

## Research Productivity and Conceptual Structure of Market Orientation and Competitive Advantage: A Bibliometric Analysis

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### **Abstract**

*This study examines market orientation (MO) and competitive advantage (CA) publication patterns, most active authors, influential papers, and emerging research concerns. Bibliometric analysis of 420 Scopus publications from 1998 to 2024 revealed research output, key contributors, highly cited works, and conceptual structures. Both Harzing's Publish or Perish and VOSviewer were used for performance and keyword co-occurrence analysis. Overall research output increased in 2013, 2020, and 2024, demonstrating MO's expanding role in CA. Citation analysis identifies notable works, whereas performance analysis highlights prominent authors, institutions, and journals. The keyword co-occurrence analysis identified seven thematic clusters: firm performance and innovation capabilities, strategic and entrepreneurial orientations, MO and CA linkages, innovation and market expansion, knowledge and sustainability strategies, organizational culture and SME marketing, and strategic marketing for competitive advantage. These clusters demonstrate the field's intellectual structure and how MO, dynamic capabilities, innovation, and strategic alignment maintain competitiveness. Report: MO and CA help firms adapt to difficult environments, innovate, and perform successfully. To compete in dynamic markets, policymakers must combine capability development, information transfer, and sustainability-driven policies.*

**Keywords:** Market orientation; Competitive Advantage; Research productivity; Bibliometric.

## INTRODUCTION

Market orientation (MO), the view that a firm's long-term success rests on its capacity to provide superior value through market intelligence about consumers and competitors, has become a cornerstone of marketing and strategic management (Rokkan, 2023). Kohli and Jaworski (1990) and Narver and Slater (1990) established market orientation as a cultural and behavioral orientation. Market-oriented organizations are stronger at creating value, adapting to environmental changes, and building customer relationships (Powers, Valentine, & Kennedy, 2025). Market orientation is known to increase organizational outcomes like customer satisfaction, innovation, and sustained competitive advantage (CA).

Over the years, MO has been linked to CA generation and sustainability across organizational contexts. When used strategically, MO allows organizations to match internal capabilities with external market intelligence, improving their competitive position (Rokkan 2023; Savabieh et al. 2022). Njoroge and Kinyua (2025) agree that MO, together with entrepreneurial and technology orientations, drives CA. Masumbuko, Mwenda, and Khamah (2022) show that MO positively correlates with CA among marine logistics enterprises in Kenya, confirming its practical relevance in emerging markets. Saleh et al. (2021) and Fakhreddin and Foroudi (2022) define market orientation as a knowledge-based competency that fosters product innovation and ethical marketing, which sustain competitive advantage.

Due to MO and CA importance in business performance and strategic management, scholars, practitioners, and policymakers in both private and public sectors have studied the concept for several years. As a growing interest to changing market dynamics, rapid technology changes, and increased global competitiveness, enterprises must be more customer-focused, competitor-focused, and internally coordinated (Yaskun, Sudarmiatin, Hermawan, & Rahayu, 2023). Market-oriented firms can better sense market changes, react to client preferences, and leverage internal skills for performance (Dahmiri et al. 2024; Gotteland, Shock & Sarin, 2020).

However, CA is a firm's capacity to outperform competitors in customer value. It can be done through cost advantage, product differentiation, or emphasis (Porter, 1985). The relationship between MO and CA has been studied in manufacturing, service, and SMEs (Dahmiri et al., 2024; Masumbuko et al., 2022; Yaskun, 2023; Cheng & Xiao, 2025). Scholars believe market-oriented organizations are more likely to build dynamic skills, adjust to environmental risks, and maintain competitiveness (Shiferaw &

Kero, 2024; Sun & Wu, 2025). This emphasizes the importance of studying how MO affects organizations' competitiveness.

Although numerous empirical studies have explored the relationship between MO and CO, a thorough bibliometric analysis in this area is still lacking. The existing literature fails to systematically identify prominent scholars, key areas, foundational theories, or emerging research frontiers, which restricts theoretical consolidation and scholarly guidance. Haghani (2023) and Hammouti et al. (2025) contend that scientometric approaches are crucial for revealing research structures and knowledge clusters; however, these methods are still underutilized in the field of MO research. Empirical studies conducted by Dahmiri et al. (2024), Masumbuko et al. (2022), and Yaskun et al. (2023) have shown that MO affects CA via innovation, ethical marketing, and strategic agility. Cheng et al. (2025) and Sun et al. (2025) highlight the significance of dynamic and entrepreneurial capabilities in enhancing this effect in uncertain conditions. Reviews by Rokkan (2023), Savabieh et al. (2022), and Njoroge and Kinyua (2025) indicate a fragmented landscape characterized by diverse frameworks across cultural, behavioral, and strategic perspectives. Conducting a comprehensive bibliometric study to address this gap is essential for informing future research agendas.

To this end, the present study seeks to achieve the following research objectives:

- i) To identify the publication trends on research related to market orientation and competitive advantage
- ii) To determine the most active contributors in research focused on market orientation and competitive advantage
- iii) To determine the most influential publications in the research field
- iv) To map the conceptual structure of market orientation and competitive advantage

Therefore, the current study offers an insightful overview of the knowledge on the intersection of market orientation and competitive advantage. This study employs a bibliometric analysis, a quantitative method that uses statistical and mathematical techniques to evaluate the structure and development of scholarly literature (Hammouti et al. 2025). Unlike traditional reviews, bibliometric analysis offers a robust, replicable, and visualized approach for mapping scientific knowledge, particularly over a specific time frame (Haghani et al., 2023). In this context, the study considers literature published between 1998 and 2024 to provide relevant examination of research trends, reflecting market shifts and strategic responses. The

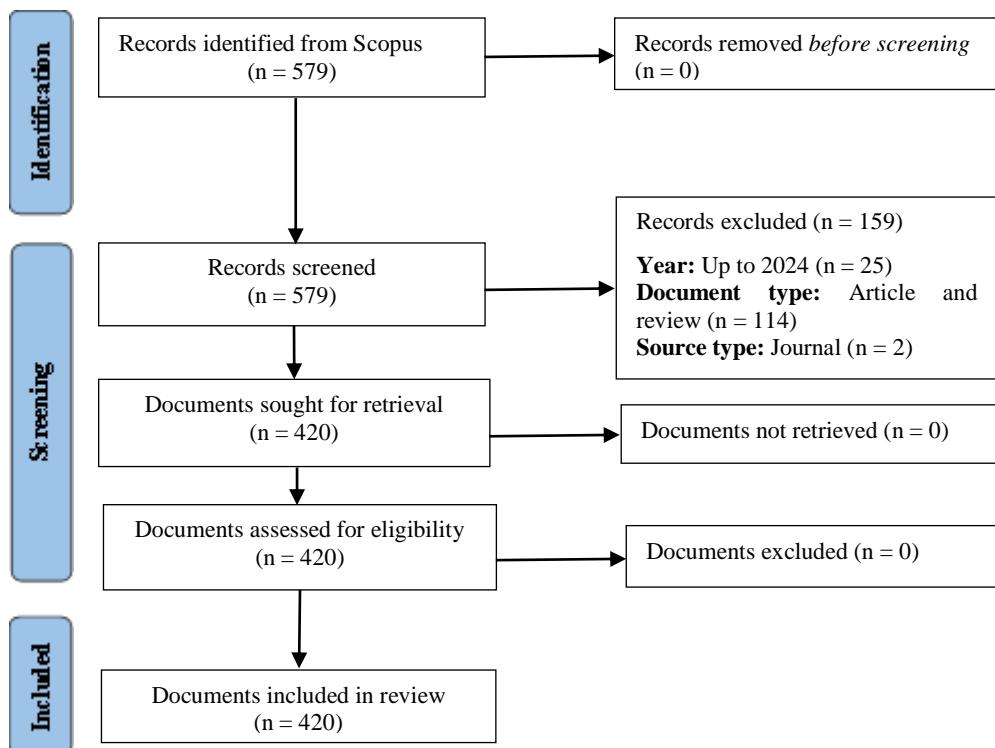
expected contributions are twofold. First, the study enriches academic discourse by highlighting the structure and evolution of research on market orientation and competitive advantage in recent years. Second, it provides practical insights for scholars, policymakers, and managers by identifying leading contributors, influential works that guide future studies on market orientation and competitive advantage.

## **METHODS**

Scopus database was used as the source of bibliographic data due to its wide disciplinary coverage, inclusion of high-quality peer-reviewed journals, and suitability for mapping niche research domains (Rodríguez-López et al., 2020; Kivimaa & Kern, 2016). As one of the largest multidisciplinary databases, Scopus indexes over 27,000 journals, books, and conference proceedings across business, management, and social sciences, ensuring that the dataset captured for this study is both comprehensive and representative. Its strict inclusion criteria guarantee the reliability and credibility of sources, thereby minimizing the risk of bias from low-quality or predatory publications. Furthermore, Scopus offers robust citation tracking and advanced search functionalities that enable systematic data retrieval and bibliometric mapping of productivity trends, impact, and collaboration patterns. Its broad temporal coverage, extending back to the 1960s, allows for the exploration of both historical trajectories and contemporary developments within the field. Given its global recognition and frequent use in academic rankings and institutional evaluations, Scopus provides a credible and replicable foundation for bibliometric analysis. Accordingly, a structured search was performed on July 19, 2025, using the following combination of keywords applied to the article title field: “market orientation” OR “market oriented” OR “market driven strategy” OR “market sensing” AND “competitive advantage” OR “sustainable competitiveness” OR “strategic advantage” within the Article Title, Abstract, and Keywords.

The search strategy was limited to publications up-to 2024. As a result, the search yielded 579 documents records that were retrieved from the Scopus database. No duplicate records were removed before screening process. After applying eligibility criteria including publication year up to 2024, document type (articles and reviews), source type (journal), publication stage (final), and language (English) 159 records were excluded to ensure relevance and reliability. As a result, 420 documents were validated for inclusion and included in the final analysis. This approach ensured that only relevant, high-quality literature contributed to the analysis of research trends in market

orientation and competitive advantage. Figure 1 presents the PRISMA flow diagram used to document the selection process.



**Figure 1: The PRISMA flow diagram**  
Source: Adapted from (Page et al., 2021)

The bibliometric analysis comprised two primary techniques: a performance analysis to identify the most prolific countries, trends in publication output, institutions, journals, and authors. And science mapping using VOSviewer to uncover the conceptual structure of the field through co-word (keyword co-occurrence) analysis (Van Eck & Waltman, 2010). This helped to underlying structure of major clusters or themes, forming the intellectual foundation of the field, as described by Mukherjee et al. (2022). All analyses were conducted using Harzing's Publish or Perish for citation metrics and VOSviewer software for network visualization and cluster mapping (Harzing, 2007). Keyword co-occurrence in a VOSviewer was set at a minimum threshold of 5 occurrences, which generated a map of 35 author keywords grouped into seven conceptual clusters.

## RESULTS AND DISCUSSION

### The publication trend on Market Orientation and Competitive Advantage (1998-2024)

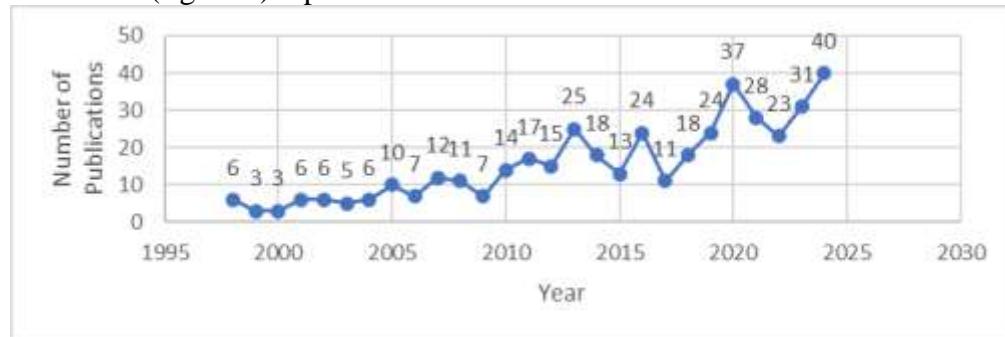
A total of 420 publications on market orientation (MO) and competitive advantage (CA) were found to have been published between the years 1998 and 2024, according to the bibliometric study. During the early period (1998-2005), which is depicted in Figure 2, a relatively low but consistent number of outputs was recorded. The number of publications fluctuated between three and ten per year, which reflected the emerging stage of scholarly engagement in the subject.

Expanding academic awareness of MO as a driver of competitive advantage is indicated by the fact that the research trend showed a progressive increase from 2006 to 2012, with annual publications ranging between 7 and 17, indicating that this recognition is expanding. 2013 was the year that witnessed a significant increase in outputs, which reached their highest point of 25 publications and marked a turning point in the literature. In 2015, the field had a brief drop, with just 13 articles, but it experienced a rebound in 2016, with 24 publications, and it has maintained a steady momentum ever since.

Between the years 2017 and 2024, the phase of growth that was the most significant occurred. Publications went from 11 in 2017 to 18 in 2018, and then to 24 in 2019. This represents a significant growth. A significant spike was noted in the year 2020, with 37 publications, while the maximum output was recorded in the year 2024, with 40 publications. A persistent increase in scholarly interest was confirmed by the fact that the overall trend stayed upward, despite the fact that there were some slight changes in the intervening years (28 in 2021, 23 in 2022, and 31 in 2023).

The fluctuations observed across the years can be linked to shifts in academic focus, evolving business environments, and global challenges that periodically redirect research attention. Spikes such as those in 2013 and 2020 reflect heightened interest in MO and CA as firms sought strategies to navigate intensifying competition and uncertain market conditions, while temporary declines, such as in 2015 and 2022, suggest moments when scholarly attention briefly shifted to other emerging themes. Nevertheless, the quick rebounds and steady upward trajectory illustrate that MO and CA remain necessary, as they provide firms with the ability to sense and respond to dynamic markets, achieve sustainable competitiveness, and adapt effectively in the face of globalization and rapid change. Generally, the

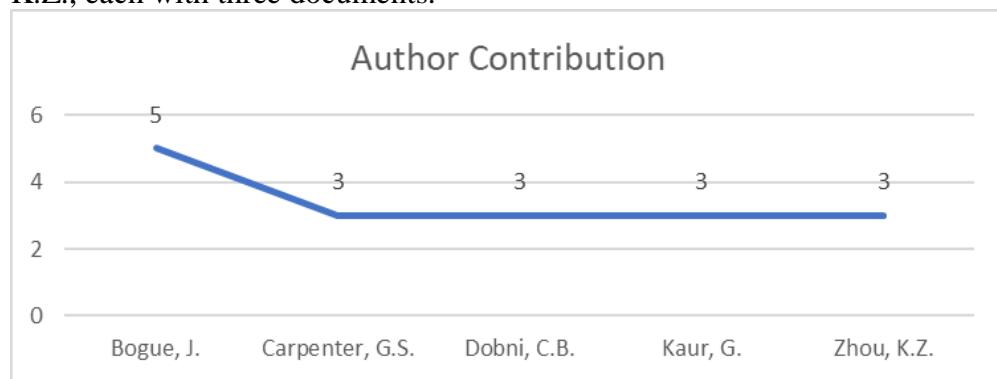
trajectory illustrates a distinct transition from a specialized research field in the late 1990s to a domain that is well-established and quickly increasing. The spike in recent years reflects the growing acknowledgment of MO as a fundamental determinant of competitive advantage across a variety of contexts. This recognition is driven by intensifying global rivalry, volatile market situations, and the requirement for businesses to maintain long-term success as (figure 2) represents.



**Figure 2. Publication trend**

### The most active contributors

The second research question aims to determine the most active contributors in research focused in the research area. Figure 2 shows the leading contributors in the field of market orientation and competitive advantage by examining author productivity and the most frequently used source titles. As shown Bogue, J. emerged as the most prolific author, contributing to five publications, followed by Carpenter, G.S., Dobni, C.B., Kaur, G., and Zhou, K.Z., each with three documents.

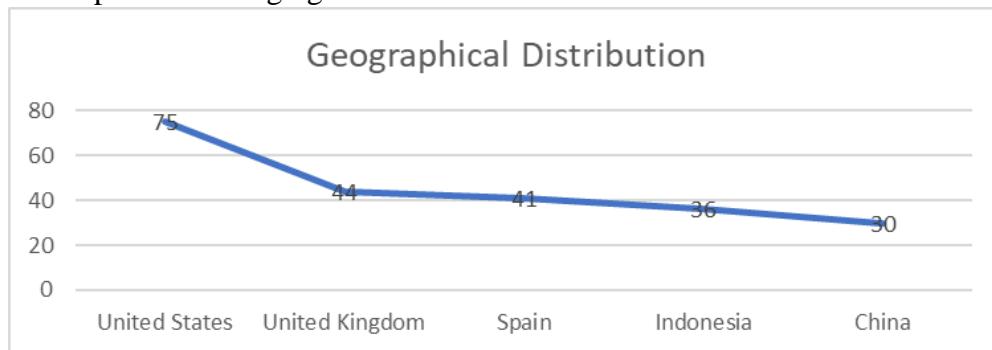


**Figure 3: Reports the most prolific contributors**

### Geographically

Figure 3 shows geographic distribution, the United States leads with (75) publications, followed by the United Kingdom (44), Spain (41), Indonesia

(36), and China (30), indicating strong research engagement from both developed and emerging economies.



**Figure 4: Geographical distribution**

### Journal rankings

Figure 4 shows the top journals in rankings are the Journal of Business Research is the most prominent outlet with 17 publications, followed by Sustainability (Switzerland) (15), Journal of Strategic Marketing (13), European Journal of Marketing (12), and Industrial Marketing Management (10). These journals serve as key publication outlets for scholarship in this domain, reflecting interdisciplinary interest across marketing, sustainability, and strategic management literature



**Figure 5: Journal rankings**

### The most influential publication

Table 1 Includes only 20 publications that are taken to be impactful in the research domain. These publications have collectively accumulated a total of 10536 citations. The analysis reveals that Hurley and Hult's (1998) research on innovation, market orientation, and organizational learning remains the most cited publication, with 2,546 citations and an impressive annual citation rate of 94.3. Following this, Zhou et al. (2005) and Baker & Sinkula (1999) also stand out with over 1,300 citations each, underscoring their substantial impact on conceptualizing the synergy between strategic orientation, innovation, and organizational learning. Other high-impact publications

include studies by Atuahene Gima (2005) and Kumar et al. (2011), which investigate the capability-rigidity paradox and the long-term sustainability of market orientation, respectively. A substantial proportion of these influential works were published in high-impact journals such as the Journal of Marketing, Journal of the Academy of Marketing Science, and Journal of Business Research, reflecting the academic rigor and practical relevance of the subject matter.

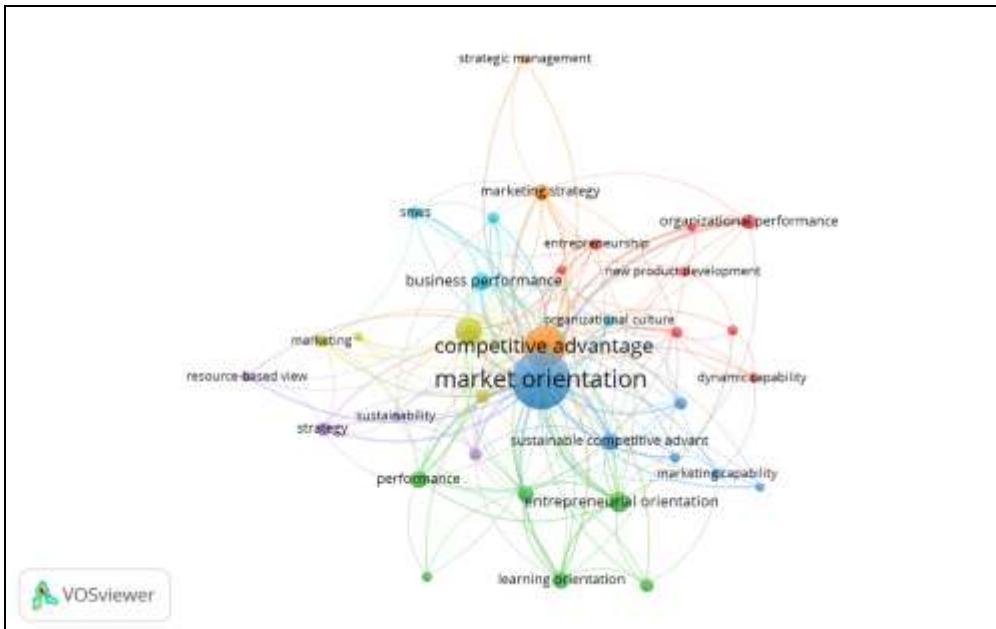


Figure 6: Network visualization based on keyword co-occurrence analysis

Through a keyword co-occurrence analysis in VOSViewer with 5 minimum occurrences for the author keyword to be included in the analysis and 35 keywords were involved that were grouped into 7 clusters. Through finding in Appendix 2 and Fig.5 provide necessary insights on the produced clusters from the keyword co-occurrence analysis. The analysis reveals a strong focus on research topics related to market orientation and competitive advantage.

Cluster 1, identified as the largest thematic grouping in this bibliometric analysis, centres on the intersection between firm performance and innovation-driven strategic capabilities. The thematic focus integrates company performance, dynamic capability, entrepreneurship, new product development, organizational performance, proactive market orientation, and product development. Collectively, these themes highlight a research stream examining how market-oriented behaviours and the reconfiguration of resources enhance innovation outcomes, which in turn drive sustainable

competitive advantage. Firm's ability to integrate, build, and reconfigure internal and external competences to adapt to quickly changing environments is central to this cluster (Teece, Pisano, & Shuen, 1997). Such capabilities are essential for turning entrepreneurial orientation into performance outcomes (Covin & Wales, 2019), especially in competitive marketplaces where new product development speed and adaptability decide survival and growth (Kock et al., 2020). Proactive MO emphasizes the strategic advantage of anticipating latent customer needs rather than reacting to expressed demands (Narver, Slater, & MacLachlan, 2004), which has been linked to superior organizational and company performance (Kirca, Jayachandran, & Bearden, 2005).

The relevance of this cluster to the research domain is underscored by its direct alignment with the premise that MO fuels CA through innovation and capability development. In the context of CA, product development serves both as a manifestation of innovative capability and as a strategic response to evolving market signals (Calantone, Cavusgil, & Zhao, 2002). Firm performance, whether measured through financial indicators or non-financial outcomes such as customer satisfaction, remains a core dependent variable in market orientation research (Shoham et al., 2012). Each keyword within the cluster contributes uniquely to its conceptual foundation: company performance and firm performance capture economic, market, and operational outcomes of strategic initiatives (Richard et al., 2009); dynamic capability represents the organisational processes enabling adaptation and innovation in turbulent markets (Teece et al., 1997); entrepreneurship reflects opportunity-seeking behaviour and resource mobilisation for competitive positioning (Miller, 1983); new product development and product development signify core innovation processes that translate market insights into value propositions (Cooper, 2019); organizational performance encompasses efficiency, adaptability, and learning capability (Venkatraman & Ramanujam, 1986); and proactive market orientation describes a forward-looking capability to identify and satisfy unarticulated customer needs (Narver et al., 2004). Collectively, these elements position Cluster 1 as the most extensive thematic category in the bibliometric map and the intellectual backbone of research linking market orientation to competitive advantage through innovation and adaptive capability.

Cluster 2, the second largest thematic grouping in this bibliometric analysis, centres on the role of strategic and entrepreneurial orientations in enhancing firm adaptability and long-term performance. This cluster integrates the keywords dynamic capabilities, entrepreneurial orientation, internal market

orientation, learning orientation, performance, and strategic orientation. Collectively, these concepts describe a research stream focused on how firms configure and align internal resources and strategic postures to respond effectively to changing market conditions. At its core is the dynamic capabilities perspective, which underscores the capacity of firms to purposefully create, extend, and modify their resource base to maintain competitiveness in dynamic environments (Teece, 2017). Within this framework, entrepreneurial orientation represents the firm's propensity to innovate, take risks, and proactively seek market opportunities (Covin & Wales, 2019), while strategic orientation reflects the guiding principles and long-term vision that shape decision-making processes (Adams, Freitas, and Fontana 2019).

The inclusion of internal market orientation highlights the role of internal processes, such as employee communication, motivation, and knowledge sharing, in shaping the external market response (Lings & Greenley, 2005). Complementing this, learning orientation refers to the commitment to continuous knowledge acquisition and utilisation, which enhances adaptive capacity and innovation (Calantone, Cavusgil, & Zhao, 2002). Performance, in this cluster, is treated as the ultimate outcome of aligning entrepreneurial drive with strategic clarity, supported by dynamic resource configurations. The relevance of this thematic group to the research domain lies in its emphasis on the interplay between organisational strategy and entrepreneurial agility as a pathway to competitive advantage. By linking internal orientations both strategic and learning-focused to market responsiveness, this cluster highlights a critical pillar in the conceptual structure of market orientation and competitive advantage research.

Cluster 3 focuses on the relationship between market-oriented strategies and the achievement of sustainable competitive advantage. The thematic composition includes customer orientation, market orientation, market performance, marketing capability, product innovation, and sustainable competitive advantage. This cluster captures a research stream emphasising how firms translate market insights into strategic actions that enhance both innovation capacity and competitive positioning. At the core of this cluster is market orientation, defined as an organisational culture and behavioural process aimed at generating, disseminating, and responding to market intelligence to create superior value for customers (Kohli & Jaworski, 1990; Narver & Slater, 1990). Within this framework, customer orientation represents the specific focus on understanding and meeting customer needs,

preferences, and future expectations, which has been linked to improved market and financial performance (Jabo, & Bonji, 2025).

The cluster also incorporates marketing capability, which refers to the integrative processes that enable firms to apply their knowledge, skills, and resources to meet market demands more effectively (Vorhies & Morgan, 2005). This capability underpins product innovation the creation and introduction of new or improved products that respond to evolving market needs thereby sustaining competitive advantage (Menguc & Auh, 2006). Market performance, as an outcome variable, reflects a firm's ability to achieve superior market share, sales growth, and customer loyalty compared to competitors (Duah, Kwarteng & Mensah, 2025). The thematic centrality of sustainable competitive advantage in this cluster highlights the strategic necessity of developing rare, valuable, and inimitable resources and capabilities that are reinforced through continuous market responsiveness (Barney, 1991).

The relevance of this cluster addresses the direct pathway through which market orientation translates into long-term strategic advantage. It aligns with the theoretical argument that sustained market responsiveness, when coupled with strong marketing capabilities and innovative output, creates barriers to imitation and ensures enduring performance benefits.

Cluster 4 concentrates on the convergence of innovation, marketing, and internationalization, prioritizing the improvement of marketing performance. The terms innovation, internationalization, marketing, and marketing performance collectively characterize a research domain investigating how companies utilize innovative techniques and marketing tactics to penetrate new markets and attain enhanced performance results. In this context, innovation denotes the implementation of new products, services, processes, or business models that enhance competitiveness (Kahn, 2018). Internationalization denotes the process through which companies extend their activities into overseas markets to capitalize on development prospects and mitigate risk (Khojastehpour & Johns, 2015).

Marketing functions as a strategic and operational mechanism, allowing firms to effectively position their products in both domestic and international markets (Kotler & Keller, 2016). Marketing performance refers to the degree to which marketing activities influence outcomes like market share, brand equity, and profitability (Morgan et al., 2022). This cluster illustrates how innovation serves as a catalyst for global expansion and enhanced marketing

results, supporting the notion that sustained competitive advantage necessitates both product-market novelty and effective international positioning.

Cluster 5, titled Knowledge and Sustainability Strategies, examines how knowledge management practices, guided by the principles of the resource-based view (RBV), inform strategic planning and foster sustainable organisational performance. This cluster highlights that the systematic acquisition, sharing, and application of knowledge enhances a firm's ability to formulate strategies that address environmental, social, and economic sustainability imperatives. From an RBV perspective, knowledge is considered a valuable, rare, inimitable, and non-substitutable resource that, when integrated into organisational processes, creates a foundation for long-term competitive advantage. Empirical evidence reinforces this linkage: Thomas (2024) demonstrated that knowledge management significantly improves innovation outcomes and strategic decision-making; Iqbal et al. (2025) showed that knowledge-sharing cultures facilitate the adoption of sustainability-oriented practices; Arduini, S., Manzo, M., & Beck, T. (2024) found that integrating knowledge management with sustainability strategies enhances both environmental performance and stakeholder engagement; and Buenechea-Elberdin, Jordão & Novas (2024) reported that intellectual capital, as an extension of knowledge resources, directly supports sustainable organisational growth and resilience.

Cluster 6, labelled Organisational Culture and SME Marketing, highlights the critical role of internal cultural values and marketing capabilities in enhancing the business performance of small and medium-sized enterprises (SMEs). In competitive and resource-constrained environments, a strong organisational culture fosters shared vision, adaptability, and innovation, enabling SMEs to develop and deploy marketing capabilities that support market responsiveness, customer relationship management, and strategic positioning. Grounded in the resource-based view (RBV), these capabilities, when embedded within a supportive culture, become valuable and inimitable resources that contribute to sustainable competitive advantage. Empirical evidence affirms this linkage: Hazzam & Wilkins (2018) found that cultural dimensions such as adaptability and involvement enhance marketing capabilities and, in turn, firm performance; Savabieh et al. (2022) demonstrated that market-oriented cultures facilitate superior marketing practices aligned with customer preferences; Rachwal-Mueller, & Fedotova (2021) observed that cultural strategic integration strengthens customer loyalty and market share; and Adeniran and Matikiti (2024) highlighted that

SMEs with learning-oriented cultures are more resilient and capable of sustaining performance despite market turbulence.

Cluster 7, designated, focuses on the relationship between strategic marketing decisions, broader strategic management approaches, and the attainment of sustained competitive advantage. This cluster emphasizes how marketing strategy encompassing market segmentation, positioning, differentiation, and resource allocation serves as a pivotal driver of organizational success when aligned with overarching strategic management objectives. Drawing on the principles of strategic management and the resource-based view (RBV), effective strategic marketing leverages unique firm resources and capabilities to create value propositions that are difficult for competitors to replicate, thereby ensuring long-term market leadership. Empirical research supports these assertions: Khan, H., Mavondo, F., & Zahoor, N. (2025) identified marketing strategy as a central mechanism through which firms convert capabilities into superior performance outcomes; El-Menawy, & El-Sayed, (2024) demonstrated that strategically aligned marketing initiatives enhance both financial and market performance; Bahorka & Kvasova (2024) found that integration of marketing strategy into strategic planning strengthens adaptability and competitive positioning; and Demessie & Shukla, (2024) confirmed that strategic marketing decisions grounded in market intelligence and competitive analysis contribute significantly to sustained competitive advantage in dynamic market environments.

## **CONCLUSION**

This bibliometric analysis provides a systematic overview of the research productivity and conceptual structure of the market orientation competitive advantage domain, drawing from 420 high-quality publications indexed in Scopus between 1998 and 2024. The findings highlight an upward trajectory in research output, with contributions from a diverse set of countries, authors, and journals, reflecting the interdisciplinary and global relevance of the topic. High-impact works by Hurley and Hult (1998), Zhou et al. (2005), and Baker and Sinkula (1999) have shaped the intellectual foundation of the field, linking market orientation with innovation, learning, and performance outcomes. The science mapping revealed seven distinct thematic clusters: Firm Performance and Innovation Capabilities, Strategic and Entrepreneurial Orientations, Market Orientation and Competitive Advantage, Innovation and Market Expansion, Knowledge and Sustainability Strategies, Organisational Culture and SME Marketing, and Strategic Marketing for Competitive Advantage. Together, these clusters demonstrate that the field is anchored in integrating market-oriented behaviours, dynamic capabilities, innovation, and

strategic alignment to achieve sustainable performance. Each thematic area not only reflects a robust theoretical foundation drawing on dynamic capability theory, the resource-based view, and market orientation theory but also offers actionable implications for managers seeking to navigate competitive and dynamic environments.

The analysis highlights that competitive advantage is increasingly dependent on an organisation's ability to adapt to shifting market conditions, embed innovation into strategic processes, leverage knowledge and cultural assets, and align marketing with broader strategic goals. The findings also identify gaps and future research avenues, such as examining integrated marketing strategies for long-term competitiveness, exploring digital transformation's role in enhancing customer orientation, and developing cross-industry comparative models for strategic alignment.

By offering a comprehensive mapping of publication trends, leading contributors, influential works, and conceptual clusters, this study advances scholarly understanding of how market orientation contributes to sustainable competitive advantage. For practitioners, it provides a clear framework for aligning market intelligence, internal capabilities, and innovation to secure enduring market positions. For researchers, it sets a foundation for targeted investigations that bridge theoretical perspectives with evolving business realities, ensuring that market orientation remains a dynamic driver of competitive advantage in the face of global competition and technological disruption.

### **Theoretical Implications**

This study enhances scholarly understanding of the market orientation–competitive advantage relationship by offering a comprehensive bibliometric mapping of research productivity, influential works, and conceptual structures over a 26-year period (1998–2024). Drawing on 420 publications, the analysis consolidates fragmented literature into a coherent framework composed of seven thematic clusters. These clusters reveal the multidimensional nature of competitive advantage, demonstrating how innovation capacity, strategic alignment, marketing capabilities, knowledge assets, and organisational adaptability interact to sustain superior performance in diverse market environments. The structural mapping also highlights emerging and underexplored research areas, including the integration of digital transformation into customer-focused strategies, the role of sustainability in long-term competitiveness, and the adaptability of marketing strategies in rapidly changing contexts. By applying performance

analysis and keyword co-occurrence mapping, this study provides a replicable, data-driven framework for identifying research gaps and informing the development of integrative models that explain how market intelligence, innovation, and strategic execution collectively drive enduring competitive positioning (Appendix 3).

### **Policy Implications**

This bibliometric study on market orientation and competitive advantage provides valuable insights for policymakers, industry associations, and organisational leaders seeking to strengthen competitiveness in increasingly dynamic markets. The analysis highlights seven thematic clusters that represent the intellectual structure of the field and offer actionable policy directions. Cluster 1, suggests the need for policies that enhance dynamic capabilities and foster proactive market orientation through targeted innovation programs, R&D support, and entrepreneurship promotion. Cluster 2, underlines the importance of initiatives that reinforce strategic and entrepreneurial orientations, such as leadership development programs, strategic management training, and innovation ecosystems that enable adaptability. Cluster 3, emphasises enhancing marketing capabilities, customer orientation, and product innovation by providing incentives for knowledge transfer, branding support, and investment in marketing infrastructure. Cluster 4, highlights the value of supporting internationalisation and marketing performance through trade facilitation, export promotion schemes, and international branding campaigns. Cluster 5, points to the integration of knowledge management and sustainability strategies into policy frameworks to align organisational competitiveness with environmental and social objectives. Cluster 6, underscores the role of organisational culture in strengthening marketing capabilities and business performance, calling for initiatives that promote adaptive, innovation-friendly work environments. Finally, Cluster 7, indicates the need for embedding strategic marketing into national and sectoral competitiveness strategies by supporting market intelligence systems, competitive benchmarking, and innovation-driven planning. These findings necessitate a diversified policy approach that integrates capability development, innovation support, strategic alignment, and market responsiveness to maintain competitive advantage in domestic and global markets.

### **LIMITATIONS AND SUGGESTIONS FOR FUTURE STUDIES**

While this bibliometric study provides a comprehensive mapping of research productivity, influential works, and conceptual structures in the domain of market orientation and competitive advantage, certain limitations should be

acknowledged. First, the analysis was based solely on the Scopus database, which, although widely recognised for its quality and coverage, may not include all relevant publications indexed in other reputable sources such as Web of Science or Google Scholar. Consequently, some influential studies may have been omitted. Second, the search strategy was limited to literature published between 1998 and 2024, which, while providing a broad historical scope, may exclude earlier foundational works or the very latest emerging studies beyond the retrieval date. Third, only English-language publications were considered, potentially introducing language bias and overlooking valuable contributions in other languages that could offer culturally diverse perspectives on market orientation and competitive advantage. Fourth, the reliance on bibliometric techniques, while offering objective and replicable results, may restrict the depth of interpretation compared to qualitative systematic reviews.

Future research should consider expanding the database coverage to include multiple sources such as Web of Science, Google Scholar, and subject-specific repositories to ensure a more comprehensive dataset. Incorporating non-English publications could mitigate language bias and enrich the global scope of insights. Extending the publication period and conducting periodic updates would help capture the evolution of emerging research trends. Moreover, combining bibliometric analysis with qualitative approaches such as content analysis or meta-synthesis could deepen the understanding of conceptual linkages and theoretical developments. Interdisciplinary perspectives integrating insights from fields such as innovation management, international business, and organisational behavior could also enhance the theoretical breadth. Finally, comparative bibliometric studies across databases, languages, industries, or regions could provide a richer and more subtle understanding of how market orientation contributes to competitive advantage in different contexts.

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### Appendix 1; The most influential publication

Authors	Title	Year	Source	TC	TC/Y	Age
R.F. Hurley, G.T.M. Hult	Innovation, market orientation, and organizational learning: An integration and empirical examination	1998	Journal of Marketing	2546	94.3	27
K.Z. Zhou, C.K. Yim, D.K. Tse	The effects of strategic orientations on technology- and market-based breakthrough innovations	2005	Journal of Marketing	1328	66.4	20
W.E. Baker, J.M. Sinkula	The synergistic effect of market orientation and learning orientation on organizational performance	1999	Journal of the Academy of Marketing Science	1301	50.04	26
K. Atuahene-Gima	Resolving the capability-rigidity paradox in new product innovation	2005	Journal of Marketing	1205	60.25	20
V. Kumar, E. Jones, R. Venkatesan, R.P. Leone	Is market orientation a source of sustainable competitive advantage or simply the cost of competing?	2011	Journal of Marketing	521	37.21	14
J.Y. Murray, G.Y. Gao, M. Kotabe	Market orientation and performance of export ventures: The process through marketing capabilities and competitive advantages	2011	Journal of the Academy of Marketing Science	456	32.57	14
V. Naidoo	Firm survival through a crisis: The influence of market orientation, marketing innovation and business strategy	2010	Industrial Marketing Management	373	24.87	15
K.Z. Zhou, J.R. Brown, C.S. Dev	Market orientation, competitive advantage, and performance: A demand-based perspective	2009	Journal of Business Research	334	20.88	16
C.P. Blocker, D.J.	Proactive customer orientation and its role	2011	Journal of the	293	20.93	14

Authors	Title	Year	Source	TC	TC/Y	Age
Flint, M.B. Myers, S.F. Slater	for creating customer value in global markets		Academy of Marketing Science			
V.L. Crittenden, W.F. Crittenden, L.K. Ferrell, O.C. Ferrell, C.C. Pinney	Market-oriented sustainability: A conceptual framework and propositions	2011	Journal of the Academy of Marketing Science	285	20.36	14
B.A. Lafferty, G. Tomas M. Hult	A synthesis of contemporary market orientation perspectives	2001	European Journal of Marketing	204	8.5	24
G. Hooley, A. Broderick, K. Möller	Competitive positioning and the resource-based view of the firm	1998	Journal of Strategic Marketing	203	7.52	27
K. Ramamurthy, G. Premkumar, M.R. Crum	Organizational and Interorganizational Determinants of EDI Diffusion and Organizational Performance: A Causal Model	1999	Journal of Organizational Computing and Electronic Commerce	197	7.58	26
J. Tokarczyk, E. Hansen, M. Green, J. Down	A resource-based view and market orientation theory examination of the role of "familiness" in family business success	2007	Family Business Review	194	10.78	18
J.J. Li, K.Z. Zhou	How foreign firms achieve competitive advantage in the Chinese emerging economy: Managerial ties and market orientation	2010	Journal of Business Research	191	12.73	15
S. Olavarrieta, R. Friedmann	Market orientation, knowledge-related resources and firm performance	2008	Journal of Business Research	189	11.12	17
G. Bhatt, A. Emdad, N. Roberts, V. Grover	Building and leveraging information in dynamic environments: The role of IT infrastructure flexibility as enabler of organizational responsiveness and	2010	Information and Management	188	12.53	15

Authors	Title	Year	Source	TC	TC/Y	Age
	competitive advantage					
T.-Z. Chang, S.-J. Chen	Market orientation, service quality and business profitability: A conceptual model and empirical evidence	1998	Journal of Services Marketing	183	6.78	27
A. Longoni, R. Cagliano	Environmental and social sustainability priorities: Their integration in operations strategies	2015	International Journal of Operations and Production Management	177	17.7	10
J. Weerawardena, A. O'Cass	Exploring the characteristics of the market-driven firms and antecedents to sustained competitive advantage	2004	Industrial Marketing Management	168	8	21

## **Appendix 2; Keyword co-occurrence analysis on market orientation and competitive advantage**

<b>Cluster/Theme</b>	<b>Keywords</b>	<b>Major research area/Research focus</b>
Cluster 1 (8 items): Red Firm performance and innovation capabilities	Company performance, dynamic capability, entrepreneurship, firm performance, new product development, organizational performance, proactive market orientation, product development	Examines how firms leverage dynamic capabilities, entrepreneurship, and proactive market orientation to drive innovation and improve organizational and firm performance through new product development
Cluster 2 (6 items): Green Strategic and Entrepreneurial Orientation	dynamic capabilities, entrepreneurial orientation, internal market orientation, learning orientation, performance, strategic orientation	Explores the interplay between strategic and entrepreneurial orientations, internal market focus, and learning orientation in enhancing adaptability, strategic positioning, and firm performance.
Cluster 3 (6 items): Dark blue Market Orientation and Competitive advantage	customer orientation, market orientation, market performance, marketing capability, product innovation, sustainable competitive advantage	Investigates how customer-focused and market-oriented strategies, coupled with marketing capabilities and product innovation, contribute to sustainable competitive advantage and improved market performance.
Cluster 4 (4 items): Yellow Innovation and Market expansion	innovation, internationalization, marketing, marketing performance	Analyses the role of innovation and marketing strategies in supporting international expansion and improving marketing performance in global markets.
Cluster 5 (4 items): Purple Knowledge and Sustainability Strategies	knowledge management, resource-based view, strategy, sustainability	Focuses on how knowledge management, guided by resource-based view theory, supports strategic planning and sustainable organisational practices.
Cluster 6 (4 items): Light blue Organisation culture and SME Marketing	business performance, marketing capabilities, organizational culture, SMEs	Examines the influence of organisational culture and marketing capabilities on business performance, particularly within SMEs.
Cluster 7 (3 items): Orange Strategic Marketing for Competitive advantage	Competitive advantage, marketing strategy, strategic management	Studies the link between strategic marketing decisions, overall strategic management, and the achievement of sustained competitive advantage

### **Appendix 3: Proposed future areas**

<b>Cluster</b>	<b>Theme (Based on Keywords)</b>	<b>Proposed Future Research Areas</b>
<b>Cluster 1 (Red)</b>	Firm performance and Innovation capability	- Role of dynamic capabilities in firm and organizational performance- Link between entrepreneurship and proactive market orientation in product development- Cross-industry studies on product strategies and firm success- Impact of digital transformation on performance
<b>Cluster 2 (Green)</b>	Strategic, and Entrepreneur orientation	- Synergy of learning and entrepreneurial orientation for strategic renewal- Influence of internal market orientation on employee outcomes- Dynamic capabilities and strategy alignment under uncertainty- Industry-specific effects of strategic orientations on performance
<b>Cluster 3 (Dark Blue)</b>	Market orientation, and competitive advantage	- Marketing capabilities as drivers of sustainable advantage- Innovation as a mediator between customer orientation and market performance- Evolution of market orientation in customer value creation- Role of digital tools in enhancing customer-oriented strategies
<b>Cluster 4 (Yellow)</b>	Innovation and Market Expansion	- Internationalization effects on marketing outcomes- Cultural intelligence and global innovation strategies- Innovation-led marketing in volatile markets- Scaling innovation for SMEs in global contexts
<b>Cluster 5 (Purple)</b>	Knowledge and sustainability strategy	- Role of knowledge management in sustainable strategy- Application of RBV to green business models- Strategic foresight and sustainability alignment- Integrating environmental and social goals with firm strategy
<b>Cluster 6 (Light Blue)</b>	Organizational culture and SME Marketing	- Culture's role in strengthening SME marketing capabilities- Digital marketing's impact on SME performance- Leadership styles influencing marketing-performance link in SMEs- Capability development frameworks tailored for SMEs
<b>Cluster 7 (Orange)</b>	Strategic Marketing and competitive advantage	- Integrated marketing strategies for long-term advantage- Adaptive strategic management under uncertainty- Stakeholder orientation in sustainable strategy- Strategic alignment comparisons across sectors