Market Orientation of the French and Hungarian Small and Medium Sized Vineries

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Abstract

The role of marketing orientation in the development of marketing strategies has not yet been explored in wine marketing research. After a brief review of what is Market orientation, we apply this concept in wine sector with multicultural approach (Hungarian and French wineries). First, we adapt the concept to the wine sector. For this we construct market orientation scale by using confirmatory factorial analysis. We validate that market orientation has an impact on strategy orientation (communication, target and image strategy) by using structural equation modelling and that there is cultural differences of the market orientation's impact on marketing strategies by using multigroup analysis.

Introduction

The transition from product orientation to market orientation is a process that has occurred in virtually all mature industries. Proponents of the marketing concept have long argued that creating a satisfied customer should be the primary objective of business (Drucker 1954, Keith 1960, Levitt 1960). The dilemma of the usage of marketing concept by business firms was perceived at the end of the 80s both by the company managers and academics.

Throughout the past four decades, however, the marketing concept has not been really a practical basis for managing a business (Day 1994). Consequently, academics in recent years have begun to develop a body of research on "market orientation", related to the antecedents and performance consequences of the marketing concept (Deshpande and Webster 1989, Kohli and Jaworski 1990, Narver and Slater 1990, Jaworski and Kohli 1993).

Market orientation, in contrast to marketing orientation, puts the marketing emphasis on customers, competitors, and organizational issues and has been defined empirically and validated as a way of improving business performance. The literature dealing with market

orientation, however, shows remarkable inconsistency in defining the concept as either a business philosophy or management behavior.

Narver and Slater (1990) suggest that market orientation is a philosophy of doing business but also emphasize the behaviors associated with that philosophy. The dimensions of market orientation that they identify, customer and competitor orientations are discussed in terms of the behaviors appropriate to achieve them.

In an alternative Kohli and Jaworsky (1990) consider market orientation to consist of three conceptually similar but different dimensions: the organization wide generation, dissemination and responsiveness to market information. They define market intelligence as having a broader focus than customer and competitors and suggest that it involves consideration of exogenous factors (e.g., competition, regulation) that effect customer needs and performances and current as well future needs of customers.

While the two research team produced slightly differing insights into the behavioral components of market research, they agreed on the following:

Market orientation implies that firms:

1. Seek information about their customers' current and future needs, and take actions based this information (customer orientation).

2. Seek information about their competitors' current strengths and weaknesses and their long term strategies, and take actions based on these information (competitor orientation)

3. Coordinate the actions taken by sharing customer and competitor information internally (intra-firm communication).

Narver and Slater and Kohli and Jaworsky have been concerned with assessing the nature and importance of market orientation for large firms in various industries. They have found that while the three components of market orientation can be analytically separated, in practice they are so interrelated as to be a single construct. That means, firms tend to manifest similar

levels of behaviors associated with each of the three components: firm which are highly customer oriented tend also to be highly competitor oriented and to place considerable emphasis on intra-firm coordination.

In addition to the nature of market orientation, the effects of market orientation on firm performance have also been investigated. Narver and Slater (1990; Slater and Narver 1994) have found that, controlling for other factors which affect performance such as market level growth, concentration, entry barriers, buyer power, seller power, and technological change, market orientation accounts for a significant percentage of the variation in return on assets, sales growth and new product success among large firms in diverse industries. They argue that being market oriented is appropriate for all firms regardless of the context in which they

Market responsiveness pertains to the interfunctional coordination of an organization's resources to create and deliver superior customer value (Narver and Slater 1990). According to Kohli and Jaworsky (1990) market responsiveness includes both planning/design and implementation activities. Response planning and design activities include utilizing market research and data in product development, marketing plans of existing products, building relationships with supply chain members etc. Response implementation describes the agility and efficiency of a firm's reaction towards competitive moves, customer complaints, changes in technology, and regulation.

The market orientation in the past few years was measured in different countries and sectors by the two most important scales in the first place. Almost everybody, Siguaw and Simpson and Baker (1998), Voss, Voss (2000), Langerak (2001), Cadogan et al. (2001), could report positive results. Those researchers whose main objective was the testing of the scales looked for answers to the two basic questions: the one is whether the scale on its own, as a measuring instrument, can stand the test of statistical authenticity and validity (Moorman and Rust 1999).

Homburg and Pflesser (2000) investigated the cultural impact on market orientation and developed a multiple-layer model of market-oriented culture. Sung and Joon Yoon and Sung and Ho Lee (2005) defined market-oriented culture as an entity embedding dynamic interaction among components and conceptualized that these components influence performance as a collective concept. Although by substituting their own model with Homburg and Pflesser (2000) model the results prevailed that the previous conclusion that market-oriented activities have a significant influence on firm performance was reaffirmed.

Market orientation in Hungary was measured by Rekettye and Gupta (1995), using the scale suggested by Kohli and Jaworski. Hooley and his research team conducted empirical researches in Hungary three times (1992, 1996, 2000) using the measurement instrument of Narver and Slater. In 1996 they investigated whether the validity of the three factors appearing in the model (custumers, competitors, coordination between functions) exists. In the Hungarian survey they got opposite results to Moorman and Rust's positive results (1999). After labeling the factors, rather the construct of Kohli and Jaworski seemed to be appeared. The results strengthened the researcher's previous opinion, that the items of the alternative scales both can measure market orientation (Hooley et al. 2000).

In France the framework of market orientation was used to investigate the relationship with key accounts. The link between market orientation and performance depends on the strength of the relationship (Dubost et Gauzente 1999). We can extend the impact of market orientation to others stakeholders (marketing participant). The relationship between market orientation and performance was also analyzed in case of product development (Gotteland 2005). Even market orientation can explain the development of high tech firms (Dumeynieux-petzold 2003).

Market orientation in agribusiness

The discussion of market orientation has implied that it can be applied to firms of any type, in any industry, and that the behavioral manifestation of market orientation could be assessed in a similar fashion across different firm context.

What makes market orientation so valuable to agribusiness? The market structure and dynamic change as a result of concentration, internalization, and emergence of collaborative schemata in every stage of agribusiness. The retailing sector provides the most clear cut evidence of this trend as a handful of multiples emerge and prevail in the European food chain. These retail chains, thanks to sophisticated consumer data collection mechanism, are able to deliver value tailored to their consumer preferences by coordinating product development processes, logistics, distribution, and in-store promotion campaigns. In addition, the globalization of the markets creates new sources of competitors but to anticipate the moves and competences of foreign competitors.

In Hungary Illes, Komaromi and Lehota (1999) and Lehota and Komaromi (2004) have investigated the factors influencing market orientation and their measurements of the agricultural companies and wineries. Morgan and Strong (1997) analyzed the relationship between market orientation and strategic orientation. The objective of our research was to investigate the impact of market orientation on strategic orientation and especially on marketing strategies in the wine sector. Homburg and Pflesser (2000) investigated the impact of the culture on marketing orientation. In our study we analyzed the cultural differences between French and Hungarian wineries and the impact of the marketing orientation on marketing strategies. In the next section, we consider whether their assumptions seem likely to be appropriate for small and medium sized French and Hungarian vineries.

Research design

Questionnaire Development

6

On of the objective of this research was to measure the market orientation of the French and the Hungarian small and medium sized vineries. The Narver and Slater model was selected for our research, which had been modified according to the characteristics of the wine industry.

We applied qualitative research before conducting the quantitative research. We have conducted filed interviews with 8 managers of small and medium sized vineries in Hungary. The purpose of the interviews was to gain better understanding on the meaning of market orientation in the vine industry, and to generate specific items for the scale development process. Each interview lasted approximately 60 minutes. The results and the findings of previous researches and the information gained form our own qualitative research on he subject was used for questionnaire development.

The product development in viticulture takes place not within the companies but outside e.g. purification, development of new varieties, and development of viticulture's technology. The product and technology development is an important element of the market competition therefore we have complemented the customer- and competitor-orientation with technology-orientation. The majority of the Hungarian vineries are family ventures, where the management is usually limited to one man. Therefore the coordination of he marketing activities and the intra-firm coordination in these firms have no real meaning. On the other hand of course the bigger companies do have management teams, where intrafirm coordination is important. It was decided therefore to replace the intrafirm-coordination with the coordination of firms that contribute to information gathering and the existence of experts in he firm interpreting the information. Long term orientation was measured by the frequency of the planning process (business plan, marketing plan, operative plan, and strategic plan).

Finally the questionnaire contained 94 variables which supposed to measure the importance of information-gathering, the availability of information, long-term orientation, innovativeness

of the firms, relationship with suppliers and retailers, image, performance and the questionnaire contained questions on the demographic characteristics of the vineries. It was decided to use a 5-point semantic differential scale (Doesn't important at all/very important) for information strategies and 5-point semantic differential scale (Doesn't right at all,/ absolutely right).

The questionnaire was pre-tested; we conducted 12 face to face interviews with managers of vineries using the questionnaire, which resulted in small changes in the wording of items and instructions to answer the questions. The Hungarian questionnaire was translated into English and into French and the translations were discussed with experts of both countries. The French version was also pre-tested in France.

Data collection and sample

The majority of the Hungarian vineries do possess vineyards. In Hungary 250 questionnaire were sent out by post or fax. Previously the vineries were contacted by telephone. In Hungary 83 questionnaires were returned, which is 33,2 %. The questioning took place in 2004. In France 113 questionnaires were conducted face to face using "snowball" sampling. All together 196 questionnaires were completed and we retained 139 questionnaires (73 French wineries and 66 Hungarian wineries) with no missing value on Information and Marketing strategies. Table 1, presents the characteristics of the wineries according to size.

TABLE 1: Sample Characteristics

	Country			
	France Size of the grape growing area (ha)		Hungary Size of the grape growing area (ha)	
	Frequency	%	Frequency	%
- 10 ha	4	6,9%	18	27,3
between 11 ha and 20 ha	12	20,7%	11	16,7
between 21 ha and 50 ha	18	31,0%	15	22,7
between 51 ha and 100 ha	8	13,8%	8	12,1
+ 101 ha	16	27,6%	14	21,2
Total	58	100,0%	66	100,0

Measurements

In order to define the unidimensional character (Gerbing and Anderson 1988) of this measurement scales (information strategies and marketing strategies) we performed an Exploratory Factor Analysis (Principal Component) with Promax rotation in order to achieve a preliminary test of construct reliability. To measure the reliability[1] of the constructs, we then used Rho (Jöreskog 1971) more powerful test with small sample and scale with limited items. In order to attain an explicit and consistent evaluation of unidimensionality, we then proceeded to carry out a Confirmatory Factor Analysis as recommended by Gerbing and Anderson (1988), using SEPATH model (Steiger 1995). With the aim of avoiding problems with multivariate normality, we applied General Least Square procedure to estimate parameters of the model. We also validated the goodness of fit[2] and the validity of the construct (convergent validity and discriminant validity)[3]. We used a bootstrap approach to attain more stable coefficients. Next we validated the model that explains marketing strategies as a consequence of information strategies. Finally, we analyse the cultural differences on this impact by using a multigroup analysis. It should be shown when a model where the parameters of the model are different between the two groups (France/Hungary) is much better than the model presenting equal parameters between these two groups (Bagozzi & Yi 1989)

Results

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[1] Reliability is assured when all indicators measure the same construct and not in too unequal a manner (i.e. loadings must be of a comparative level). The ρ indicator is used to measure the construct internal coherence.

[2] Some are founded on the adjustment function (Chi2, Gamma, Gamma adjusted and RMSEA). With reference to the adjustment indices (Gamma and Gamma adjusted), their value should be near to 0.9 and, if possible, greater than 0.9. It is recommended to obtain a RMSEA of less than 0.08 in order to be acceptable. The ratio Chi2/df should be inferior to 5.

[3] For the convergent validity, we need to verify two assumptions (Anderson and Gerbing 1988):
- To validate these coefficients, a Student test (t>2) is required.
- the standard error must be lower than the twice estimated parameter

For the discriminant validity, we need to verify : it should be shown when a model where the correlations are free is much better than the model presenting correlations (equal to 1) between dimensions of the construct (Bagozzi & Phillips 1982). We analyse the chi square differences between the two models. If the difference is significant (p=0,00), the model where the correlations are free is better and the discriminnat validity is verified

First of all, we wanted to define generic information strategy. Factor analysis results are presented in Table 2.

TABLE 2: Rotated Matrix structure: Information strategies

Information about the wine consumer behavior on the HORECA sector	0,83		
Information about the wine consumer behavior on the domestic retailing	0,80		
Information about the competition in the industry	0,67		
Information about the wine consumer behaviour	0,66		
Marketing Plan		0,86	
Stratégic Plan		0,80	
Business plan		0,73	
acquiring this information is impossible			0,81
Acquiring this information limited			0,79
We don't have appropriate working capacity for collecting and valuing this information			0,60
Reliability Rho de Joreskog	0,84	0,84	0,78

Three factors are revealed: a factor indicating type of information required (Information), a factor defining the difficulties to search (Unsearch), and a factor dealing with structured information in plan (Planning). We can consider all the constructs to be reliable, construct reliability varying between 0.78 and 0.84 according to Nunnally (1978) in exploratory research. Appendix 2 presents the bootstrap results of the confirmatory factor analysis. All the coefficients have a Student test (t>2) and all the standard error are lower than the twice estimated parameter. So the convergent validity is verified and the discriminate validity is checked as we see in table 3.

TABLE 3: Discriminant validity: Information strategies

	model with free parameters	model with correlations equal to 1	
CHI ²	40,16	74,19	34,03
DL	24,00	27,00	3,00
			0,00

The figure 1 shows all the coefficient of information strategies model. Information is more market-based and they want to know how to sell the wine in the domestic (0.72) and specific (HORECA) market (0.89). They are less interesting on consumer behaviour (the needs and how consumers buy). Concerning the second construct, it defines the difficulties of search

10

wine market information. The difficulties are due to the poor information about wine markets

(0.87). Planning considers more marketing aspects (0.88) and less financial aspects (0.49).

FIGURE 1: A model of information strategies
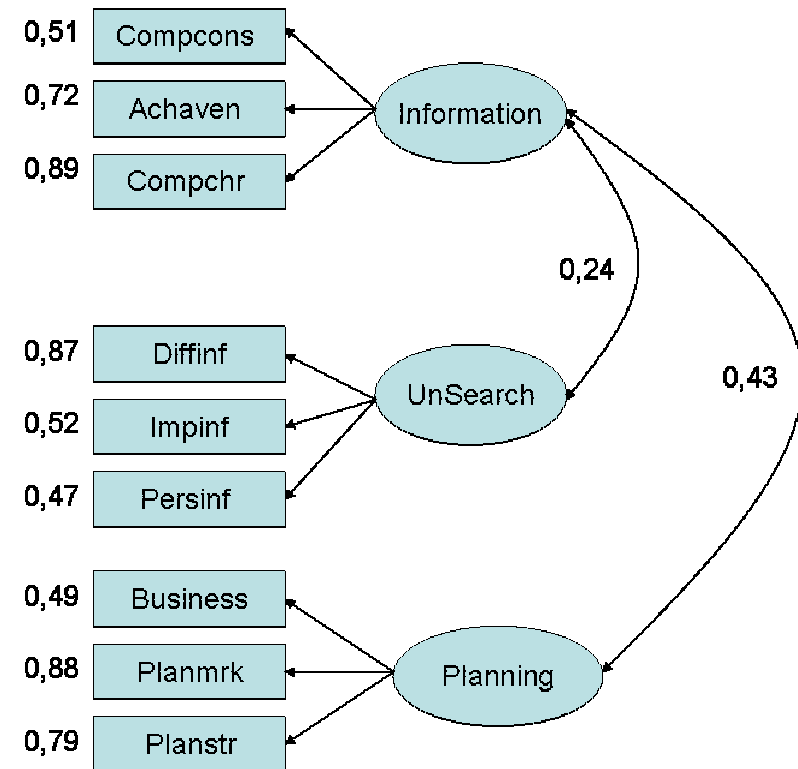
COMPCONS: Information about the wine consumer behaviour
ACHATVEN: Information about the wine consumer behaviour on the domestic market
COMPCHR: Information about the wine consumer behaviour on the HORECA sector
CONC: Information about the competition in the industry
DIFFINF: Acquiring this information limited
IMPINF: acquiring this information is impossible
PERSINF: We don't have appropriate working capacity for collecting
BUSINESS: Business plan
PLANMRK: Marketing Plan
PLANSTR: Strategic Plan

TABLE 4: Fit indexes

CHI2/DF	1,67
GAMMA	0,92
GAMMA adjusted	0,84
RMSEA	0,08

All fit indexes presented in Table 4 respect the level of their criteria of validity. The model is

well adjusted from empirical data.

11

Second, we wanted to define generic marketing strategies. Factor analysis results are presented in Table 5.

TABLE 5: Rotated Matrix structure: Marketing strategies

Marketing strategies exploratory factor analysis and reliability			
We are endeavouring to know customer better	0,80		
We form our products to the needs of the targeted consumer group	0,79		
Our main target customer group is the youth	0,66		
We use the classic media (television, radio, printing-press) mostly for advertising our products		0,78	
We usually take part on different wine competitions		0,77	
We use new media (for example internet)		0,58	
The good image of the brand is so important for our customers, like low prices			0,79
We don not have exactly defined target consumer group			0,78
Reliability Rho de Joreskog	0,79	0,75	0,77

Three factors are revealed: a factor indicating communication strategies (Commstrat), a factor defining how building target (targetstrat), and a factor dealing with global image strategy (Imagesstrat). We can consider all the constructs to be reliable, construct reliability varying between 0.75 and 0.79.

Appendix 3 presents the bootstrap results of the confirmatory factor analysis. All the coefficients have a Student test (t>2) and all the standard error are lower than the twice estimated parameter. So the convergent validity is verified and the discriminate validity is checked as we see in table 6.

TABLE 6: Discriminant validity: Marketing strategies

	model with free parameters	model with correlations equal to 1	
CHI ²	34,98	48,12	13,14
DL	18,00	20,00	2,00
			0,00

The figure 2 shows all the coefficient of marketing strategies model. Communication Strategy concerns the choice of the support classic, specific as competition and new (internet). Target

strategy needs information about consumers' target (0.89). Image strategy defines the mechanism to build global brand (0.75) or corporate identity. This image is not specific for a consumer's target. The global image strategy and the support strategy are not linked (-0.28).

FIGURE 2: A model of marketing strategies
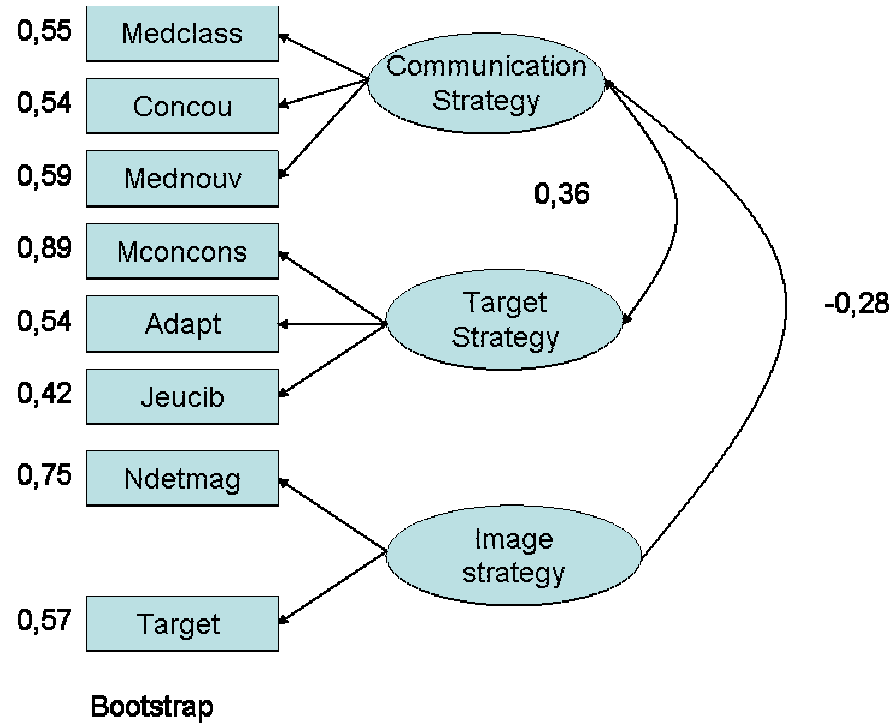
MEDCLASS: We use the classic media (television, radio, and printing-press)
CONCOU: We usually take part on different wine competitions
MEDNOUV: We use new media (for example internet)
MCONCONS: We are endeavouring to know customer better
ADAPT: We form our products to the needs of the targeted consumer
JEUCIB: Our main target customer group is the youth
NDETMAG: The good image of the brand is so important for our customers
TARGET: We do not have exactly defined target consumer group

TABLE 7: Fit indexes

CHI2/DF	1,94
GAMMA	0,92
GAMMA adjusted	0,84
RMSEA	0,09

All fit indexes presented in table 7 respect the level of their criteria of validity. The model is well adjusted from empirical data. Third, we want to validate the impact of information strategies on marketing strategies applied structural equation modelling. Appendix 4 presents

the bootstrap results of the structural equation model (structural coefficients). The figure 3 shows all the structural coefficient of impact model.

FIGURE 3: A model of information strategies' impact on marketing strategies
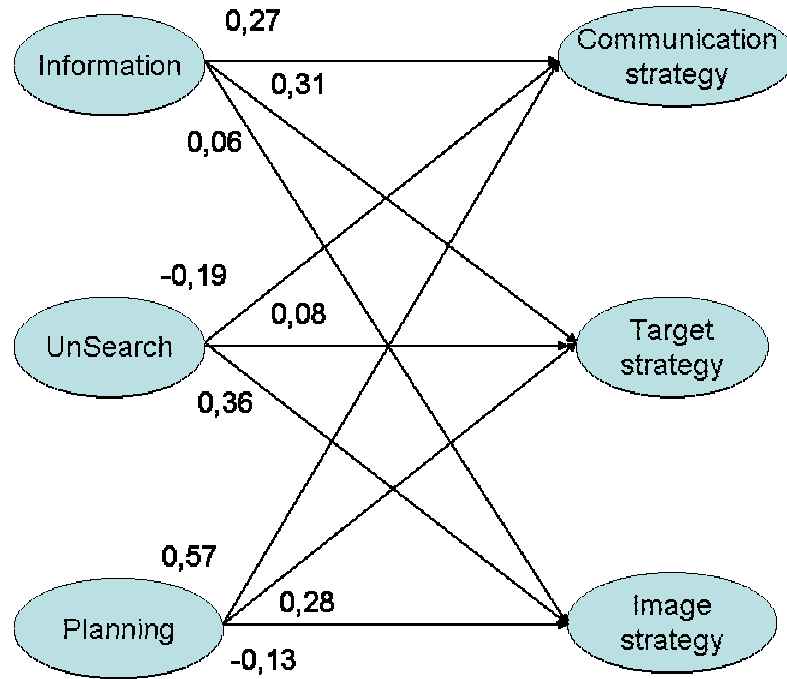
The planning has a strong impact on communication strategy (0.57) because every year we have competition or professional exhibitions and also the communication is based on the choice of the support. If wineries have global image strategy, it is because the poor information founded doesn't permit to adapt image to a specific target or distribution channel (0.36). To define target, wineries must have information (0.31) but this information is more market oriented than consumer oriented. Perhaps, target is defined by specific market (foreign country, channel distribution,…).

TABLE 8: Fit indexes

CHI2/DF	1,66
GAMMA	0,85
GAMMA adjusted	0,79
RMSEA	0,08

All fit indexes presented in Table 8 respect the level of their criteria of validity. The model is well adjusted from empirical data. Fourth, we want to validate the cultural difference of information strategies' impact on marketing strategies. Appendix 5 presents the bootstrap results of the structural equation model (structural coefficients). The figure 4 shows all the structural coefficient of cultural model.

FIGURE 4: Cultural differences' model of information strategies' impact on marketing strategies
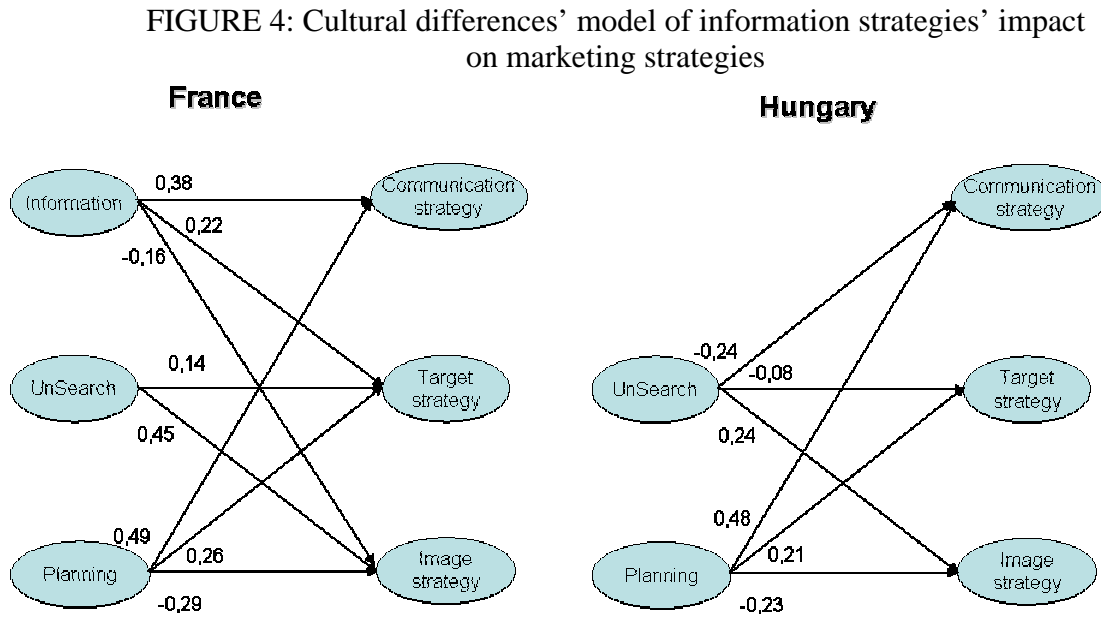
For Hungarian wineries the information has no impact (this construct is not convergent[4]). For French wineries the information has an impact on communication strategies to choose communication support (0.38). So they associate support to specific market and they evaluate the performance of the support. For French wineries, the difficulties to have information and poor ones have a strong impact on global image strategy (0.45). These wineries haven't enough information to make more precise message for specific consumer. For French wineries and Hungarian wineries, we have the same impact of planning. So both they plan more the communication's support (French 0.49/Hungarian 0.48) than communication's objectives based on target (French 0.26/Hungarian 0.21). Even, planning doesn't permit to build global brand image (French -0.29/Hungarian -0.23). We can hypothesis that information

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[4] For Hungarian wineries, information is defined in following table.

(information)-51->[COMPCONS]	0,43	0,49	8,24
(information)-52->[ACHATVEN]	0,46	0,48	8,93
(information)-53->[COMPCHR]	0,47	0,35	12,85

serve to manage resources with communication objectives more operational ones than strategic.

Conclusion

The role of marketing orientation in the development of marketing strategies has not yet been explored in wine marketing research. This paper presents the results of our research investigating these relationships in a sample of 139 French and Hungarian wineries.

The results indicate that marketing orientation indeed plays a significant role in explaining a number of marketing strategies. We believe that the information gathering, the difficulties to search, and the planning come into play when explaining the dynamism of marketing strategy formulation. In the wine sector, marketing strategy focuses on image and on how communicate this image. The marketing orientation has no impact on product development. The main finding is that information gathering impacts positively on the development of communication and target strategies, the difficulties to search information impacts positively on image strategy and planning impacts positively on communication and target strategies. So we can conclude that market orientation is strong driver to explain communication and target strategies. We noticed cultural differences of the market orientation's impact on marketing strategies. On one hand gathering information impact marketing strategies in the case of the French vineries but not in the case of Hungarian strategies. On the other hand the difficulties to search information impact strongly and positively image strategy and it is less strong for Hungarian wineries.

The results of our research are consistent with Illes, Komaromi and Lehota (1999) and Lehota and Komaromi (2004). According to Komaromi and Lehota (2004) the technology orientation of the Hungarian vineries is very high, the customer orientation is medium and the competitor orientation is low. Komaromi and Lehota (2004) found that the majority of the Hungarian vineries do not have organized information gathering system and they lack of experts interpreting these informations. Even if the French and Hungarian sample's size are quite equal, we can explain these cultural differences by no similar characteristics between Hungarian and French wineries.

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Appendix 1

Information Strategies

COMPCONS: Information about the wine consumer behaviour
ACHATVEN: Information about the wine consumer behaviour on the domestic market
COMPCHR: Information about the wine consumer behaviour on the HORECA sector
CONC: Information about the competition in the industry
DIFFINF: Acquiring this information limited
IMPINF: acquiring this information is impossible
PERSINF: We don't have appropriate working capacity for collecting
BUSINESS: Business plan
PLANMRK: Marketing Plan
PLANSTR: Strategic Plan

Marketing Strategies

MEDCLASS: We use the classic media (television, radio, printing-press)
CONCOU: We usually take part on different wine competitions
MEDNOUV: We use new media (for example internet)
MCONCONS: We are endeavouring to know customer better
ADAPT: We form our products to the needs of the targeted consumer
JEUCIB: Our main target customer group is the youth
NDETMAG: The good image of the brand is so important for our customers
TARGET: We do not have exactly defined target consumer group

Appendix 2: Confirmatory Factor analysis of Information strategies

(unsearch)--(information)	0,24	0,17	13,90
(unsearch)--(planning)	-0,04	0,20	-2,18
(information)--(planning)	0,43	0,13	31,83
(information)-->[COMPCONS]	0,51	0,11	47,99
(information)-->[ACHATVEN]	0,72	0,10	70,04
(information)-->[COMPCHR]	0,89	0,08	117,94
(unsearch)-->[DIFFINF]	0,87	0,14	60,60
(unsearch)-->[IMPINF]	0,52	0,19	26,96
(unsearch)-->[PERSINF]	0,47	0,15	30,19
(planning)-->[BUSINESS]	0,49	0,10	46,86
(planning)-->[PLANMRK]	0,88	0,09	97,20
(planning)-->[PLANSTR]	0,79	0,10	75,35
(DELTA1)-->[COMPCONS]	0,72	0,11	65,59
(DELTA2)-->[ACHATVEN]	0,48	0,14	32,88
(DELTA3)-->[COMPCHR]	0,20	0,13	15,11
(DELTA6)-->[DIFFINF]	0,23	0,23	9,85
(DELTA7)-->[IMPINF]	0,69	0,24	29,09
(DELTA8)-->[PERSINF]	0,76	0,15	48,83
(DELTA9)-->[BUSINESS]	0,75	0,10	76,01
(DELTA10)-->[PLANMRK]	0,22	0,15	14,46
(DELTA11)-->[PLANSTR]	0,36	0,16	22,22

Appendix 3: Confirmatory Factor analysis of marketing strategies

(commstrat)--(imagestrat)	-0,28	0,26	-10,54
(commstrat)--(targetstrat)	0,36	0,17	21,26
(commstrat)-->[MEDCLASS]	0,55	0,19	28,74
(commstrat)-->[CONCOU]	0,54	0,25	21,38
(commstrat)-->[MEDNOUV]	0,59	0,21	28,10
(targetstrat)-->[MCONCONS]	0,89	0,14	62,44
(targetstrat)-->[ADAPT]	0,54	0,13	40,32
(targetstrat)-->[JEUCIB]	0,42	0,15	27,86
(imagestrat)-->[NDETIMAG]	0,75	0,26	28,46
(imagestrat)-->[TARGET]	0,57	0,27	20,67
(DELTA2)-->[MEDCLASS]	0,66	0,21	30,94
(DELTA3)-->[CONCOU]	0,64	0,27	23,82
(DELTA4)-->[MEDNOUV]	0,61	0,26	23,34
(DELTA5)-->[MCONCONS]	0,20	0,21	9,10
(DELTA6)-->[ADAPT]	0,69	0,14	47,81
(DELTA7)-->[JEUCIB]	0,80	0,15	54,62
(DELTA8)-->[NDETIMAG]	0,37	0,36	10,08
(DELTA10)-->[TARGET]	0,61	0,35	17,25

Appendix 4: Structural coefficients of the impact of information strategies on marketing strategies

(information)- ->(commstrat)	0,27	0,25	10,30
(unsearch)-->(commstrat)	-0,19	0,26	-7,17
(planning)-->(commstrat)	0,57	0,25	22,39
(information)-->(targetstrat)	0,31	0,38	8,02
(unsearch)-->(targetstrat)	0,08	0,26	3,06
(planning)-->(targetstrat)	0,28	0,21	13,23
(information)-->(imagestrat)	0,06	0,29	2,18
(unsearch)-->(imagestrat)	0,36	0,28	12,64
(planning)-->(imagestrat)	-0,13	0,37	-3,36

Appendix 5:

French wineries:

(information)-42->(commstrat)	0,38	0,23	15,21
(unsearch)-43->(commstrat)	0,01	0,22	0,42
(planning)-44->(commstrat)	0,49	0,33	14,14
(information)-45->(targetstrat)	0,22	0,22	9,48
(unsearch)-46->(targetstrat)	0,14	0,26	4,93
(planning)-47->(targetstrat)	0,26	0,26	9,32
(information)-48->(imagestrat)	-0,16	0,26	-5,65
(unsearch)-49->(imagestrat)	0,45	0,25	17,12
(planning)-50->(imagestrat)	-0,29	0,38	-7,23

Hungary wineries

(information)-88->(commstrat)	0,15	0,35	4,20
(unsearch)-89->(commstrat)	-0,24	0,27	-8,37
(planning)-90->(commstrat)	0,48	0,30	15,21
(information)-91->(targetstrat)	0,68	0,31	20,57
(unsearch)-92->(targetstrat)	-0,08	0,22	-3,53
(planning)-93->(targetstrat)	0,21	0,31	6,40
(information)-94->(imagestrat)	0,22	0,31	6,79
(unsearch)-95->(imagestrat)	0,24	0,27	8,16
(planning)-96->(imagestrat)	-0,23	0,41	-5,33

Appendix 6: Statistics and correlations inter-items: some results

statistics and correlations inter-items Information strategies	Mean	Standard deviation									
Information about the wine consumer behavior	4,51	0,76	1								
Information about the wine consumer behavior on the domesctic retailing	4,18	1,04	0,31	1							
Information about the wine consumer behavior on the HORECA sector	3,67	1,26	0,42	0,61	1						
Information about the competition inthe industry	4,16	1,06	0,38	0,38	0,45	1					
Acquiring this information limited	2,90	1,29	0,13	0,15	0,27	0,15	1				
acquiring this information is impossible	1,83	1,16	0,09	-0,02	0,04	0,10	0,31	1			
We don't have appropriate working capacity for collecting and valuing this information	3,13	1,44	-0,02	-0,06	-0,06	-0,08	0,42	0,61	1		
Business plan	2,14	0,81	0,14	0,23	0,23	0,28	0,38	0,38	0,45	1	
Marketing Plan	1,99	0,77	0,27	0,24	0,36	0,24	0,13	0,15	0,27	0,15	1
Stratégic Plan	2,00	0,79	0,23	0,31	0,30	0,23	0,09	-0,02	0,04	0,10	0,44	1

Statistics and correlations inter-items marketing strategies	Mean	Standard deviation							
We don not have exactly defined target consumer group	2,81	1,47	1						
We use new media (for example internet)	3,42	1,47	0,48	1					
We are endeavoring to know customer better	4,20	0,91	0,33	0,24	1				
We form our products to the needs of the targeted consumer group	3,71	1,17	0,21	0,03	-0,01	1			
Our main taget customer group is the youth	2,49	1,07	0,10	0,17	0,11	-0,08	1		
We use the classic medi (television, radio, printig-press) mostly for advertising our products	2,22	1,28	0,14	0,13	0,19	0,34	0,09	1	
The good image of the brand is so important for our custmers, like low prices	2,45	1,42	-0,06	-0,02	0,00	-0,13	0,35	0,02	1
We usually take part on different wine competitions	3,77	1,46	0,18	0,12	-0,04	0,26	-0,28	0,22	-0,09	1