of cultures on the usage of information from market research. How convincing is what the authors are saying? Claims put forward are accompanied by statistical evidence (pp 325-326). Correlation matrix shows a number of weak correlations (less than 0.23) that have a wide confidence interval ($p < 0.1$) which weaken the model. How can a culture be measured or typified through the use of a quantitative instrument? Paradoxical is the notion that clans are typically inward oriented but assist in disseminating market information to render the organisation more market oriented. An internal orientation weakens a firm's ability to learn about markets (Day 1994). Study limitations (p329) show that the instrument had limitations: it did not ask respondents on IMPLEMENTATION of processes but rather rating of organisations on extent of information processes in place during projects. Also the instrument and methodology do not distinguish between the formal and informal information processing - an important factor when considering Communities of Practice and clans (if they are assumed to be equivalent). Author concludes that she conceived four information processing routes/mechanisms - when in fact she determined the effect of cultures on the process, although this is distinct from the individual information processing mechanism. What use can I make of this? Link with Communities of Practice (Wenger and Lave) through the Clans culture of the model.

	Does not answer how clans work, but gives a tentative model about information processing in organisations.
Type of Study	Empirical
Theoretical Framework	Organizational information processing; organizational culture; individual information processes
Evident Ontology	Realist
Approach	Positivist
Sampling Approach	Random sample
Sample size	n = 92
Response Rate (%)	31%
Data collection approach	mail survey
Informant	Individual
Sector	ALL
Relevant Country	USA
Decision Context	NPD
User/Decider Context	Organization
Contribution to Research Question	"individual learning contributes to organizational learning, but is an insufficient condition for organizational learning. Proposes four organizational market information processes (p319), half of which contain sub-processes: (1) information acquisition; (2) information transmission; (3) conceptual utilization; and (4) instrumental utilization processes. Proves that different cultures impact on information utilisation processes differently.
Theoretical assumptions/models	Information acquisition, distribution & use
Research constructs	Information acquisition processes; information transmission processes; conceptual utilization processes; instrumental utilization processes; organization cultures (adhocracy, market, hierarchy, clan); New Product outcomes (performance, timeliness, creativity), environmental turbulence, individual manager use of information
Limitations (disclosed)	Falls short of investigating the learning outcomes of the information processes. Organizational market information process measures did not distinguish between formal and informal processes; reliance on single informants when processes clearly involve multiple participants, capturing an element of bias; failed to explore the direct link between information processes and decision making.
Limitation (Not disclosed)	Could not demonstrate other cultures as antecedents for information use. Limited to US organizations where corporate cultures are distinctly different from European or indeed Asian organizations. Studies a process using a snapshot approach - inherent weakness
Generalizability	High
Total Quality Score	43
What are the authors trying to do in writing this?	Relates to organisation's use of market information through established organisational systems or processes. Firms vary their emphasis on certain organizational market information processes, such as information acquisition, information transmission, conceptual use of information, and instrumental use of information. Emphasis is determined, in part, by the congruence, or fit, among an organization's cultural norms and values and theorizes that the presence of these organizational information processes affects new product outcomes. Empirical, quantitative approach, suggesting that clans dominate the other cultures in predicting organizational market information processes, suggesting that information processes are fundamentally "people processes" that involve commitment and trust among organizational members. Implies: a) balancing internal and external orientations within firms. b) information utilization processes, especially those that are conceptual in nature, are strong predictors of new product performance, timeliness, and creativity, indicating that competitive advantage is tied to information utilization activities in firms.
What are the authors saying that is relevant to what I want to find out?	a) information processes are people processes that are influenced by the dominating clans; b) trust and commitment among organizational members are conditions that enable use of market information; c) conceptual use of information is oriented towards NP performance, timeliness and creativity, leading to competitive advantage.
How convincing is what the authors are saying?	(1) information acquisition; Author concludes that she conceived four information processing routes/mechanisms - when in fact she determined the effect of cultures on the process, although this is distinct from the individual information processing mechanism
In conclusion, what use can I make of this?	That culture, clans, commitment and trust are essential factors and conditions that enable effective use of MR

Reference Type	Journal Article
Authors, Primary	Cillo, P.; De Luca L. M.; Troilo, G.
Title Primary	Market information approaches, product innovativeness, and firm performance: An empirical study in the fashion industry
Periodical Full	Research Policy
Periodical Ranking (Cranfield SOM)	4
Citations (Web of Science)	0
Pub Year	2010
Volume	39
Issue	9
Start Page	1242
Other Pages	
Keywords	Fashion; Financial; Knowledge management; Studies
Abstract	In this study the authors propose a distinction between two approaches to market information, rooted in the marked-based learning theory. The two approaches are conceptualized and operationalized on the basis of their differences along three processes: generation, dissemination and use of market information. In the retrospective approach, the generation process is based on expressed customer needs and extant market relations; the dissemination is based on formal mechanisms; the use process is more instrumental. In the forward-looking approach, the generation process is based on latent customer needs and on the evolutionary patterns of the future market relations; the dissemination process is more informal; the use of information is more conceptual. A series of hypotheses concerning the relationships between these approaches, product innovativeness and firm performance are tested on a sample of Italian fashion firms. Results suggest that the two approaches are complementary for firm performance, but have opposite effects on product innovativeness: while a forward-looking approach is positively related to product innovativeness, a retrospective approach seems to be negatively related. The results also shed light on how market information approaches and product innovativeness jointly affect firm performance.
Type of Study	Empirical
Theoretical Framework	Market based learning
Evident Ontology	Realist
Approach	Positivist
Sampling Approach	Random
Sample size	n = 30 (qualitative); n = 143 (quantitative)
Response Rate (%)	41%
Data collection approach	a) qualitative: f2f in-depth; b) quantitative: mail survey
Informant	Individual
Sector	Fashion
Relevant Country	Italy
Decision Context	NPD
User/Decider Context	Organization
Contribution to Research Question	Propose that firms and managers influence the outcomes of market information processes not only by deciding what type of information to collect but also by deciding how to share it and use it (p1243). Secondly, conceive retrospective and proactive approaches in market information use and its effect on new product performance
Theoretical assumptions/models	Information acquisition, distribution & use
Research constructs	Series of hypothesis linking retrospective and proactive approaches to market information with innovativeness and performance.
Limitations (disclosed)	Relates to one industry and one country. Single key informant approach when clearly use of market information is a group aspect, although objectives (2o) sources of information about performance were used.
Limitation (Not disclosed)	Relates to internally generated market research. What about externally acquired MR? Performance is measured through "self-assessment" (objectivity?)
Generalizability	Limited
Total Quality Score	43
What are the authors trying to do in writing this?	Propose two types of market information from market based learning across three phases (generation, dissemination and use of market information): retrospective approach (generation relies on expressed customer needs and extant market relations; dissemination based on formal mechanisms and use process is more instrumental) VS forward-looking approach (generation process based on latent customer needs and evolutionary patterns of the future market relations, dissemination is more informal and use of information is more conceptual). both approaches are complementary but have opposite effects on innovation. Forward looking promotes innovation, retrospective approach hinders innovation.
What are the authors saying that is relevant to what I want to find out?	If MR is about explicit and latent customer needs, what processes are involved in learning? Review literature to come up with a three stage process (generation --> dissemination --> use of market information) with two "lenses" - retrospective and proactive. In retrospective, use is largely instrumental whilst in proactive approach, use is conceptual.
How convincing is what the authors are saying?	Do not discuss issue of symbolic use. Do not relate to the use of externally acquired MR
In conclusion, what use	That market information is retrospective or proactive. That both types of approaches

can I make of this?	have an influence on performance. That executives influence the outcomes of information by deciding what type of information to collect and deciding how to share and use such information
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Reference Type	Journal Article
Authors, Primary	Moorman, C.; Zaltman, G.; Deshpandé, R.
Title Primary	Relationships between providers and users of market research: The dynamics of trust within and between organizations
Periodical Full	Journal of Marketing Research
Periodical Ranking (Cranfield SOM)	4
Citations (Web of Science)	561
Pub Year	1992
Volume	29
Issue	3
Start Page	314
Other Pages	328
Keywords	COMMUNICATION in organizations; INDUSTRIAL management; INDUSTRIAL relations; INFLUENCE (Psychology); INFORMATION processing; INFORMATION retrieval; INTERORGANIZATIONAL relations; KNOWLEDGE management; MARKETING research; MORAL & ethical aspects; PSYCHOLOGICAL aspects; RESEARCH; TRUST
Abstract	The authors investigate the role of trust between knowledge users and knowledge providers. The kind of knowledge of special concern is formal market research. Users include marketing and non-marketing managers; providers include marketing researchers within a user's own firm and those external to the firm. A theory of the relationships centering on personal trust is developed to examine (1) how users' trust in researchers influences various relationship processes and the use of market research and (2) how the relationships vary when examined across dyads. The relationships were tested in a sample of 779 users and providers of market research information. Results indicate that trust and perceived quality of interaction contribute most significantly to research utilization, with trust having indirect effects through other relationship processes, as opposed to important direct effects on research utilization. Deeper levels of exchange, including researcher involvement in the research process and user commitment to the research relationship, however, have little effect on research use. Finally, the relationships in the model show few differences depending on whether the producer and user share marketing or research orientations. Inter-organizational dyads, however, have little effect on research use. Finally, the relationship in the model show few differences depending on whether the producer and user share marketing or research orientations. Inter-organizational dyads, however, generally exhibit stronger model relationships than intra-organizational dyads.
Type of Study	Empirical
Theoretical Framework	Market orientation, interorganizational relationships; interorganizational knowledge transfer
Evident Ontology	Realist
Approach	Positivist
Sampling Approach	Random/snow ball
Sample size	n=779
Response Rate (%)	45%
Data collection approach	mail survey
Informant	Individuals in dyads
Sector	All
Relevant Country	USA
Decision Context	Use of Market Research
User/Decider Context	Group
Contribution to Research Question	<p>1) User's trust in the "researcher" influences:</p> <p>a) the quality of interaction,</p> <p>b) researcher's involvement in the research process, as well as</p> <p>c) the user's commitment to the research relationship</p> <p>2 Trust in the researcher does not, influence the utilization of market research directly, but does so through the "quality of interaction"</p> <p>3 A researcher's involvement in research process augments the perceived quality of a user's interactions with the researcher</p> <p>4 Perceived quality of interaction and researcher involvement increase user's level of commitment to the researcher</p>
Theoretical assumptions/models	Trust, use of information
Research constructs	Trust, inter-organizational relationships, inter-organizational information transfer, use of information
Limitations (disclosed)	Lack of information about the industry/organizational context (products, services, environmental realities) that clearly impact on the users' need for market research information. Operationalization of trust may have measured individual personality characteristics (e.g. willingness to trust). Relationship issues were investigated without due consideration of respondents' economic factors, social norms and power. Limited view to "quality" of an interaction/relationship
Limitation (Not disclosed)	Uses a survey approach to investigate trust as a phenomenon across a process.

	Research entirely conducted in the US among the larger companies advertising. What happens among companies that do not advertise but still use market research? are the findings generalizable to other knowledge industries? Cost of external researcher is also not investigated in this research - an important dimension in the selection of outsourced services, particularly in a cost conscious environment.
Generalizability	Modest
Total Quality Score	42
What are the authors trying to do in writing this?	Relates to organization's use of market information by acknowledging that trust is the most important factor that influences behaviour among clients in using MR knowledge acquired. Trust reduces the perceived uncertainty, promoting the use of acquired knowledge from external sources.
What are the authors saying that is relevant to what I want to find out?	Aligns approach to modern and post-modern views that organizations are separate from their environment albeit interacting with such environment. That trust influences the perceived quality of the relationship between researcher and user, and this, in turn, impacts on the user's choice to use market research
How convincing is what the authors are saying?	Authors acknowledge weaknesses inherent in research approach (attitudinal response rather than behavioural response) warranting further research. Study did not look into the nature of the research relationship and the research "products" (p 325) as well as the trust of researchers in users/clients!
In conclusion, what use can I make of this?	Trust is one condition that enables true construing of value from market research derived knowledge. May hypothesize that trust is one of the determinants of the level of value co-created by customer and supplier? Trust heightens "the quality of interactions as users share more comprehensive, accurate and timely information about their research needs and provide more background information to researchers" (p 316). H2 (p316) relates to the communication encounter in Lemke et al 2010. H5 and H6 relate directly to absorption capacity conditions (Cohen & Levinthal)

Reference Type	Journal Article
Authors, Primary	Deshpandé, R.
Title Primary	The organizational context of market research use
Periodical Full	Journal of Marketing
Periodical Ranking (Cranfield SOM)	4
Citations (Web of Science)	40
Pub Year	1982
Volume	46
Issue	4
Start Page	91
Other Pages	101
Keywords	MARKETING -- Decision making; MARKETING executives; MARKETING research; ORGANIZATIONAL structure; DECISION making; INFORMAL organization; INDUSTRIAL relations; MARKETING -- Planning; MARKETING strategy
Abstract	In order to study the corporate situations in which marketing managers make decisions based on market research information, a survey was made of 249 product and marketing managers. Ninety-two managers (37%) responded. The study found that marketing managers making consumer product strategy decisions are more likely to use research information when they perceive themselves working in a decentralized operation with a minimum of formal rules and procedures that must be followed. In the context of the study, marketing managers seem to be less concerned with whether they were being observed to see that they obeyed all the rules than with whether or not they were their own boss and whether or not they could make decisions on their own. This study has clear implications for senior marketing management to be able to enhance the efficient use of market research. Line marketing managers should be given reasonably flexible task environments in which to work. This flexibility should give managers a large amount of freedom to take part extensively in product strategy decisions and also make them accountable for showing desired returns on product.
Type of Study	Empirical
Theoretical Framework	Organizational Learning
Evident Ontology	Realist
Approach	Positivist
Sampling Approach	Not disclosed
Sample size	n=92
Response Rate (%)	37%
Data collection approach	mail survey
Informant	Individual
Sector	Consumer goods manufacture
Relevant Country	USA
Decision Context	Use of Market Research
User/Decider Context	Organization
Contribution to Research Question	That organizational structure in terms of job codification, job specificity, participation in decision making and hierarchy of authority) impact on the use of market research
Theoretical assumptions/models	Organizational structure (formalization, centralization); Organizational communication, market research use
Research constructs	Organizational formalization, Organizational centralization, use of market research
Limitations (disclosed)	None disclosed
Limitation (Not disclosed)	For a quantitative study, sample is considered small to support generalization. Method relies on mail survey when a phenomenon is being studied.
Generalizability	Modest
Total Quality Score	42
What are the authors trying to do in writing this?	The more the organization is decentralized, the greater the tendency for marketing managers to use market research information.
What are the authors saying that is relevant to what I want to find out?	a) organizational structures and configuration influence the general aspects of market research usage, and b) usage is not dependent on the users' experience with the firm or market
How convincing is what the authors are saying?	Study is based on logically placed arguments, but reliant on a weak sample.
In conclusion, what use can I make of this?	That market research use is influenced by organizational structure

Reference Type	Journal Article
Authors, Primary	Citrin, A. V.; Lee, R. P.; McCullough, J.
Title Primary	Information use and new product outcomes: The contingent role of strategy type
Periodical Full	Journal of Product Innovation Management
Periodical Ranking (Cranfield SOM)	4
Citations (Web of Science)	9
Pub Year	2007
Volume	24
Issue	3
Start Page	259
Other Pages	273
Keywords	Studies, Information, Product development, Hypothesis testing, Software industry
Abstract	Information is an important resource for firms to develop new products successfully, and firms must rely on their ability to use information effectively. This research builds on information processing and contingency theories to explore the effect of firm strategy type and the conceptual and instrumental use of information on new product outcomes. Firms operating in high-tech industries are faced with high levels of uncertainty caused by rapidly evolving technologies. Consequently, creating innovative and successful products becomes particularly challenging. Past research examining organizational use of information points to the presence of strategic contingencies that may impact the new product outcomes that accrue to a firm. A cross-sectional study was conducted to examine how the impact of information use on new product outcomes varies by strategy type. Using data from 150 software development firms based in a developing economy, the theoretical hypotheses proposed are tested. After controlling for environmental turbulence, the research results demonstrate that firms focusing on specific types of information use innovate successfully only when that information use is congruent with an appropriate strategic orientation. Specifically, the present study finds that prospector firms focusing on conceptual information use enhance both their new product performance and new product creativity outcomes, whereas analyzer firms enhance only their new product performance outcomes. A focus on instrumental information use has different effects for firms. Defender firms enhance both their new product performance and creativity outcomes only when focusing on instrumental information use. In contrast, prospector firms detract from their new product creativity outcomes, and analyzer firms reduce their new product performance outcomes when focusing on instrumental information use.
Type of Study	Empirical
Theoretical Framework	Information processing theory
Evident Ontology	Realist
Approach	Positivist
Sampling Approach	
Sample size	n = 150
Response Rate (%)	50%
Data collection approach	a) pilot: f2f interview; b) field work: f2f interviews survey
Informant	individual
Sector	Software
Relevant Country	India
Decision Context	NPD
User/Decider Context	Organization
Contribution to Research Question	Firm strategy determines how firm uses market information to obtain effective innovation
Theoretical assumptions/models	Market orientation
Research constructs	Series of hypothesis linking types of strategy with type of use for effective innovation.
Limitations (disclosed)	Single respondents' bias towards own company's performance.
Limitation (Not disclosed)	Reliance on one sector limits the generalizability. Reactor strategies not covered in this study, nor is symbolic use of market information
Generalizability	Limited
Total Quality Score	42
What are the authors trying to do in writing this?	Relates to conceptual and instrumental use of information in NPD. Propose strategic contingencies impact the NP outcomes that accrue to a firm. Find that NP outcomes vary by strategy type, suggesting that successful innovation happens when information used is congruent with an appropriate strategic orientation. Thus Prospector firms focus on conceptual information use to enhance both NP performance and NP creativity outcomes, whereas Analyzer firms enhance only their new product performance outcomes. A focus on instrumental information use produces different effects for firms. Defender firms enhance both their new product performance and creativity outcomes only when focusing on instrumental information use. In contrast, Prospector firms detract from their new product creativity outcomes, and Analyzer firms reduce their new product performance outcomes when focusing on instrumental information use.
What are the authors saying that is relevant to what I want to find out?	Paradigm has an effect on the use of market information (and MR). Distinguishes between Prospector, Analyzer and Defender firms.
How convincing is what the	Do not discuss issue of symbolic use.

authors are saying?	
In conclusion, what use can I make of this?	Prospector, analyzer or defender strategies have a direct impact on how market information is used to innovate effectively. Prospector firms focus on conceptual information use to enhance np performance and creativity outcomes; analyzer firm focus on conceptual information use to enhance np creativity outcomes, whereas defender firms focus on instrumental use to enhance new product performance and creativity outcomes.

Reference Type	Journal Article
Authors, Primary	Low, G.; Mohr, J.
Title Primary	Factors affecting the use of information in the evaluation of marketing communications productivity
Periodical Full	Journal of Academy of Marketing Science
Periodical Ranking (Cranfield SOM)	4
Citations (Web of Science)	24
Pub Year	2001
Volume	29
Issue	1
Start Page	70
Other Pages	88
Keywords	DECISION-MAKING; ORGANIZATIONAL CONTEXT; EMPIRICAL-EXAMINATION; MODERATOR VARIABLES; PERFORMANCE; ORIENTATION; MANAGEMENT; IMPACT; INTEGRATION; ANTECEDENTS
Abstract	Most prior research on the use of marketing information has studied antecedents of the use of information in new product strategy decisions. This study investigates factors that are related to the use of marketing information in the evaluation of marketing communications productivity. The information used in this context originates from a wide range of internal and external sources. On the basis of organizational theories of information processing, the authors develop and test a conceptual framework explaining the use of information to evaluate marketing communications productivity. Collected survey data indicate that information quality organization formalization, task complexity, market turbulence, rationality of decision style, and group involvement are all positively related to the use of information in assessing marketing communications productivity. Moderating relationships involving formalization, complexity, decision style, and the degree of group involvement are also found. Implications for managing market knowledge and future research in information use are discussed.
Type of Study	Empirical
Theoretical Framework	Market orientation, Organizational decision making
Evident Ontology	Realist
Approach	Positivist
Sampling Approach	Stratified Random
Sample size	n=421
Response Rate (%)	36%
Data collection approach	mail survey
Informant	Individual
Sector	All
Relevant Country	USA
Decision Context	Communications productivity measurement
User/Decider Context	Group
Contribution to Research Question	Factors influencing the use of MR are dealt with directly.
Theoretical assumptions/models	Rational decision making, organizational decision making
Research constructs	Quality of information, organization formalization; complexity of task, market turbulence, rationality of decision style, group vs individual assessment process
Limitations (disclosed)	Assumes that using more information will improve decisions (untested). Use key informant approach when decision is related to a team effort. Relates to one type of information when clearly managers rely on different internal and external sources. Does not consider a manager's bias in deciding amount and type of information to use, as well as manager's attribution of weight to the information used.
Limitation (Not disclosed)	Authors follow decision making that is clearly a process, using a snapshot (mail survey) approach - which is inadequate in providing information about the totality of influences. Study is limited to one unique environment - distinct culture and competitive nature. Do not address issues of surprise or political acceptability. Quality of information is assumed to reflect credibility - which in turn is not tested
Generalizability	High
Total Quality Score	41
What are the authors trying to do in writing this?	That information quality, organization's formalization, the complexity of decision task, market turbulence and rationality of decision style as exhibited by the individual encourage the use of market information
What are the authors saying that is relevant to what I want to find out?	That environmental and organizational conditions and mechanism impact on the use of market information (comprising outsourced market research as well as internally generated information)
How convincing is what the authors are saying?	Argument is logically constructed on known theories as well as supported by reliable research findings
In conclusion, what use can I make of this?	That information quality, organization's formalization, the complexity of decision task, market turbulence and rationality of decision style as exhibited by the individual encourage the use of market information. This is a study that considers group decision making (as opposed to just individual or organization).

Reference Type	Journal Article
Authors, Primary	Maltz, E.; Souder, W. E.; Kumar, A.
Title Primary	Influencing R&D marketing integration and the use of market information by R&D managers: Intended and unintended effects of managerial actions
Periodical Full	Journal of Business Research
Periodical Ranking (Cranfield SOM)	3
Citations (Web of Science)	22
Pub Year	2001
Volume	52
Issue	1
Start Page	69
Other Pages	82
Keywords	BUSINESS; EXECUTIVES; HIGH technology industries; MANAGEMENT; MARKETING; RESEARCH & development; cooperation enhancements; information quality perceptions; inter-functional rivalry
Abstract	A model is developed relating important organizational and contextual variables to the information processing behaviors of research and development (R&D) managers. The model is tested on questionnaire data collected from 718 respondents at 256 high-technology organizations. The results indicate inter-functional rivalry severely reduces R&D's use of information supplied by marketing personnel, rivalry lowers the perceived quality of information transferred. Rivalry also increased political pressures to ignore useful information provided by marketing. The study also demonstrated R&D managers use information in two ways. Information may be used to make immediate decisions. It may also be used to change the R&D manager's mental model of the marketplace. Several techniques commonly employed to improve inter-functional relations are studied in the model. Most were found to improve information use. However, they affect use through different processes. The impacts of the degree of fluctuation in the organization structure were also tested. Implications of these findings for theory and practice are discussed.
Notes	Finds that inter-functional rivalry severely reduces R&D's use of information supplied by marketing personnel, rivalry lowers the perceived quality of information transferred. Rivalry also increased political pressures to ignore useful information provided by marketing. The study also demonstrated R&D managers use information in two ways. Information may be used to make immediate decisions. It may also be used to change the R&D manager's mental model of the marketplace. Several techniques commonly employed to improve inter-functional relations are studied in the model. Most were found to improve information use. However, they affect use through different processes. The impacts of the degree of fluctuation in the organization structure were also tested.
Type of Study	Empirical
Theoretical Framework	
Evident Ontology	Realist
Approach	Positivist
Sampling Approach	Random sample with snowballing
Sample size	n=718 (265 organizations)
Response Rate (%)	68%
Data collection approach	mail survey
Informant	Multi-respondent
Sector	High-tech manufacturing
Relevant Country	USA
Decision Context	NPD
User/Decider Context	Group
Contribution to Research Question	Market information use by R&D people is influenced by perceived information quality, in turn influenced by inter-functional rivalry. Cross functional team use reduces the effect of rivalry whereas structural flux increases it. Social orientation helps in improving perceptions about quality of information directly, while customer visits improve conceptual use of information (if with marketing people) and instrumental use of information (if done without marketing people involved).
Theoretical assumptions/models	Organizational structures, Organizational communication, market orientation
Research constructs	Inter-functional rivalry, perceived information quality, information use (conceptual & instrumental), co-location (inverse of inter-functional distance), structural flux (rate of change in personnel, structure, rules and procedures), cross-functional team use, social orientation, customer visits (with or without marketing people)
Limitations (disclosed)	Study relates to a limited number of mechanisms that reduce inter-functional rivalry. Limited approach towards social orientation. Focused on one-way flow of information when clearly NPD projects involve multi-way approaches. Assumes market information is used throughout all stages of NPD project. High-tech firms do not represent the reality of all firms.
Limitation (Not disclosed)	Relates to process through a snapshot approach relying on perceptions and memory.
Generalizability	Modest
Total Quality Score	41
What are the authors trying to do in writing this?	Finds that inter-functional rivalry severely reduces R&D's use of information supplied by marketing personnel, rivalry lowers the perceived quality of information transferred. Rivalry also increased political pressures to ignore useful information

	<p>provided by marketing. The study also demonstrated R&D managers use information in two ways. Information may be used to make immediate decisions. It may also be used to change the R&D manager's mental model of the marketplace. Several techniques commonly employed to improve inter-functional relations are studied in the model. Most were found to improve information use. However, they affect use through different processes. The impacts of the degree of fluctuation in the organization structure were also tested.</p> <p>Contributions:</p> <p>a) focuses on marketing-R&D interactions in NPD context by testing different ways how inter-functional rivalry impacts negatively on R&D management use of marketing information;</p> <p>b) builds on emerging literature that prescribes how top management can intervene to improve effectiveness of NPD processes by proposing a number of mechanisms that improve R&D - marketing interactions;</p> <p>c) a more precise conceptualization of market information use, by looking at the construct as multidimensional from the R&D perspective</p>
What are the authors saying that is relevant to what I want to find out?	Market information use in NPD processes relies on relationships between users and originators of information. These relationships are sensitive to organizational mechanisms, including political/rivalry processes. Use of information (conceptual or instrumental) dependent on perceived quality of information apart from direct contact with external world (clients).
How convincing is what the authors are saying?	Entire paper is built on logical use/interpretation of organizational theory. However limitations in approach limit the application of the model to industries and team processes.
In conclusion, what use can I make of this?	Expand on influences that impact on a user team

Reference Type	Journal Article
Authors, Primary	Diamantopoulos, A.; Siguaw, J. A.
Title Primary	The impact of research design characteristics on the evaluation and use of export marketing research: An empirical study
Periodical Full	Journal of Marketing Management
Periodical Ranking (Cranfield SOM)	3
Citations (Web of Science)	--
Pub Year	2002
Volume	18
Issue	1
Start Page	73
Other Pages	104
Keywords	ECONOMIC aspects; ECONOMIC development; EMPIRICAL research; EXPERIMENTAL design; EXPORT marketing; GLOBALIZATION; INFORMATION resources; INTERNATIONAL business enterprises; MARKETING management; MARKETING research; METHODOLOGY; PROBABILITY measures; QUALITATIVE research; RESEARCH
Abstract	The literature on export marketing research has concentrated on issues surrounding the acquisition of research information, providing few insights into how acquired information is actually evaluated and used by decision makers. The present study focuses on research design characteristics and tests a number of hypotheses regarding their impact on the evaluation and use of export marketing research. The results show that the type of study (qualitative vs. quantitative), the type of sample (probability vs. non-probability) and the sample size have no influence on either the evaluation or the subsequent use of export marketing research information. A comparison with previous findings in a domestic context is undertaken and a number of future research directions identified.
Type of Study	Empirical
Theoretical Framework	marketing process, international business
Evident Ontology	Realist
Approach	Positivist
Sampling Approach	Random
Sample size	n=71
Response Rate (%)	25%
Data collection approach	mail survey
Informant	individual
Sector	NA
Relevant Country	UK
Decision Context	Use of (export) market research
User/Decider Context	Individual
Contribution to Research Question	Show that design characteristics of research do not influence evaluation or instrumental use of market research.
Theoretical assumptions/models	use of market information, international business
Research constructs	evaluation of market research, use of market research, qualitative MR, quantitative MR, sample size and procedure
Limitations (disclosed)	Acknowledge that sample is small to detect causal aspects of export market research evaluation and use.
Limitation (Not disclosed)	Cross sectional approach to understand causalities in the evaluation and use of market research when a longitudinal approach is more indicated.
Generalizability	Modest
Total Quality Score	40
What are the authors trying to do in writing this?	Reviews how research design (in export market research) impacts on the use of MR, showing that type of study, type of sample and sample size have no influence on either the evaluation or the subsequent use of export MR. Compares results with previous literature.
What are the authors saying that is relevant to what I want to find out?	Research design does not impact on the decision and eventual use of market research
How convincing is what the authors are saying?	Arguments built on logical integration of theories and empirical evidence. Sample size is small and not sensitive enough to small linkages.
In conclusion, what use can I make of this?	Users of export market research are relatively insensitive towards issues of sample size and sampling process, and that they have no preference between qualitative or quantitative approaches in evaluating and use market research

Reference Type	Journal Article
Authors, Primary	Toften, K.; Olsen, S. O.
Title Primary	The relationships among quality, cost, value, and use of export market information: An empirical study
Periodical Full	Journal of International Marketing
Periodical Ranking (Cranfield SOM)	3
Citations (Web of Science)	2
Pub Year	2004
Volume	12
Issue	2
Start Page	104
Other Pages	131
Keywords	CONSUMER behavior; COST analysis; EXPORT marketing; EXPORTS; GLOBALIZATION; INDUSTRIAL marketing; INFORMATION resources management; INTERNATIONAL markets; MARKET value; MARKETING; MARKETING research
Abstract	Building on prior research in export market information use, consumer behavior, and industrial marketing, this study tests relationships among quality, cost, value, and use of export market information. The results show that perceived value of information is the main impetus for use of export market information, whereas perceived quality and cost function best as indicators of value. This implies that value of information captures the essence of the assessment of information-specific factors, which again provides guidelines for predictive purposes as well as clues for increasing the perceived value of information for customers.
Notes	finds that perceived value of information has a key impetus on the use of export (market) research. TO REVIEW
Type of Study	Empirical
Theoretical Framework	Organizational information use, information quality
Evident Ontology	Realist
Approach	Positivist
Sampling Approach	Purposive (voluntary participation)
Sample size	n=125
Response Rate (%)	51%
Data collection approach	mail survey
Informant	Individual
Sector	Seafood
Relevant Country	Norway
Decision Context	Export
User/Decider Context	Group
Contribution to Research Question	That use of information is influenced by perceived value which in turn is a function of perceived quality and perceived cost of information
Theoretical assumptions/models	Information use (conceptual, instrumental, symbolic), perceived value
Research constructs	Perceived quality, perceived cost, perceived value, symbolic use of information, conceptual and instrumental use of information
Limitations (disclosed)	Relies on "semi global" measures of quality, value and cost, when clearly these are composed of further variables. Restricted to one industry/country. Uses cross sectional data when investigating causalities, measured exclusive of other influencing factors like organizational, environmental and individual factors.
Limitation (Not disclosed)	Uses a cross sectional data set to investigate process.
Generalizability	Weak
Total Quality Score	39
What are the authors trying to do in writing this?	Finds that perceived value of information has a key impetus on the use of [export] market research. Perceived value is a function of perceived quality (technical quality, reliability and credibility) as well as perceived cost (monetary, effort and time)
What are the authors saying that is relevant to what I want to find out?	Perceived value is an antecedent of information use. Perceived value is a function of perceived quality of information as well as perceived cost of information. This is an embedded value view.
How convincing is what the authors are saying?	Arguments based on logical deductions from published (and well cited) literature
In conclusion, what use can I make of this?	That information use relies on users' perceptions of value of the information, which in turn is constructed through perceptions of quality and cost.

Reference Type	Journal Article
Authors, Primary	Sinkula, J. M.
Title Primary	Perceived characteristics, organizational factors, and the utilization of external market research suppliers
Periodical Full	Journal of Business Research
Periodical Ranking (Cranfield SOM)	3
Citations (Web of Science)	10
Pub Year	1990
Volume	21
Issue	1
Start Page	1
Other Pages	17
Keywords	DISTRIBUTORS (Commerce); IN-house services (Business); MARKETING research; ORGANIZATIONAL structure; SUPPLIERS; SUPPLY chains
Abstract	A paucity of research has been conducted on the degree to which organizations utilize external market research suppliers. Yet one of the primary tasks of the marketing and research manager is to balance the amount of market research that is done internally versus externally. This study, unlike those that have focused on the degree to which managers use the output of market research, examines how organizations accomplish the research project. In-house market research departments (or client organizations) are sampled and questioned as to their utilization of external research suppliers. Diffusion theory (Brown, 1981; Rogers, 1962, 1983), with particular emphasis on the concept of continuous innovation, is used to explain the utilization of external market research suppliers.
Type of Study	Empirical
Theoretical Framework	Information processing theory, market orientation, diffusion theory
Evident Ontology	Realist
Approach	Positivist
Sampling Approach	Random sample
Sample size	n=195
Response Rate (%)	47%
Data collection approach	mail survey
Informant	Individual
Sector	Consumer products & services
Relevant Country	USA
Decision Context	External market research contracting & use
User/Decider Context	Group?
Contribution to Research Question	MR users tend to search MR suppliers when solution gives cost and advantage benefits are strong. Complexity of choosing between MR suppliers reduces likelihood of using external MR. Manufacturers tend to rely on external MR more than service providers
Theoretical assumptions/models	Diffusion theory, organizational structure
Research constructs	Perceived characteristics of market research as an innovation (relative advantage, compatibility, complexity, trialability, observability); organizational characteristics (age, product/service, size, diversity).
Limitations (disclosed)	None disclosed
Limitation (Not disclosed)	Clear focus on individuals when MR is clearly used by groups of individuals in organizations. Does not distinguish between buyer and user groups. Study conducted at a time when manufacturers in USA were adopting market orientation, explaining their stronger reliance on outsourced MR
Generalizability	Weak
Total Quality Score	38
What are the authors trying to do in writing this?	That organizational characteristics impact on the use of external market research.
What are the authors saying that is relevant to what I want to find out?	MR users rely on external MR when this allows cost and advantage benefits are strong. Complexity in accessing external MR suppliers reduces external MR use. Market orientation is a motivation for use of MR
How convincing is what the authors are saying?	Modestly structured arguments based on a snapshot measurement approach delving into individual perceptions' approach to investigate a process in which groups participate. Modest conviction
In conclusion, what use can I make of this?	That clear cost and (competitive) advantage characteristics of MR usage motivate organizations to search and contract external MR

Reference Type	Journal Article
Authors, Primary	Diamantopoulos, A.; Horncastle, S.
Title Primary	Use of export marketing research by industrial firms: An application and extension of Deshpande and Zaltman's model
Periodical Full	International Business Review
Periodical Ranking (Cranfield SOM)	3
Citations (Web of Science)	---
Pub Year	1997
Volume	6
Issue	3
Start Page	245
Other Pages	270
Keywords	EXPORT marketing; GREAT Britain; MARKETING research
Abstract	Examines the use of export marketing research by industrial firms in Great Britain. Factors affecting the usage of information in marketing research; Conceptualization of information use; Determinants of export market sales.
Type of Study	Empirical
Theoretical Framework	marketing process, international business
Evident Ontology	Realist
Approach	Positivist
Sampling Approach	Random
Sample size	n=51
Response Rate (%)	18%
Data collection approach	mail survey
Informant	Individual
Sector	NA
Relevant Country	UK
Decision Context	Use of (export) market research
User/Decider Context	Organization
Contribution to Research Question	Find that centralization, experience in export markets, profitability and the surprise factor influence the use of market research
Theoretical assumptions/models	use of market information, international business
Research constructs	external research acquisition and use, organizational experience in export markets, dependence on export markets, relative profitability of export activity, organizational formalization, organizational centralization, lifecycle stage of product, surprise factor in data, instrumental use
Limitations (disclosed)	Claim limitations in instrument's capabilities (particularly surprise scale), coupled with small sample.
Limitation (Not disclosed)	Cross sectional approach to understand causalities in the use of market research when a longitudinal approach is more indicated.
Generalizability	Weak
Total Quality Score	38
What are the authors trying to do in writing this?	Review and add on to Deshpande and Zaltman's model of MR usage. Find that centralization and export dependence have a negative influence on export market research use, whereas profitability and surprise factor have a positive effect on export market research use. Experience in export has a negative effect on surprise factor.
What are the authors saying that is relevant to what I want to find out?	Proposes use model of export MR among UK industries, with factors influencing use including the surprise and profitability factors (positive effect) and centralization and export dependence (negative effect).
How convincing is what the authors are saying?	Arguments built on logical integration of theories and empirical evidence.
In conclusion, what use can I make of this?	Influence of surprise factor, centralization, export dependence and profitability on use of market research

The Value of Market Research Information:

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Appendix B Extraction Tables

Reference Type	Journal Article
Authors, Primary	Diamantopoulos, A.; Schlegelmilch, B. B.; Allpress, C.
Title Primary	Export marketing research in practice: A comparison of users and non-users
Periodical Full	Journal of Marketing Management
Periodical Ranking (Cranfield SOM)	3
Citations (Web of Science)	--
Pub Year	1990
Volume	6
Issue	3
Start Page	257
Other Pages	273
Keywords	EXPORT marketing; INTERNATIONAL; MARKETING research
Abstract	Following a review of the literature, this paper analyses the differences between users and non-users of export marketing research. The study was conducted on a sample of small and medium-sized Finnish design companies, exhibiting a range of different export characteristics. Contrary to prior expectations, the results show only a few significant differences between users and non-users of export marketing research. The implications of these findings are discussed and avenues for future research on the topic are outlined.
Type of Study	Empirical
Theoretical Framework	marketing process, international business
Evident Ontology	Realist
Approach	Positivist
Sampling Approach	Purposive
Sample size	n=33
Response Rate (%)	41%
Data collection approach	mail survey
Informant	Individual
Sector	Design exporting
Relevant Country	Finland
Decision Context	Use of (export) market research
User/Decider Context	Organization
Contribution to Research Question	Find only few differences between users and non-users of export market research
Theoretical assumptions/models	use of market information, international business
Research constructs	internal research generation, external research generation, use of market research
Limitations (disclosed)	Acknowledge that sample is small to detect causal aspects of export market research use.
Limitation (Not disclosed)	Small sample to allow generalizability, relates to one country and focuses on SMEs. Uses a cross-sectional view to assess a processual phenomenon
Generalizability	Weak
Total Quality Score	38
What are the authors trying to do in writing this?	Analyse the differences between users and non-users of export marketing research among Finnish design companies.
What are the authors saying that is relevant to what I want to find out?	Suggests that a formal export function (a function of organizational size) stimulates market research use. Find that export pragmatism (an attitude towards export as a means of survival) pushes organizations to value market research and thus seek such type of export information
How convincing is what the authors are saying?	Weak reliance on literature (possibly because it was not available before this study) as well as weak sample.
In conclusion, what use can I make of this?	That a pragmatic attitude towards the (export) market drives a need for market research acquisition and use.

Reference Type	Book Article
Authors, Primary	Zaltman, G.; Deshpandé, R.
Title Primary	The Use of market research: An exploratory study of manager and researcher perspectives
Periodical Full	(Using Market Knowledge) Deshpandé, Rohit Editor
Periodical Ranking (Cranfield SOM)	NA
Citations (Web of Science)	NA
Pub Year	2001
Volume	
Issue	
Start Page	31
Other Pages	80
Keywords	
Abstract	The authors of this chapter report an exploratory study of knowledge transfer in marketing, focusing on the different perspectives of managers and researchers. Drawing on 176 mail questionnaires returned by marketing researchers (61% response rate) and marketing managers (35% response rate) from large consumer goods and services firms, they examined a variety of dimensions of use of research information, purpose of research projects, organization structure of the firm, life-cycle stage of the product involved in the research project, characteristics of the research report, and extent of interaction between managers and researchers on the project. They found - not unexpectedly - that managers and researchers have very different views about what affects the use of market research. Organizational structure variables, particularly formalization, are highly significant factors affecting the use of marketing research. In addition, a research report's overall quality affects managers' use of research; an important aspect of quality is that a report contributes to a manager's feeling of not being caught by surprise. In fact, for managers, this "surprise" dimension may help them decide against using certain research results. For managers, and particularly for researchers, the degree of direct interaction between researchers and managers at key stages of the project is another major factor affecting use of research results. Researchers also think the political acceptability of research results is an important determinant of usage. Additionally, researchers perceive research results as more usable when researcher is exploratory in nature. This contrasts with the managers' perspective, who say they are less likely to use exploratory research (likely because of the possibly higher surprise dimension in such research).
Type of Study	Empirical
Theoretical Framework	Market orientation, market information use
Evident Ontology	Realist
Approach	Positivist
Sampling Approach	Random
Sample size	n=86 (users) and n=90 (researchers)
Response Rate (%)	35% (users) & 61% (researchers)
Data collection approach	mail survey
Informant	Individual
Sector	All
Relevant Country	USA
Decision Context	Use of Market Research
User/Decider Context	Individual
Contribution to Research Question	Researcher - user interaction is important for the use of market research, particularly if this leads to the acceptance of surprises. Differences in perceptions about these conditions prevail between researchers and users
Theoretical assumptions/models	market orientation, market orientation use, intra-organizational relationships
Research constructs	Instrumental research use, research features, researcher-user interactions
Limitations (disclosed)	Sample tends to be skewed towards larger firms.
Limitation (Not disclosed)	Uses a cross sectional data set to investigate process.
Generalizability	Modest
Total Quality Score	38
What are the authors trying to do in writing this?	Show differences in the perceptions of users and researchers on the influences the impact on the use of market research - with particular difference on the perceived effect of surprise factor. Observe that product/service lifecycle stage, organizational structure, objective of research (exploratory vs confirmatory), political acceptability and level of interaction between researchers and users have a direct effect on the use of market research
What are the authors saying that is relevant to what I want to find out?	That use of market research is influenced by centralization and formalization of organization, the element of surprise featuring in the results, the political acceptability and implementability of recommendations as well as the objectives of the research (exploratory vs confirmatory).
How convincing is what the authors are saying?	Authors draw from previously published research to build strong arguments backed by empirical findings, although relate to a process through a cross-sectional approach.
In conclusion, what use can I make of	The various aspects impacting on research use: organizational structure, relationship/interaction between researchers-users, cultural/political dimension in the user

this?	organization, features of the market research (objectives) and lifecycle stage of product/service investigated
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Reference Type	Journal Article
Authors, Primary	Maltz, E.; Menon, A.; Wilcox, J. B.
Title Primary	The effects of flexible firm orientations on market information use: Intended and unintended consequences
Periodical Full	Journal of Strategic Marketing
Periodical Ranking (Cranfield SOM)	2
Citations (Web of Science)	--
Pub Year	2006
Volume	14
Issue	2
Start Page	147
Other Pages	164
Keywords	BUSINESS planning; COMMERCE; INDUSTRIAL management; MARKET orientation; MARKET positioning; MARKETING management; MARKETING research; MARKETING strategy; MARKETS; Marketing Research and Public Opinion Polling; STUDY \& teaching
Abstract	The current business environment, characterized by rapidly shifting marketplace conditions, is pushing firms to create flexible organizational orientations. At the same time, in order to respond effectively to shifting market conditions, managers throughout the firm must be willing and able to disseminate and respond to market research designed to alert firms to shifts in market conditions. However, little work has focused on how creating a flexible firm orientation affects the way market research is disseminated and used. This article reports the findings of a study designed to enhance our knowledge in this area. The study suggests that firms attempting to create flexibility can lean toward an innovation orientation (encouraging new ideas) or a speed orientation (encouraging a rapid response). The study also suggests that firms which have an innovative orientation tend to use disseminated market research in a way that is consistent with the findings of the research. On the other hand, firms which have a speed orientation tend to use market research in a way that is less consistent with its findings.
Notes	Observe that firms attempting to create flexibility can lean toward an innovation orientation (encouraging new ideas) or a speed orientation (encouraging a rapid response). Find that firms which have an innovative orientation tend to use disseminated market research in a way that is consistent with the findings of the research. On the other hand, firms which have a speed orientation tend to use market research in a way that is less consistent with its findings.
Type of Study	Empirical
Theoretical Framework	Market orientation, Organizational decision making, organizational culture
Evident Ontology	Realist
Approach	Positivist
Sampling Approach	Random
Sample size	n=221
Response Rate (%)	38%
Data collection approach	mail survey
Informant	Individual
Sector	All
Relevant Country	USA
Decision Context	Use of Market Research
User/Decider Context	Group
Contribution to Research Question	Looks at the impact of organizational culture on the use of market research. Find that innovation oriented cultures promote the use the market research - which is seen as an important and useful activity and beckoning appropriate use
Theoretical assumptions/models	NA
Research constructs	
Limitations (disclosed)	Acknowledges weaknesses in key informant, cross sectional data that does not support causality or true representation of group realities. Authors argue on this and present the case for cross-sectional data use derived from key informants to provide a reliable picture. Recognizes lack of specific constructs like organizational centralization and formalization
Limitation (Not disclosed)	
Generalizability	Modest
Total Quality Score	36
What are the authors trying to do in writing this?	Looks at the impact of organizational culture on the use of market research. Find that innovation oriented cultures promote the use the market research - which is seen as an important and useful activity and beckoning appropriate use
What are the authors saying that is relevant to what I want to find out?	That innovative cultures are open to information derived from market research and apply this information in marketing decisions. Information from market research is seen as important and applied if useful (or is credible, of high communication quality and trustworthy)
How convincing is what the authors are saying?	Paper is built is on logical argumentation reliant on a review of previous published research. Research findings are weakly drawn.
In conclusion, what use can I make of this?	To illustrate how culture impacts on the use of market research

Reference Type	Journal Article
Authors, Primary	Diamantopoulos, A.; Souchon, A. L.
Title Primary	Instrumental, conceptual and symbolic use of export information: An exploratory study of U.K. firms
Periodical Full	Advances in International Marketing
Periodical Ranking (Cranfield SOM)	NA
Citations (Web of Science)	6
Pub Year	1996
Volume	8
Issue	
Start Page	117
Other Pages	145
Keywords	Decision making; Exports; Information; Studies
Abstract	Past research on information use is limited in the sense that most studies have been undertaken in a domestic setting and have taken a rather restricted view of information use. The extent and types of information use in an export context are examined and such use is linked to export decisions. The results, based on interviews with export decision makers, indicate that different decisions are based on different types of information use, and that greater use of export information results in an increased level of confidence when making decisions.
Type of Study	Empirical
Theoretical Framework	Organizational information processing
Evident Ontology	Nominalist
Approach	Phenomenological
Sampling Approach	Convenience sample
Sample size	n=12
Response Rate (%)	
Data collection approach	f3f interviews (t=30)
Informant	Individual
Sector	All
Relevant Country	UK
Decision Context	Export (ranging from short term tactical decisions to long-term strategic decisions)
User/Decider Context	Individual
Contribution to Research Question	a) defines the different types of use of market information and the different conditions in which executives do so; b) links the different types of decisions to different types of use: strategic decisions rely on conceptual use of market information whereas tactical decisions typically rely on instrumental use of information. Symbolic use (although a number of types of such use covered) features in tactical and potentially operational decisions but not strategic ones.
Theoretical assumptions/models	Market orientation
Research constructs	Market information acquisition and use; Types of use of information
Limitations (disclosed)	None disclosed
Limitation (Not disclosed)	An exploratory approach with a limited sample. Does not distinguish between users facing different international challenges (dynamism, complexity) and assumes all export executives face similar dilemmas to be decided upon. Assumes that information is used by individuals.
Generalizability	Modest
Total Quality Score	32
What are the authors trying to do in writing this?	Investigates the types of use of export information (instrumental, conceptual and symbolic) with the type of decision encountered. Explores these links to find that different decisions are based on different types of information use and that greater use of export information results in higher confidence in decision making. Perception of quality and relevance determine the users' choice of use.
What are the authors saying that is relevant to what I want to find out?	Various themes: a) users consider that "paid for" information is reliable, although to a lesser extent than information generated in-house; b) instrumental use is related to immediate decisions whereas conceptual use is related to longer term decisions; c) tactical decisions rely on instrumental use whereas strategic decisions more often feature conceptual use of information; d) symbolic use (or non use of information) reverted to after decisions are reached based on intuition rather than through supporting data.
How convincing is what the authors are saying?	Well structured arguments although use of limited sample and exploratory approach
In conclusion, what use can I make of this?	Review of use of market information use and conditions in which the different types of use happen

Reference Type	Journal Article
Authors, Primary	Souchon, A. L.; Diamantopoulos, A.
Title Primary	A conceptual framework of export marketing information use: Key issues and research propositions
Periodical Full	Journal of International Marketing
Periodical Ranking (Cranfield SOM)	3
Citations (Web of Science)	34
Pub Year	1996
Volume	4
Issue	3
Start Page	49
Other Pages	71
Keywords	Effects; Export trading companies; Information management; International trade; MR use; Market strategy; Studies; export marketing
Abstract	Information use within an export setting has been neglected in most studies; they focus instead on the acquisition of information rather than its use. Knowledge use as a topic, however, has been under investigation in the social sciences since the mid-1970s. Various conceptualizations have been developed, and emphasis has been placed upon the multidimensional nature of knowledge use. An article reviews the literatures on export information and general knowledge use, and integrates them into a model of export information use. Specifically, different types of information use are distinguished, their antecedents are identified, and their effect on export decision making and ultimate export success is indicated. A number of propositions to guide further research are also developed.
Notes	Literature review about the US of export marketing information
Type of Study	Literature Review
Theoretical Framework	Information use; export marketing
Decision Context	Export marketing
User/Decider Context	
Contribution to Research Question	Relates to instrumental, conceptual and symbolic use of export information and the different influences impacting on the process
Theoretical assumptions/models	export process, information use process, knowledge management
Research constructs	NA
Limitations (disclosed)	NA
Limitation (Not disclosed)	Literature review on export information use - including market research information when this is related to export contexts
Generalizability	NA
Total Quality Score	41
What are the authors trying to do in writing this?	Literature review about the use of export marketing information. Relates to conceptual, instrumental and symbolic use, and the acquisition and use of information
What are the authors saying that is relevant to what I want to find out?	Various factors impact on the choice of "type" of use of export marketing information.
How convincing is what the authors are saying?	Entire paper is built on a strong review of literature, although only part of an extensive body of literature is used for this paper.
In conclusion, what use can I make of this?	That instrumental, conceptual and symbolic use is dependent on a set of organizational, contextual and personal factors

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Reference Type	Journal Article
Authors, Primary	Toften, K.; Olsen, S. O.
Title Primary	Export market information use, organizational knowledge, and firm performance: A conceptual framework
Periodical Full	International Marketing Review
Periodical Ranking (Cranfield SOM)	3
Citations (Web of Science)	10
Pub Year	2003
Volume	20
Issue	1
Start Page	95
Other Pages	110
Keywords	Export; Information management; Knowledge management; Marketing; Organizational learning
Abstract	Building on prior research in organizational knowledge, learning, and memory, this paper suggests that export market knowledge may provide a deeper understanding of the relationships between export market information use and export performance. Specifically, a conceptual model is developed linking different dimensions of information use to different dimensions of organizational knowledge as well as to export performance. This is then used to generate research propositions that provide insights into how export market knowledge integrates with export market information use and affects export performance.
Type of Study	Literature Review
Theoretical Framework	Organizational knowledge, organizational learning, organizational memory, export information use
Total Quality Score	36
What are the authors trying to do in writing this?	Suggests that export market knowledge may provide a deeper understanding of the relationships between export market information use and export performance.
What are the authors saying that is relevant to what I want to find out?	That export knowledge is formed through the interaction of individuals in groups, acting on market information through instrumental and conceptual methods.
How convincing is what the authors are saying?	Arguments based on logical deductions from published (and well cited) literature
In conclusion, what use can I make of this?	That knowledge process is related to the use of market information (but not the same) and that knowledge development is related to instrumental and conceptual use. Equally, knowledge is required for users to select and know how to use market information

Reference Type	Journal Article
Authors, Primary	Maklan, S.; Knox, S.; Ryals, L.
Title Primary	New trends in innovation and customer relationship management
Periodical Full	International Journal of Market Research
Periodical Ranking (Cranfield SOM)	2
Citations (Web of Science)	1
Pub Year	2008
Volume	50
Issue	2
Start Page	221
Other Pages	240
Keywords	COMMERCIAL products; CUSTOMER relations -- Management; CUSTOMER services; DISTRIBUTORS (Commerce); MANAGEMENT; MANAGEMENT science -- Research; MARKETING; MARKETING mix; NEW products -- Marketing; RAPID prototyping; RESEARCH; SALES; STRATEGIC planning; TECHNOLOGICAL innovations
Abstract	For decades, one of the key roles of market research has been to help companies forecast customer acceptance of innovation and of changes to the marketing mix (the 4Ps). However, traditional market research is in danger of being left behind by new practices in sales, marketing and R&D. Reflecting an increasingly participative approach to customer relationships, these disciplines are moving towards customer involvement and co-creation of value rather than innovation mainly generated by head office and only then tested among customers. Co-creation involves working participatively with customers to enhance the value they get when buying and using goods and services. It enables firms to understand and respond to deeper and more valuable customer needs, and reduces the inherent risks of innovation. Nor is this increasing trend towards co-creation limited to new product introduction. As companies invest in customer relationship management (CRM) programmes, they need to design new forms of relationship with those directly affected: their customers. As customers use internet-related technologies to manage their relationships with suppliers, co-creation will become a more important component of innovation and growth strategies. In this context, traditional market research approaches begin to look outdated. The authors illustrate, with a case study of a dotcom company, how action research can provide tools and methods by which market researchers can assist and improve the co-creation process. The implications for market researchers and research practices are identified.
Type of Study	Practitioner
Theoretical Framework	Innovation, Market orientation
Evident Ontology	Nominalist
Approach	Phenomenological
Sampling Approach	NA (case study)
Sample size	n=1
Response Rate (%)	
Data collection approach	Case Study
Informant	Organization
Sector	On line betting
Relevant Country	UK
Decision Context	Innovation/NPD
User/Decider Context	Organization
Contribution to Research Question	That marketing decisions are increasingly based on multiple sources of information
Theoretical assumptions/models	None
Research constructs	Market orientation, market information use, co-creation of knowledge/ products/value
Limitations (disclosed)	None disclosed
Limitation (Not disclosed)	Reliant on observations of one case study. Relates exclusively to use of action research.
Generalizability	Modest
Total Quality Score	37
What are the authors trying to do in writing this?	Propose a mechanism through which market research companies may regain positioning with customers that has otherwise been lost to other specialized disciplines that embraced co-creation of value as a means of serving customers.
What are the authors saying that is relevant to what I want to find out?	Why market research companies distanced themselves from the customer's boardroom. Authors blame the changing markets and the relative complacency among market research companies to continue addressing information and knowledge needs among customers through traditional approaches, without opting for true "co- creation" of value with customers. Propose action research as an all encompassing example how marketing researchers can solve this problem.
How convincing is what the authors are saying?	Authors relate to one case study of action research... They propose a methodology rather an anecdote to fulfill co-creation of products and value
In conclusion, what use can I make of this?	That market research use features a narrow scope that is losing importance in today's context where marketing relies on a number of sources of information

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Reference Type	Journal Article
Authors, Primary	Wills, S.; Williams, P.
Title Primary	Insight as a strategic asset - the opportunity and the stark reality
Periodical Full	International Journal of Market Research
Periodical Ranking (Cranfield SOM)	2
Citations (Web of Science)	2
Pub Year	2004
Volume	46
Issue	4
Start Page	393
Other Pages	410
Keywords	BUSINESS
Abstract	The market research industry is facing a major and exciting opportunity. If it doesn't respond imaginatively and constructively, market research risks being relegated to a bit-part role in the 'big picture' that is now represented by Customer Insight. This is one of our key conclusions following the completion of the second client-side project on Best Practice in the Management and Communication of Customer Insight. After reading this paper, if there are just three messages we need everyone in our industry to go away with, they are these: (.) Customer Insight is built from multiple sources - of which market research is only a part. (.) Customer Insight is a strategic asset, as important to a business as its IT. (.) Customer Insight must therefore be managed like a strategic asset. In this paper we will expand on these conclusions before then describing the journey that got us there, and the proof that our conclusions are indeed correct. This paper won the Best Paper Award at the 2004 MRS Conference.
Type of Study	Practitioner
Theoretical Framework	Customer insight, market orientation
Evident Ontology	Nominalist
Approach	Phenomenological
Sampling Approach	NA
Sample size	n=1
Response Rate (%)	
Data collection approach	Case study
Informant	Organization
Sector	Varied
Relevant Country	UK
Decision Context	marketing
User/Decider Context	Organization
Contribution to Research Question	Definition of customer insight. Conditions for effective customer insight to be use
Theoretical assumptions/models	Information acquisition, distribution & use; inter-organizational relationships
Research constructs	NA
Limitations (disclosed)	
Limitation (Not disclosed)	One case study - limited generalizability (authors try to generalize nonetheless)
Generalizability	Weak
Total Quality Score	35
What are the authors trying to do in writing this?	RELATES TO GENERATION AND USE OF CUSTOMER INSIGHTS - IMPLIES A SUBSTITUTION OF MR USAGE as well as the factors leading to effective Insight use
What are the authors saying that is relevant to what I want to find out?	customer insight enable customers to draw more value than just market research as they find use in more complex decision situations.
How convincing is what the authors are saying?	Arguments presented based on observed patters in case study. But weak theoretical background
In conclusion, what use can I make of this?	To mention in respect with customer-supplier relationships, processes of usage (dissemination) and factors involved

Reference Type	Journal Article
Authors, Primary	Leonidou, L. C.; Theodosiou, M.
Title Primary	The export marketing information system: An integration of the extant knowledge
Periodical Full	Journal of World Business
Periodical Ranking (Cranfield SOM)	3
Citations (Web of Science)	18
Pub Year	2004
Volume	39
Issue	1
Start Page	12
Other Pages	36
Keywords	Exports; Information systems; Marketing management; Studies
Abstract	This article provides an integrative review of extant knowledge on the export marketing information system, based on input received from 27 studies conducted on the subject. A detailed analysis of research into the constituent parts: of the system revealed that this is too atheoretic, fragmented, repetitive, non-programmatic, and inconsistent. Despite these weaknesses, it was concluded that: (a) with the exception of company size, the role of antecedent factors in influencing information behavior is not very clear; (b) the emphasis of export information needs is on customers, competitors, and pricing; (c) information is mainly acquired on a person-to-person basis; (d) the dissemination of information, although superficially examined, tends to be bottom-up and casual (e) proper information utilization enhances the quality of export management decisions, while at the same time satisfying the individual needs of decision makers; and (f) export performance is positively influenced by the synergistic rather than the individual effect of information behavior components.
Notes	
Type of Study	Systematic Review
Decision Context	Export
Total Quality Score	38
What are the authors trying to do in writing this?	Present a systematic review of literature about the use of export information (including export market research) including influences impacting on the use.
What are the authors saying that is relevant to what I want to find out?	Distinguish between symbolic, conceptual and instrumental use of export information, adopting the definitions proposed by Menon & Varadarajan 1992. Review the influences impacting on the use, but not specifically to symbolic, conceptual or instrumental
How convincing is what the authors are saying?	All findings and arguments are based on a strong literature review approach.
In conclusion, what use can I make of this?	That research on conditions impacting on export market information use found only some support on the effect of company size, industry/sector, ethnic background, export experience, expansion strategy, "psychic" distance. Show that body of knowledge lacks a research program, with papers evidencing repetition and fragmentation.

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Reference Type	Journal Article
Authors, Primary	Sinkula, J. M.
Title Primary	Market information processing and organizational learning
Periodical Full	Journal of Marketing
Periodical Ranking (Cranfield SOM)	4
Citations (Web of Science)	313
Pub Year	1994
Volume	58
Issue	1
Start Page	35
Other Pages	45
Keywords	Experimental/theoretical treatment; Implications; Learning; Market research; Organizational behavior; Studies; US
Abstract	Our understanding of how organizations process market information can be advanced substantially on the basis of principles derived from models of organizational learning. Accordingly, the author examines the extant literature on organizational learning, proposes a hierarchy of market sense making, and provides research propositions that will enhance marketers' understanding of information processing and knowledge creation in organizations.
Notes	Reviews organizational learning literature to propose a hierarchy of market sense making, and provides research propositions that will enhance marketers' understanding of information processing and knowledge creation in organizations.
Type of Study	Theoretical
Theoretical Framework	Market based organizational learning
Evident Ontology	
Approach	
Sampling Approach	
Sample size	
Response Rate (%)	
Data collection approach	
Informant	
Sector	
Relevant Country	
Decision Context	
User/Decider Context	
Contribution to Research Question	a) justifies OL as models to understand the processing of Market information. B) proposes an evolutionary model of market based learning dependent on age/experience of organization (p37)
Theoretical assumptions/models	
Research constructs	
Limitations (disclosed)	
Limitation (Not disclosed)	
Generalizability	
Total Quality Score	43
What are the authors trying to do in writing this?	Reviews organizational learning literature to propose a hierarchy of market sense making, and provides research propositions that will enhance marketers' understanding of information processing and knowledge creation in organizations.
What are the authors saying that is relevant to what I want to find out?	That market based learning (and consequently the reliance on the processing of marketing information) is dependent on the age and experience of the organization.
How convincing is what the authors are saying?	Argument based on theoretical interpretations that call for empirical proof.
In conclusion, what use can I make of this?	That market information processing (use) is a precursor to market based learning that is distinct from other OL and that processing of market information is different between young and mature organizations. That market information features hierarchies, which appear to feature a cumulative appeal as organizations gain experience and mature. As organizations mature, their information needs grow, increasingly relying on passive (as opposed to active) information acquisition processes, and shaped by the rate of environmental change

Reference Type	Journal Article
Authors, Primary	Kim, N.; Atuahene-Gima, K.
Title Primary	Using exploratory and exploitative market learning for new product development
Periodical Full	Journal of Product Innovation Management
Periodical Ranking (Cranfield SOM)	4
Citations (Web of Science)	0
Pub Year	2010
Volume	27
Issue	4
Start Page	519
Other Pages	536
Keywords	EXECUTIVE ability (Management); MANUFACTURES; MARKETING; MARKETING research; MARKETING strategy; NEW products; PRODUCT management; TECHNOLOGY transfer
Abstract	<p>While the need for research on the market-learning efforts of a firm in relation to its new product development is continuously emphasized, the empirical results on this issue reported so far have been mixed. The current study contends that the inconclusive nature of the empirical evidence is mostly due to the existence of different dimensions of organizational market learning, exploratory and exploitative, and to possible different routes by which these learning dimensions are linked to new product performance. More specifically, this study argues that exploratory market learning contributes to the differentiation of the new product because it involves the firm's learning about uncertain and new opportunities through the acquisition of knowledge distant from existing organizational skills and experiences. By contrast, this study posits that exploitative market learning enhances cost efficiency in developing new products as it aims to best use the currently available market information that is closely related to existing organizational experience. This study provides empirical support for this two-dimensional scheme of organizational market learning and its consequent effects on two components of new product advantage: new product differentiation and cost efficiency. Further, given that the effectiveness of firms' strategic efforts is contingent upon the nature of the market environment, the current study examines the moderating effects of environmental dynamism and market competitiveness for this market learning new product advantage relationship. This study is based on survey data from 157 manufacturing firms in China that encompass various industries. The empirical findings support the two-dimensional market learning efforts that increase new product differentiation and cost efficiency, respectively. The study confirms that exploratory market learning becomes more effective under a turbulent market environment and that exploitative market learning is more contributive when competitive intensity is high. It also suggests that because of their differential direct and moderating effects on new product advantage either exploratory or exploitative market learning may not be used exclusively, but the two should be implemented in parallel. Such learning implementations will help to secure both the feature and cost-based new product advantage components and will consequently lead to the new product success. The current study attempts to contribute to greater clarity and better understanding of how market learning influences new product success as it theoretically identifies and empirically validates the two forms of new product advantage as the conceptual mediator between market learning and new product performance.</p>
Type of Study	Empirical
Theoretical Framework	Market based organizational learning (OL)
Evident Ontology	Realist
Approach	Positivist
Sampling Approach	Random, engaged in NPD
Sample size	n=157
Response Rate (%)	31%
Data collection approach	f2f interviews, survey
Informant	Individual
Sector	Manufacturing
Relevant Country	China
Decision Context	NPD
User/Decider Context	Organization
Contribution to Research Question	Exploitative and Exploratory market based learning - p520 - relate to how organizations learn from markets.
Theoretical assumptions/models	Environmental turbulence tends to push organizations towards exploratory learning, whereas competitive intensity tends to orient organizations towards exploitative learning preferences
Research constructs	Environmental turbulence; competitive intensity, exploratory learning, exploitative learning, NP differentiation, NP cost efficiency, NP performance
Limitations (disclosed)	Relates to product advantages and neglects functional (organizational) advantages. Puts all industries in one "manufacturing" pot
Limitation (Not disclosed)	Limited to one country that has a dominant position in the world's manufacturing setting - what about other countries' context where competitive intensity may be controlled through regulation? Service industries neglected
Generalizability	Modest
Total Quality Score	47
What are the authors	Considers exploratory and exploitative learning and organizations' reliance on such

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Appendix B Extraction Tables

trying to do in writing this?	approaches in delivering NP advantage (exploratory) or NP cost efficiency (exploitative). Reliance determined by environmental turbulence (exploratory) and competitive intensity (exploitative)
What are the authors saying that is relevant to what I want to find out?	That if MR is a process of learning (both exploratory and exploitative) then competitive intensity and environmental turbulence stimulates organizations to gather market insights/information
How convincing is what the authors are saying?	Convincing
In conclusion, what use can I make of this?	environmental turbulence and competitive intensity are conditions that stimulate the use of MR

Reference Type	Journal Article
Authors, Primary	Kohli, A. K.; Jaworski, B. J.
Title Primary	Market orientation: The construct, research propositions, and managerial implications
Periodical Full	Journal of Marketing
Periodical Ranking (Cranfield SOM)	4
Citations (Web of Science)	1053
Pub Year	1990
Volume	54
Issue	2
Start Page	1
Other Pages	18
Keywords	BUSINESS; Customer relations; Customer services; DOMINANT LOGIC; Experiment/theoretical treatment; Integration; MANAGEMENT; Marketing; MARKETS; MODEL; ORGANIZATION; PERFORMANCE; Public relations; RESEARCH PROPOSITIONS; SEARCH; Studies; Suppliers; TECHNOLOGY;
Abstract	The literature reflects remarkably little effort to develop a framework for understanding the implementation of the marketing concept. The authors synthesize extant knowledge on the subject and provide a foundation for future research by clarifying the construct's domain, developing research propositions, and constructing an integrating framework that includes antecedents and consequences of a market orientation. They draw on the occasional writings on the subject over the last 35 years in the marketing literature, work in related disciplines, and 62 field interviews with managers in diverse functions and organizations. Managerial implications of this research are discussed.
Type of Study	Empirical
Theoretical Framework	Marketing concept, market orientation
Evident Ontology	Nominalist
Approach	Phenomenological
Sampling Approach	Purposive
Sample size	n-62
Response Rate (%)	NA
Data collection approach	f2f indepth interviews
Informant	Individual
Sector	All
Relevant Country	USA
Decision Context	Strategic direction
User/Decider Context	Organization
Contribution to Research Question	a) cites definition for market orientation and describes the reliance on market information; b) claims managers rely on market intelligence to be market oriented
Theoretical assumptions/models	Marketing concept
Research constructs	Intelligence generation, intelligence dissemination
Limitations (disclosed)	None disclosed
Limitation (Not disclosed)	Use f2f interviews with key informants to assess processes that involve many people (groups). Potential issues of bias
Generalizability	Modest
Total Quality Score	45
What are the authors trying to do in writing this?	Market orientation is the organizationwide generation of market intelligence pertaining to current and future customer needs, dissemination of the intelligence across departments, and organizationwide responsiveness to it. Market intelligence includes MR. Cross-functional shared philosophy implies the use of market intelligence in a conceptual way.
What are the authors saying that is relevant to what I want to find out?	Market intelligence generation and dissemination is influenced positively by senior management education and attitude as well as their ability to win confidence over other colleagues and to lower interdepartmental conflict. Interdepartmental connectedness and interdepartmental "empathy" encourage market orientation and promotes use of market intelligence. The reverse holds when interdepartmental conflict prevails as well as formalized and centralized structures/systems. Use of market intelligence is encouraged by the source's perceived expertise, trustworthiness. Dissemination and response to market intelligence is greater when the challenge to the status quo is smallest as well as when the political acceptability of market intelligence is highest. Political behaviour acceptance encourages interdepartmental conflict.
How convincing is what the authors are saying?	Arguments are logically constructed on known theories, well supported by reliable research findings
In conclusion, what use can I make of this?	Information gathering, dissemination and use is influenced by a number of internal factors as postulated by the authors.

Reference Type	Journal Article
Authors, Primary	Bierly III P. E.; Damanpour, F.; Santoro, M. D.
Title Primary	The application of external knowledge: organizational conditions for exploration and exploitation
Periodical Full	Journal of Management Studies
Periodical Ranking (Cranfield SOM)	4
Citations (Web of Science)	--
Pub Year	2009
Volume	46
Issue	3
Start Page	481
Other Pages	509
Keywords	ABSORPTIVE capacity (Economics); ACADEMIC-industrial collaboration; COMPETITIVE advantage; ENVIRONMENTAL scanning; EXPLOITATION; KNOWLEDGE transfer (Communication); MANAGEMENT research; MANAGEMENT science; ORGANIZATIONAL learning; TACIT knowledge; THEORY & practice; THEORY of the firm
Abstract	A firm's ability to acquire and exploit external knowledge is often critical to achieving and sustaining a competitive advantage. In this study, we adopt a multi-dimensional view of absorptive capacity and focus specifically on the application of external knowledge that has been obtained via university-firm collaborations. We examine various organizational conditions that we propose influence a firm's ability to apply external knowledge for explorative and exploitative innovations. We collected data by a survey of firms in industries that frequently work with university research centres (URCs) and from publicly available sources. Results show that predictors of exploration and exploitation of the application of external knowledge differ. Surprisingly, technological relatedness, a common measure of absorptive capacity, is negatively associated with the application of external knowledge to explorative innovations, indicating that knowledge from more distant sources is applied more to exploration. Results also indicate that the effects of two external learning capabilities (prior experience with URCs and technological capability) on knowledge application are moderated in such a way by the tacitness of the knowledge transferred that experience is a stronger predictor when the knowledge is more explicit and technological capability is a stronger predictor when the knowledge is more tacit. We discuss the implications of these findings for research on the application of external knowledge.
Notes	M3: Article
Type of Study	Empirical
Theoretical Framework	Absorptive capacity; knowledge management (acquisition and exploitation)
Evident Ontology	Realist
Approach	Positivist
Sampling Approach	Random
Sample size	n = 180
Response Rate (%)	41%
Data collection approach	pilot f2f interviews followed by mail survey
Informant	Individual
Sector	High-tech
Relevant Country	USA
Decision Context	NPD / Product enhancement, Process enhancement
User/Decider Context	Organization
Contribution to Research Question	
Theoretical assumptions/models	Absorptive capacity, Knowledge transfer & application
Research constructs	
Limitations (disclosed)	None disclosed
Limitation (Not disclosed)	Limited to University Research Centre - Enterprise links/dyads. What happens in other situations where knowledge is transferred?
Generalizability	Limited
Total Quality Score	41
What are the authors trying to do in writing this?	Use Absorptive Capacity theory. Argue that strategic posture, financial leverage, prior collaborative experiences and technological relatedness enhance external knowledge application and exploitation. Find that prior collaborative experience, financial leverage and technological capability are positively associated with both external knowledge acquisition and application. A firm's entrepreneurial strategic posture is linked positively with exploration, while experience and technological capability do not affect EKA-exploration or EKA-exploitation.
What are the authors saying that is relevant to what I want to find out?	Can MR be paralleled with external knowledge acquisition and application in university research centre-enterprise dyads?
How convincing is what the authors are saying?	NA
In conclusion, what use can I make of this?	In discussion by paralleling the use of MR (external knowledge acquisition and external knowledge application) particularly when it comes to NPD and product/process enhancement.

Reference Type	Journal Article
Authors, Primary	Ryals, L.; Wilson, H. N.
Title Primary	Experimental methods in market research: From information to insight
Periodical Full	International Journal of Market Research
Periodical Ranking (Cranfield SOM)	2
Citations (Web of Science)	1
Pub Year	2005
Volume	47
Issue	4
Start Page	347
Other Pages	367
Keywords	innovation; market research; practitioner
Abstract	Experimental methods have a relatively low penetration into market research practice, despite their many inherent strengths. We review the strengths and weaknesses of four major experimental and quasi-experimental designs for market research applications. We then describe three case studies of the use of experimental logic in field-based research studies. Two examine the impact of customer profitability measurement on customer management strategies; the third studies the effect on customer satisfaction and other variables of introducing desk-based account managers into a field sales organisation. We argue for increased take-up of such experimental and quasi-experimental methods if the market research community is to tackle the twin challenges of multiple sources of data and the need to evaluate what happens within the firm as well as within its resellers and retailers and customers.
Type of Study	Practitioner
Theoretical Framework	Market research use
Evident Ontology	Realist
Approach	Phenomenological
Sampling Approach	Not disclosed
Sample size	n=3
Response Rate (%)	
Data collection approach	case studies (organizations)
Informant	organizations
Sector	Services
Relevant Country	UK
Decision Context	Sales & marketing management
User/Decider Context	Group
Contribution to Research Question	That customers increasingly seek information from more than one source - hence integrating market research with other information that may be available. MR firms may integrate this information in their output to provide better value to customers
Theoretical assumptions/models	Use of experimental approaches
Research constructs	Use of market research/insights
Limitations (disclosed)	Experimental procedures' limitations
Limitation (Not disclosed)	Weak generalization - probably not meant to be generalized.
Generalizability	Modest
Total Quality Score	37
What are the authors trying to do in writing this?	That experimental designs augment the value of market research as help in providing customers with market insights
What are the authors saying that is relevant to what I want to find out?	That customers increasingly look at different sources of information - building insights. Market researchers are in a position to harness specific capabilities in providing insights to customers
How convincing is what the authors are saying?	Study is based on logically placed arguments, illustrated by three case studies.
In conclusion, what use can I make of this?	That insights generated by market researchers are more valued by customers. But does not contend that insights are co-created by customers and researchers

Reference Type	Journal Article
Authors, Primary	Huber, G. P.
Title Primary	Organizational learning: The contributing processes and the literatures
Periodical Full	Organization Science
Periodical Ranking (Cranfield SOM)	4
Citations (Web of Science)	--
Pub Year	1991
Volume	2
Issue	1
Start Page	88
Other Pages	115
Keywords	DECISION making; INFORMATION processing; INFORMATION science; KNOWLEDGE management; LEARNING; MANAGEMENT; ORGANIZATIONAL behavior; ORGANIZATIONAL change; ORGANIZATIONAL learning; THEORY of knowledge
Abstract	This paper differs from previous examinations of organizational learning in that it is broader in scope and more evaluative of the literatures. Four constructs related to organizational learning (knowledge acquisition, information distribution, information interpretation, and organizational memory) are articulated, and the literatures related to each are described and critiqued. The literature on knowledge acquisition is voluminous and multi-faceted, and so the knowledge acquisition construct is portrayed here as consisting of five sub-constructs or sub-processes: (1) drawing on knowledge available at the organization's birth, (2) learning from experience, (3) learning by observing other organizations, (4) grafting on to itself components that possess knowledge needed but not possessed by the organization, and (5) noticing or searching for information about the organization's environment and performance. Examination of the related literatures indicates that much has been learned about learning from experience, but also that there is a lack of cumulative work and a lack of integration of work from different research groups. Similarly, much has been learned about organizational search, but there is a lack of conceptual work, and there is a lack of both cumulative work and syntheses with which to create a more mature literature. Congenital learning, vicarious learning, and grafting are information acquisition sub-processes about which relatively little has been learned. The literature concerning information distribution is rich and mature, but an aspect of information distribution that is central to an organization's benefitting from its learning, namely how units that possess information and units that need this information can find each other quickly and with a high likelihood, is unexplored. Information interpretation, as an organizational process, rather than an individual process, requires empirical work for further advancement. Organizational memory is much in need of systematic investigation, particularly by those whose special concerns are improving organizational learning and decision making.
Type of Study	Theoretical
Theoretical Framework	Organizational learning
Contribution to Research Question	Peripheral - the siting of MR as a process lies in the "searching and noticing" process of information acquisition - the first step of OL, but involves information distribution, interpretation and memory.
Theoretical assumptions/models	
Research constructs	
Limitations (disclosed)	
Limitation (Not disclosed)	
Generalizability	
Total Quality Score	48
What are the authors trying to do in writing this?	Considers four OL constructs (knowledge acquisition, information distribution, information interpretation and organizational memory). Reviews a broad spectrum of literature on each of these constructs. Proposes five sub constructs for knowledge acquisition - particularly "noticing and searching for information about the organization's environment & performance".
What are the authors saying that is relevant to what I want to find out?	Related to RQ in that implies MR as an activity within the Learning Process - as one sub construct within knowledge acquisition. To be used in the conceptual positioning as well as in the discussion.
How convincing is what the authors are saying?	NA
In conclusion, what use can I make of this?	That MR is an activity involving primarily knowledge acquisition, but its "use" involves the three other steps of learning - distribution, interpretation and memory.

Reference Type	Journal Article
Authors, Primary	Slater, S. F.; Narver, J. C.
Title Primary	Market orientation and the learning organization
Periodical Full	Journal of Marketing
Periodical Ranking (Cranfield SOM)	4
Citations (Web of Science)	0
Pub Year	1995
Volume	59
Issue	3
Start Page	63
Other Pages	74
Keywords	COMPETITIVE advantage; CORPORATE culture; ENTREPRENEURSHIP; INDUSTRIAL management -- Research; KNOWLEDGE management; MARKET orientation; ORGANIZATIONAL change; ORGANIZATIONAL effectiveness; ORGANIZATIONAL learning; RESEARCH; STUDY \& teaching
Abstract	Effective organizations are configurations of management practices that facilitate the development of the knowledge that becomes the basis for competitive advantage. A market orientation, complemented by an entrepreneurial drive, provides the cultural foundation for organizational learning. However, as important as market orientation and entrepreneurship are, they must be complemented by an appropriate climate to produce a "learning organization." The authors describe the processes through which organizations develop and use new knowledge to improve performance. They propose a set of organizational elements that comprise the learning organization and conclude with recommendations for research to contribute to the understanding of learning organizations.
Type of Study	Theoretical
Theoretical Framework	Organizational learning
Evident Ontology	
Approach	
Sampling Approach	
Sample size	
Response Rate (%)	
Data collection approach	
Informant	
Sector	
Relevant Country	
Decision Context	
User/Decider Context	
Contribution to Research Question	By implication, market oriented culture leads to market research use. Market orientation needs to be complemented by a spirit of entrepreneurship, organizational climate - a structure, process and incentives for operationalizing
Theoretical assumptions/models	market orientation is synonymous with market driven and customer focused. Employs Sinkula's three stage learning process (information acquisition, information dissemination and shared interpretation)
Research constructs	
Limitations (disclosed)	
Limitation (Not disclosed)	
Generalizability	
Total Quality Score	48
What are the authors trying to do in writing this?	Describe the processes through which organizations develop and use new knowledge to improve performance. Market research is part of the market orientation culture.
What are the authors saying that is relevant to what I want to find out?	Market orientation (culture) influences the organization's use of market research. An Organization's commitment to learning, its shared values and a deep seated open-minded orientation stimulate an organization's learning orientation as well as its will to generate and use market information.
How convincing is what the authors are saying?	Argument is logically constructed on known theories within organizational learning domains.
In conclusion, what use can I make of this?	That an open culture and willingness to learn act as antecedents for the use of market research.

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Appendix B Extraction Tables

Reference Type	Journal Article
Authors, Primary	Glazer, R.
Title Primary	Marketing in an information-intensive environment: Strategic implications of knowledge as an asset
Periodical Full	Journal of Marketing
Periodical Ranking (Cranfield SOM)	4
Citations (Web of Science)	179
Pub Year	1991
Volume	55
Issue	4
Start Page	1
Other Pages	19
Keywords	COMPETITIVE advantage; INFORMATION resources; INFORMATION resources management; INFORMATION technology; KNOWLEDGE management; MARKETING; MARKETING strategy; ORGANIZATIONAL structure; RESOURCE management; STRATEGIC planning
Abstract	The author presents a framework for thinking about the impact of information and information technology on marketing. The focus is on the concept of "information" or "knowledge" as both an asset to be managed and a variable to be researched. After developing a particular operationalization of the value of information in marketing contexts, which can be used to describe firms in terms of their relative levels of "information intensity," the author presents a series of propositions examining the consequences of increasing information intensity for some key components of firm strategy and organizational structure. The concepts discussed are illustrated with a description of the transaction-based information systems that are being implemented in a variety of firms in pursuit of competitive advantage.
Type of Study	Conceptual
Theoretical Framework	MARKETING THEORY, Information processing theory, value chain, information economics
Evident Ontology	
Approach	
Sampling Approach	
Sample size	
Response Rate (%)	
Data collection approach	
Informant	
Sector	
Relevant Country	
Decision Context	
User/Decider Context	
Contribution to Research Question	That information technology has augmented the pace of information processing, thereby augmenting the value of information as an asset. By implication, MR information features increased value to the firm with augmented strategic implications.
Theoretical assumptions/models	Value chain (increased information exchange as value increases along the chain)
Research constructs	
Limitations (disclosed)	
Limitation (Not disclosed)	
Generalizability	
Total Quality Score	38
What are the authors trying to do in writing this?	Reviews impact of IT and information on marketing, focusing on information or knowledge as both "an asset to be managed and a variable to be researched". Proposes consequences of increasing information intensity for some key components of firm strategy and organizational structure. Describes examples using transaction based information systems
What are the authors saying that is relevant to what I want to find out?	Not sure if information/knowledge includes MR. To review if this is so. If information/knowledge includes MR, then structure and strategy influence the organization's use of MR.
How convincing is what the authors are saying?	NA
In conclusion, what use can I make of this?	By implication, IT enables MR information use to be more time effective and thus assume a strategic role?

Reference Type	Journal Article
Authors, Primary	Cohen, W. M.; Levinthal, D. A.
Title Primary	Absorptive capacity: A new perspective on learning and innovation
Periodical Full	Administrative Science Quarterly
Periodical Ranking (Cranfield SOM)	4
Citations (Web of Science)	3911
Pub Year	1990
Volume	35
Issue	1
Start Page	128
Other Pages	152
Keywords	ABSORPTIVE capacity (Economics); AND CAREER DEVELOPMENT; DIFFUSION of innovations; EDUCATION; ORGANIZATIONAL change; ORGANIZATIONAL learning; RESEARCH \& development; TECHNOLOGICAL innovations; TRAINING
Abstract	In this paper, we argue that the ability of a firm to recognize the value of new, external information, assimilate it, and apply it to commercial ends is critical to its innovative capabilities. We label this capability a firm's absorptive capacity and suggest that it is largely a function of the firm's level of prior related knowledge. The discussion focuses first on the cognitive basis for an individual's absorptive capacity including, in particular, prior related knowledge and diversity of background. We then characterize the factors that influence absorptive capacity at the organizational level, how an organization's absorptive capacity differs from that of its individual members, and the role of diversity of expertise within an organization. We argue that the development of absorptive capacity, and, in turn, innovative performance are history- or path-dependent and argue how lack of investment in an area of expertise early on may foreclose the future development of a technical capability in that area. We formulate a model of firm investment in research and development (R&D), in which R&D contributes to a firm's absorptive capacity, and test predictions relating a firm's investment in R&D to the knowledge underlying technical change within an industry. Discussion focuses on the implications of absorptive capacity for the analysis of other related innovative activities, including basic research, the adoption and diffusion of innovations, and decisions to participate in cooperative R&D ventures.
Type of Study	Empirical
Theoretical Framework	Memory (Storage of knowledge);
Evident Ontology	
Approach	
Sampling Approach	
Sample size	n=1719
Response Rate (%)	
Data collection approach	Panel data
Informant	Organization
Sector	Manufacturing
Relevant Country	USA
Decision Context	NPD
User/Decider Context	
Contribution to Research Question	Absorptive capacity and its role in innovation
Theoretical assumptions/models	Learning is cumulative; learning performance is greater than the object of learning is related to what is already known
Research constructs	Organization's absorptive capacity is dependent on individuals' absorptive capacity
Limitations (disclosed)	None disclosed
Limitation (Not disclosed)	Reliance on relatively old panel data. Limited to US manufacturing? US culture?
Generalizability	Limited
Total Quality Score	52
What are the authors trying to do in writing this?	Relate to absorptive capacity at individual and organisational levels, along with the factors influencing this phenomenon. Propose a model for R&D Investment. that helps augmenting a firm's absorptive capacity. Authors relate to absorptive capacity and its impact on a firm's innovative actions including basic research the adoption and diffusion of innovations and decisions to participate in cooperative R&D ventures. Relates to innovation both formally and informally across the firm. Firms able to do their own R&D are in a better position to use external information. Training programmes assist in the development of absorptive capacity. They discuss the role of gate keepers in the exchange of information, with central gate keepers potentially limiting the absorption process or indeed the recall process that may be required across the firm. Role of gatekeeper becomes more difficult when organization is diversified and roles are so specialized and distant from each other. Authors also claim that absorptive capacity influences the company's investment in R&D (see page 140) and relate to a competitive, industrial environment. Relates to manufacturing.
What are the authors saying that is relevant to what I want to find out?	That the use of market information is conditioned/encouraged by previous experience of usage of such information.
How convincing is what the authors are saying?	Use data collated for another study (Levin et al 1983, 1987) (1975 to 1977) that is old compared to a paper published in 1990. Two year period is short although sample is bold
In conclusion, what use can	That prior knowledge about market research is a condition that leads to actual use of

I make of this?	MR (or market information).
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Appendix C Barriers to Organizational Learning

Table C-1 Barriers to organizational learning (Schilling & Kluge, 2009)

Level	Intuiting	Interpreting	Integrating	Institutionalizing
Actional-personal	Biases and deficiencies of employees in their function as sensors of the organization Superstitious learning Lack of know-how concerning systematic failure analysis Lack of motivation of the innovator High level of stress Professional identity characterized by first-order problem-solving Fear of disadvantages Restrictive controlling management style	Fear of loss of ownership and control of knowledge <i>Lack of political and social skills on part of the innovator/sponsor</i> <i>Low status, confidence and trustworthiness of the innovator</i> <i>Conflictual relationship between innovator and group</i> Perceived lack of relative advantage over existing practices <i>Lack of absorptive/retentive capacity on the part of the group members</i>	Fear of disadvantages for the team benefit Lack of recognition/fear of punishment for the innovation Lack of formal authority on the part of the innovator and/or sponsor Lack of top management support Over-confidence of managers in existing practices Rigid and outdated core beliefs, values and assumptions of senior managers Managers' desire to retain a positive self-image Inconsistency between employees' and managers' metaphors and visions for the organization Defensive routines of other departments (not invented here-syndrome) Lack of participation and communication / forced top-down change Perceived incompatibility with culture and structure of the organization	Perceived irrelevance of the innovation for future purposes Lack of knowledge to implement the innovation on the part of teams/employees Perforated memories Laissez-faire senior management style Inadequate down-the-line leadership skills Past experiences of conflicts during learning transfer Low level of acceptance and trust towards teams/employees Cynicism towards the organization or innovation Divergent aspirations of teams: Innovation as a threat Low degree of openness to new ideas on the part of teams/employees Opportunistic behaviour
Structural-organizational	Lack of clear measureable goals and performance feedback Stocks and inventories which cover process errors Narrow corporate identity Monolithic corporate culture with homogeneous work force Strict work rules and regulations Narrow job descriptions and high division of labour Organizational blame culture	Organizational silence <i>Status culture</i> <i>Missing link between knowledge and important organizational goals</i> High workload and frontline context Failure-avoidance norms of the group Ego-defences of a strong collective identity	Competition with other teams/units Low turnover in top management Long-term organizational success: Competence traps <i>Inadequate communication between units</i> <i>Power structures and relations</i>	Stable/static conditions of the workplace Lack of time and resources (transfer processes, training and development; communication methodology and space for implementation) High employee and management turnover Lack of clear responsibility concerning the implementation/storage Lack of a consistent norm system: organizational hypocrisy <i>Inconsistent organizational strategy, systems, policies and practices</i> Inconsistency between initial goals of the innovation and success criteria to evaluate it <i>Decentralization (silo structure, turfism with powerful departmental structures)</i> Lack of means and measures to control organizational behaviour and performance
Societal-environmental	<i>Complex dynamic and competitive market environments</i> Branch with unclear criteria of success Cultural distance and low level of experience in the relevant culture Complex, ambiguous and difficult knowledge Relevant but implicit and immobile knowledge	Divergent objectives, values and hidden agendas in the group <i>Knowledge incompatible with existing (occupational) mindsets</i>	Ineffective resource allocation Lack of learning orientated values in the organization Lack of fit between innovation and organizational assumptions and beliefs Industrial recipes standing against the innovation Time lag between organizational action and environmental response: Failure traps	Rapid technological change Emerging management fads that promise quick success Problem with linguistics and national culture Technical/structural difficulties of storing implicit knowledge
Key	BOLD <i>Italics</i>	Potential relevance to use of market research information Observed in contributions reviewed on use of market research		