



### Article Title

Market orientation in mid-range service, urban hotels: How to apply the MKTOR instrument

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### Abstract

This work analyses market orientation (MO) within hotels and its impact on business performance (marketing, economic and financial results). To achieve this, after developing a measurement scale based on MKTOR, a survey targeting senior managers of four-star hotels located in Spain was carried out.

### Methods

The data used in this empirical study were obtained using an on-line survey sent to the managers of 357 four-star hotels located in 52 Spanish cities (administrative capitals).

### Results

The data of the study show that the more market-oriented hotels know their customers and competitors better and that they are more effective at coordinating their actions. This in turn generates a positive and direct effect on customer satisfaction, on the value added for them and on the perceived image of the hotel. Also, perceptions about technological turbulence positively affect the adoption of the MO philosophy and, therefore, its consequences in terms of company performance. Finally, the effects of MO on results would be overvalued if the perception of the impact of the crisis is not taken into account.

### Conclusion

This study confirms that the perception of technological turbulence positively affects the adoption of the MO philosophy and, as a result, the business performance arising there from, in line with the pioneering work by [Kohli and Jaworski \(1990\)](#), [Narver and Slater \(1990\)](#) and contradict the results obtained in the hotel sector by [Wang et al. \(2012\)](#). Moreover, in this work, and for the first time in the hotel sector, as positive sign within the context of an economic crisis controlled the perceived effects that these same effects could exercise on the results of four-star, urban hotels in Spain; thus, the greater the perception of the impact of the crisis, the lower the marketing and economic results. The incorporation of this control variable enables any biases that might to be eliminated.