

AN EXAMINATION OF ARTIFACTS IN MARKET-ORIENTED FIRMS

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Abstract

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This research examines artifacts in market-oriented firms. More specifically, the categories of artifacts: stories, arrangements, rituals and language.

Market-oriented artifacts have been identified in the literature as a component of a market-oriented organisational culture with four distinguishable categories; stories, arrangements, rituals and language. It is argued artifacts have an influence on the degree of market orientation and play a role in determining the behaviours within market-oriented organisations. However, detailed research relating to the categories is limited (Homburg and Pflesser, 2000; Farrell, 2005; Byrne, 2014; Hogan and Coote, 2014; Tiernan, 2015). Therefore, to deepen the understanding of artifacts in market-oriented firms each category of artifact must be examined. The following research questions have been posed: What is the nature of stories in market-oriented firms? What is the nature of arrangements in market-oriented firms? What is the nature of rituals in market-oriented firms? What is the nature of the language used in market-oriented firms?

To answer the research questions a case study approach was utilised. Data was collected qualitatively using three research methods; document analysis, direct observation and interviews. Thirteen interviews across six selected organisations were conducted over a three-month period.

The research findings indicate that artifacts; stories, arrangements, rituals and language play an important role in market-oriented firms. These artifacts were found to have a direct influence on the layers of organisational culture. This influence refers to their ability to communicate, reinforce and create an organisations' values, norms and behaviours. In all, this study concludes that artifacts rather than having a subservient or modest role in a market-oriented firm appear to have a significant influence. Artifacts communicate, reinforce and create the layers of a market-oriented culture. Thus, this study provides a deeper understanding of artifacts in market-oriented firms.

The practical implications of this study require managers to assess the degree to which they have developed and utilised market-oriented artifacts in the establishing of a market-oriented culture.

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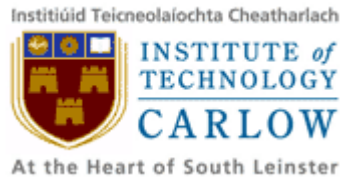
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I dedicate this thesis to my late sister Sylvia Murtagh.



Post Graduate Thesis Declaration

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1. Introduction

The purpose of this chapter is to introduce the research study. The chapter begins with the background and justification of the research. Followed by an overview of the research methodology. The chapter then proceeds to provide an outline of the thesis followed by a list of definitions assigned to each key concept associated with this study. Finally, the chapter concludes by outlining delimitations of scope and key assumptions.

1.1 Background to the Research

The objective of this study is to deepen the understanding of artifacts in market-oriented firms. Specifically, the categories of artifacts: stories, arrangements, rituals and language (Homburg and Pflesser, 2000; Hogan and Coote, 2014). This in turn will assist the researcher in drawing conclusions and making recommendations based on the nature of artifacts in a market-oriented firms.

Academics have argued that the marketing concept is the cornerstone of marketing as a discipline and the starting point from where the research on market orientation originates (Gheysari et al., 2012). The ‘marketing concept’ axiom surfaced in 1940 when organisations began to realise the positive outcome from offering the customer value in comparison to solely focusing on price (Mackitterick, 1957, cited in Gheysari et al., 2012). Drucker (1954) was one of the first academics to articulate the marketing concept and defines it as follows:

... a distinct organizational culture, a fundamental set of beliefs and values that puts the customer in the centre of the firms thinking about strategy and operations (Drucker 1954, cited in Deshpande and Webster, 1989, p. 3).

Market orientation has been an interesting subject for academics since the early 1990s due to its evident link to performance and marketing management strategy. Thus, this has led to a considerable body of work being published (Deshpande and Webster, 1989; Narver and Slater, 1990; Kohli and Jaworski, 1990, 1993; Homburg and Pflesser, 2000; Deshpande and Farley, 2004). There is also an array of literature integrating market orientation and organisational culture (Harris and Ogbonna, 1999).

The importance associated with the integration of these two concepts is that academics have argued that the market orientation of a firm is a cultural phenomenon that is exhibited in the behaviours of firms (Narver and Slater, 1990). Thus, if the organisational culture is ignored the implementation of a market-oriented strategy may fail (Halliday, 2002). Homburg and Pflesser (2000, p. 450) who shared this view developed a multi-layer model of market-oriented organisational culture that suggested a market-oriented organisational culture comprises of “four distinguishable but interrelated components”: values, norms, artifacts and behaviours. They also explain that an understanding of the layers of a market-oriented organisation will contribute to a better understanding of the drivers of market-oriented strategy. This research proposes to deepen the understanding of one of these layers i.e. artifacts (Homburg and Pflesser, 2000).

Academics have put forward various definitions and categorisations of artifacts (Schein, 1984; Rousseau 1990; Hatch, 1993; Brown, 1998). It is evident in most of these definitions that artifacts are visible manifestations of an organisation’s culture - they can be seen, heard and felt (Schein, 1984; Rousseau, 1990; Hatch, 1993; Brown, 1998). Furthermore, academics have also put forward arguments relating to their importance as a component of organisational culture. For instance, Trice and Beyer (1984) and Schein (1984) argue that artifacts can be used as a powerful guide in understanding an organisation’s culture. Higgins and McAllaster (2003) argue that the importance of artifacts is not only in the understanding of an organisation’s culture, but also for managing and changing an organisation’s culture. They further add that cultural artifacts can help reinforce desired changes in behaviour so that it supports the new values and norms. Similarly, Shrivastava (1985) argues that artifacts can be used as a tool for integrating strategy in an organisation. May (2001) argues that artifacts can be used as a tool if you want to spread a certain type of culture throughout your organisation. Thus, the importance of organisational artifacts is evident.

Market-oriented artifacts have been identified in the literature as a component of a market-oriented organisational culture with four distinguishable categories; stories, arrangements, rituals and language (Homburg and Pflesser, 2000). The importance of these categories of artifacts for market orientation is that they have been found to have an influence on the degree of market orientation and play a crucial role in determining

behaviour within an organisation (Homburg and Pflesser, 2000; Byrne, 2014; Tiernan, 2015). Furthermore, their importance has been noted in the literature as indicators of the level of market orientation and are central to the development of a market-oriented organisational culture. Moreover, market-oriented artifacts have been found to embody an organisation's culture by preserving and communicating the values and beliefs that encourage market-oriented practices (Griffiths and Grover, 1998, p. 314 cited in Farrell, 2005).

However, there is a limited amount of literature specifically relating to the categories of artifacts; stories, arrangements, rituals and language and their nature in market-oriented firms. It is therefore not surprising that academics have called on other researchers to develop a deeper understanding of market-oriented artifacts (Homburg and Pflesser, 2000; Farrell, 2005; Byrne, 2014; Tiernan, 2015). Thus, considering the importance of artifacts as a component of a market-oriented culture and the scant amount of literature, this study will investigate artifacts of market-oriented firms to gain a deeper understanding. More specifically the categories or artifacts; stories; arrangements; rituals; language put forward by Homburg and Pflesser (2000).

1.2 Research Problem

The problem addressed in this research study is the under researched area relating to one of the components of a market-oriented culture; artifacts (Homburg and Pflesser, 2000; Hogan and Coote, 2014). Thus, the objective of this study is to deepen the understanding of artifacts in market-oriented firms.

Specifically, the categories of artifacts put forward by Homburg and Pflesser (2000) stories; arrangements; rituals; language. Therefore, the following research questions have been posed:

1. What is the nature of stories in market-oriented firms?
2. What is the nature of arrangements in market-oriented firms?
3. What is the nature of rituals in market-oriented firms?
4. What is the nature of the language used in market-oriented firms?

This study will conclude by arguing that market-oriented artifacts are an important layer of a market-oriented culture due to their ability to communicate, reinforce and create the layers of a market-oriented culture.

1.3 Justification of Research

A multitude of research has found that there is a link between market orientation and organisational performance (Narver & Slater, 1990, Deshpande, Farley, and Webster, 1993, Jaworski and Kohli, 1993). Therefore, being a market-oriented firm makes sense (Spillan et al., 2013). To be a market-oriented firm means implementing a market-oriented culture (Lee et al., 2006; Raaij and Stoelhorst, 2008; Hogan and Coote, 2014). As previously discussed, a market-oriented culture comprises of four layers; values, norms, behaviours and artifacts. Therefore, an understanding of these layers will contribute to a better understanding of a market-oriented culture. The research focused on market-oriented culture is significant but artifacts are often dealt with within this broader context and thus the focus and necessary detail is limited. For example, Homburg and Pflessser (2000) looking at the influence of a market-oriented culture on organisational performance acknowledged the investigation of artifacts aspect was 'exploratory'; explaining artifacts have not been considered in the literature. Similarly, Gebhardt et al. (2006) outlining how becoming market-oriented is essentially a cultural transformation acknowledged the role of artifacts and symbols in this process, but the detail was still limited in the what and how of artifacts. Therefore, a clearer explanation of artifacts will contribute to theory in the field of organisational culture, market orientation and strategic marketing management.

In addition to having a theoretical implication, an understanding of the components of a market-oriented culture and the details of being market-oriented has practical implications. The practical implications of this study require managers to assess the degree to which they have developed and utilised market-oriented artifacts in the establishment of a market-oriented culture.

1.4 Overview of Methodology

The study was qualitative in nature utilising a case study approach. The population of interest chosen was organisations in Ireland who showed characteristics of market

orientation. The sample selected to represent the population of interest was organisations who were nominated or won the Carlow Chambers of Commerce Awards 2017. These organisations were judged by the peers as successful and thus arguably market-oriented. Furthermore, a similar sample frame has been used previously for representing the population of interest of market-oriented organisations in Ireland (Byrne, 2014).

Key participants with different functions in the organisations were selected. These targeted key informants included human resource managers, marketing managers and customer facing employees of the six-organisations selected.

Semi-structured interviews were the main source of data. A total of thirteen interviews with fifteen participants across the five-selected organisations were conducted over a three-month period from December 2017 to February 2018. In addition to conducting interviews, photos were taking of physical artifacts in the participating organisations and documents were analysed such as the organisations' mission statements and employee handbooks. A full discussion of the research methodology utilised in this study is outlined in Chapter 3.

1.5 Outline of Thesis

Exclusive of this chapter the following table consists of a full outline of each chapter.

Table 1.1: Outline of thesis	
Chapter 2: Literature review	This chapter discusses previous academic writings around market orientation and organisational culture and the layers of organisational culture, with a specific focus on artifacts.
Chapter 3: Methodology	This chapter discusses the research philosophy applied in this study and describes and justifies the methodology used in conducting the research. Furthermore, the research procedures used are discussed and ethical considerations highlighted.
Chapter 4: Research Findings	This chapter presents the research findings relating to each research question.
Chapter 5: Research Analysis	This chapter discusses the key findings from the qualitative investigation and the literature review. Key conclusion to the overall research problem is discussed.
Chapter 6: Conclusion and Recommendations	This final chapter presents key conclusions that will ultimately answer the research question. Furthermore, implications for theory is discussed and recommendations for industry outlined. To conclude this chapter, limitations of the research are stated and suggestions for future research are discussed.

(Created by the researcher)

1.6 Definitions of Key Concepts

There are a multitude of definitions relating to the key concepts associated with this study such as market orientation and organisational culture. Therefore, each concept and how they have been interpreted in this study will be defined. These definitions will be expanded on throughout Chapter 2.

1.6.1 Market Orientation

The first key concept associated with this study is market orientation. Despite a multitude of research in the area of market orientation, a universally accepted definition has failed to develop. However, “over the years, the majority of market orientation studies have used Kohli and Jaworki’s (1990) or Narver and Slater’s (1990) definition” (Raaij and Stoelhorst, 2011, p. 1268).

Kohli and Jaworski (1990) definition of market orientation is as follows:

Market orientation is the organisation-wide generation of market intelligence, pertaining to current and future customer needs, dissemination of the intelligence across departments, and organisation-wide responsiveness to it (Kohli and Jaworski, 1990, p. 6).

This definition highlights three specific behaviours; organisation wide generation of market intelligence, dissemination of intelligence across departments and an organisation wide response to this intelligence (Kohli and Jaworski, 1990).

Narver and Slater (1990) definition of market orientation is as follows:

Market Orientation [is] the organizational culture ... that most effectively and efficiently creates the necessary behaviours for the creation of superior value for buyers and, thus, continuous superior performance for the business (Narver and Slater, 1990, cited in Homburg and Pflesser, 2000, p. 449).

This definition captures both philosophical and behavioural aspect of the concept i.e. organisational culture and the necessary behaviours (Narver and Slater, 1990).

For this study the definition by Narver and Slater (1990) will be taken as this study takes the cultural perspective of market orientation. From this perspective market orientation is viewed as the business culture that most effectively and efficiently

creates the behaviours; market generation, dissemination and responsiveness to that information (Kohli and Jaworski, 1990).

1.6.3 Organisational Culture

The second key concept associated with this study is organisational culture. Similar, to market orientation there is no one universally accepted definition. However, one of the most widely recognised definitions of organisational culture is put forward by Schein (1984). He defines organisational culture as:

The culture of a group can now be defined as a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems (Schein, 1984, p. 18).

This definition has been built on by other academics. For example, Deshpande and Webster (1989) define organisational culture as:

The pattern of shared values and beliefs that help individuals understand organizational functioning and thus provide the norms for behaviour in the organization (Deshpande and Webster, 1989, p. 4).

This definition highlights three layers of organisational culture; values, norms and behaviours. Homburg and Pflesser (2000) introduced artifacts as the fourth layer of organisational culture in their definition:

... organizational culture consists of four distinguishable but interrelated layers. They include shared basic values, behavioural norms, different type of artifacts, and behaviours (Homburg and Pflesser, 2000, p. 450).

1.6.4 Artifacts

Artifacts are one of the layers of organisational culture (Schein, 1984; Farrell, 2002). According to Schein (1984) artifacts are the most visible element of an organisation's culture and are defined by Schein (2004) as:

... the architecture of its physical environment; its language; its technology and products; its artistic creation; its style as embodied in clothing, manners of address, emotional displays, and myths and stories told about the organization; its published lists of values; its observable ritual and ceremonies; and so on (Schein, 2004, p. 25).

However, it was Homburg and Pflesser, (2000) who introduced artifacts to the marketing literature as a component of a market-oriented organisational culture

(Farrell, 2005, p. 263). They stated that, “artifacts include stories, arrangements, rituals and language that are created by an organization and have symbolic meaning” (Homburg and Pflesser, 2000 p. 450). Furthermore, they argue that these categories of artifacts are the most frequently mentioned artifacts of a market-oriented culture. These categories are defined as follows:

1.6.3.1 Stories

Stories are defined in the organisational literature “as a narrative based on true events - often a combination of truth and fiction” (Trice and Beyer, 1984, p. 655). There is no accepted definition of market-oriented stories, however academics have stated that stories in a market-oriented firms would refer to exceptional behaviours of senior managers and employees who performed ideal customer-oriented behaviours (Homburg and Pflesser, 2000).

1.6.3.2 Arrangements

Arrangements have been described in the organisational literature by Schein (1984) as “the architecture of its physical environment” which cover the offices, meeting rooms and communal areas along with the buildings and exterior surroundings (Schein, 1984 p.9). In the marketing literature Homburg and Pflesser (2000) and Farrell (2002) suggest that market-oriented arrangements would be an open friendly customer entrance and welcome area.

1.6.3.3 Rituals

Rituals are defined in the organisational literature by Trice and Beyer (1984, p. 665) as “standardized, detailed set of techniques and behaviours that the culture prescribes to manage anxieties and express common identities”. In the marketing literature Homburg and Pflesser (2000, p. 451) takes Trice and Beyer’s (1984, p. 665) explanation of rituals and states that, “market-oriented rituals would include events for customers (e.g. a meeting of product owners) or regular awards for customer-oriented employees”.

1.6.3.4 Language

Language is defined in the organisational literature by Trice and Beyer (1993, p. 78). as “a shared system of vocal sounds, written signs or gestures used by members of a culture to convey categorized meanings to each other”. Market-oriented language according to Homburg and Pflesser (2000) is the language used within a market-

oriented firm. They further add that the language in a market-oriented firm would be customer focused as opposed to internally focused.

1.7 Delimitations of Scope

This study focuses specifically on the nature of artifacts in market-oriented firms. There are many different types of cultures in organisations and the artifacts that exist in these cultures will also differ (Harris, 1996). This study focusses specifically on the artifacts of a market-oriented culture. Artifacts have been identified in the literature as one of the components of a market-oriented culture with four distinguishable categories: stories; arrangements; rituals; language (Homburg and Pflesser, 2000; Hogan and Coote, 2014). These categories of artifacts are by no means a complete inventory of artifacts that exist in market-oriented firms. However, considering the lack of categories put forward in the literature from a marketing perspective these were a pragmatic choice.

1.8 Conclusion

This chapter presented the background of the research, the research problem followed by the justification of the research and research methodology. A full outline of the thesis was presented followed by key definitions associated with the study and delimitation of scope. The next chapter will review the literature surrounding market orientation, organisational culture and a market-oriented organisational culture.

2. Literature Review

This chapter will present the academic writings in relation to a market-oriented organisational culture. Firstly, the academic literature surrounding market orientation will be discussed this will be followed by an overview of the literature on market-oriented organisational culture. Thirdly, a discussion on market-oriented artifacts will be presented followed by a discussion relating to the conceptualisation of market-oriented artifacts. From this investigation the researcher will put forward the proposed research questions.

2.1 Market Orientation

After an extensive review of the market-oriented literature, Harris and Ogbonna (1999) concluded that there are a wide variety of terms used to mean market orientation such as market focused, market-led, integrated marketing and marketing orientation (Sharpio, 1988; Kohli and Jaworski, 1990). Most theorists have argued that there are few differences between these terms and market orientation is commonly considered the most appropriate (Kohli and Jaworski, 1990; Harris and Ogbonna, 1999). For the purposes of defining market orientation in this study, the researcher will use the term market orientation in line with some of the influential writers in the marketing discipline (Kohli and Jaworski, 1990; Harris and Ogbonna, 1999). Kohli and Jaworski (1990) put forward an interesting argument for the use of the term market orientation as opposed to marketing orientation. Kohli and Jaworski (1990) suggested that using the term marketing orientation implies firstly, that the concept is concerned with the marketing department as opposed to all departments, in turn, diminishing its importance. Secondly, it does not put forward any mention of the market which entails the customers and all the exogenous factors that can influence the customer's needs (Kohli and Jaworski, 1990). Therefore, the term market orientation will be used for the purposes of this research study.

2.1.1 Defining Market Orientation

Market orientation has been an interesting subject for academics and researchers alike since the early 1990's due to its evident link to performance and marketing management strategy (Liao et al., 2011). Thus, this has led to a considerable body of work being published (Deshpande and Webster, 1989; Narver and Slater 1990, 1995;

Kohli and Jaworski 1990, 1993; Homburg and Pflesser, 2000; Deshpande and Farley, 2004; Morman and Day, 2016; Carpenter, 2017. Despite this there is no universally accepted definition (Halliday, 2002; Sheppard, 2011; Tiernan, 2015). However, the two most widely used definitions of market orientation were put forward by Kohli and Jaworski (1990) and Narver and Slater (1990) (Raaij and Stoelhorst, 2011). Their research is considered the cornerstone of contemporary research in market orientation (Cadogan and Diamantopoulous, 1995). Kohli and Jaworski's (1990) definition of market orientation is as follows:

Market orientation is the organisation-wide generation of market intelligence, pertaining to current and future customer needs, dissemination of the intelligence across departments, and organisation-wide responsiveness to it (Kohli and Jaworski, 1990, p. 6).

This definition highlights three specific behaviours; organisation wide generation of market intelligence, dissemination of intelligence across departments and an organisation wide response to this intelligence (Kohli and Jaworski, 1990). The second most widely used definition of market orientation is put forward by Narver and Slater (1990) and is as follows:

Market orientation [is] the organizational culture ... that most effectively and efficiently creates the necessary behaviours for the creation of superior value for buyers and, thus, continuous superior performance for the business (Narver and Slater, 1990, cited in Homburg and Pflesser, 2000, p. 449).

This definition captures both philosophical and behavioural aspect of the concept i.e. organisational culture and the necessary behaviours (Narver and Slater, 1990)

Over the year's scholars have mainly used Kohli and Jaworski's (1990) or Narver and Slater's (1990) definition. Due to these definitions two main perspectives of market orientation have developed which are a behavioural perspective and a cultural perspective (Homburg and Pflesser, 2000; Farrell, 2005).

2.1.2 Behavioural Perspective

The behavioural perspective put forward by Kohli and Jaworski (1990, 1993) describes market orientation in terms of specific behaviours that are concerned with implementing the marketing concept; market intelligence generation, dissemination of this intelligence across departments and the responsiveness to this intelligence.

(Homburg and Pflesser, 2000; Sheppard, 2011; González-Benito, 2005; Carpenter, 2017).

2.1.2.1. Market Intelligence Generation

Market intelligence is the first stage of market orientation and is concerned with the present and future needs of the customer and macro factors such as environmental, technological and competitor factors that influence the customer's needs (Cadgon and Diamantopoulos, 1995; Harris and Ogbonna, 1999). The generation of this intelligence is the responsibility of all departments within the organisation (Kohli and Jaworski, 1990; Carpenter, 2017).

2.1.2.2 Dissemination of Intelligence

The dissemination of intelligence is concerned with the communication of intelligence sourced throughout the organisation. Market information must be communicated throughout the organisation which entails making this information available at every customer touch point. Information must also be communicated cross-functionally through teamwork and flatter hierarchies as well as employee empowerment. Research relating to market-oriented organisations have shown that interdepartmental connectedness and decentralised decision making are positively related to market orientation (Jaworski and Kohli, 1993).

2.1.2.3 Responsiveness to Market Intelligence

Responsiveness to market intelligence is the action taken in response to the intelligence collected such as selecting target markets and designing offerings for customers as well as anticipating customer needs and wants (Kohli and Jaworski, 1990). This behaviour is the most important because an organisation can spend time generating market intelligence and disseminating it throughout the organisation however if there is no response to it then very little has been accomplished (Kohli and Jaworski, 1990). Responsiveness to market intelligence is considered two-fold consisting of response design, which involves the developing of plans in response to the market and response implementation, which involves implementing these plans (Cadogan and Diamantopoulos, 1995).

2.1.3 Cultural Perspective

When market orientation is viewed from a cultural perspective it relates to the characteristics of the organisation that focuses on organisational norms and values (Narver and Slater, 1990; Deshpande et al., 1993). Narver and Slater's (1990) studies

in relation to market orientation are consistent with Kohli and Jaworski's (1990) studies in that they agree that market orientation has a link to the marketing concept. However, in contrast to the studies of Kohli and Jaworski (1990), Narver and Slater (1990) argue that market orientation is a specific organisational culture that creates the behaviours for creating customer value. One of the major contributions of Narver and Slater's (1990) research was the broadening of the marketing concept to include both customer needs and competitor actions, as well as a strategic focus. Furthermore, Narver and Slater (1990) study concluded that market orientation consists of three behavioural layers: customer orientation, which is the sufficient understanding of the customer; competitor orientation refers to organisations' understanding of the strength's and weakness of their current and future competitors; and inter-functional coordination is the coordinated utilisation of a company's resources in providing superior value for customers and creating value for the customer while working with other business functions systematically. Narver and Slater (1990) further add that all three components are of equal importance.

In summary, it is clear after reviewing the above literature that market orientation can be portrayed in three ways (Gheysari et al., 2012): as the implementation of the marketing concept (Kohli and Jaworski, 1990), as a culture consisting of behavioural elements (Narver and Slater, 1990) and as a culture (Deshpande and Farley, 1993). Some of the first scholars that connected market orientation with organisational culture was Deshpande and Farley (1993). Their research identified that organisational culture is positively related to business performance through the market culture. Therefore, a review of organisational culture is now required and will be presented in the next section.

2.2 Organisational Culture

This section of the literature review will discuss the concept of organisational culture. Firstly, an introduction to organisational culture will be presented followed by models of organisational culture.

Organisational culture has been researched by academics and scholars in the fields of anthropology, sociology, psychology and education for decades (Schein, 1984;

Shrivastava, 1985; Brown, 1998). One of the first influential academics to introduce the term organisational culture was Pettigrew, whose 1979 article “On Studying Organizational Cultures” (Bellot, 2011) introduced anthropology concepts such as symbolism, myths, and rituals that could be used in organisational analysis (Pettigrew, 1979). However, it was not until the late 1980’s that scholars began to realise the importance of organisational culture in the management of the marketing function (Deshpande et al., 1989; Homburg and Pflesser, 2000). Academics refer to organisational culture as the climate and practices that organisations develop around their interactions with people within the organisation (Schein, 2004). Culture is known to give organisations a sense of identity through the organisation’s legends, rituals, beliefs, meanings, values, norms and language (Schein, 2004).

Over the years, a multitude of definitions of organisational culture have been presented such as the following:

Organizational culture is a ... set of symbols, ceremonies and myths that communicate the underlying values and beliefs of the organization to its employees (Ouchi, 1982, p. 305).

Culture ... is a pattern of beliefs and expectations shared by the organizations members. These beliefs and expectations produce norms that powerfully shape the behaviour of individuals and groups in the organization (Schwartz and Davis, 1981, p. 33).

It is evident from the above definitions that organisational culture consists of employee’s values and beliefs and these values and beliefs produce norms for behaviour. In agreement with this conclusion is Deshpande and Webster (1989) who reviewed an extensive set of organisational culture definitions and concluded that organisational culture can be defined as:

The pattern of shared values and beliefs that help individuals understand organizational functioning and thus proved them norms for behaviour in the organisation (Deshpande and Webster, 1989, p. 4).

This above definition has gained widespread acceptance (Homburg and Pflesser, 2000; Hogan and Coote, 2014). However, Schein (2010) argues that previous definitions of organisational culture settle for the notion that organisational culture is just a set of shared meanings which help organisational members understand their environment (Schein, 2010). He defines organisational culture as,

... a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems (Schein, 2010, p. 18).

The above definition contrary to other definitions introduces the notion of basic assumptions. These assumptions highlight the importance of understanding symbols and tangible objects as part of the organisational concept which are normally considered as unconscious and unspoken (Halliday, 2002). Schien (2010) argues that these assumptions are at the heart of organisational culture. Owens and Steinhof (2007) agree with Schein (2010) that assumptions are the heart of organisational culture. In addition, Owens and Steinhof (2007, p.6) argue “To understand organisational culture requires, one to uncover the assumptions – unspoken, taken for granted, in the preconscious – that give rise to organisational culture”.

It is clear from the array of definitions presented by academics that organisational culture is a complex phenomenon and extremely difficult to define in one single definition, thus academics have created models that include the elements of culture found in the numerous definitions. One of these models was put forward by Schein (1984).

2.2.1 Schein’s Model of Organisational Culture

Schein’s (1984) model of organisational culture was one of the first conceptual models of organisational culture in the literature (Hatch, 1993). This model presents a view of culture on three levels; artifacts, exposed values and basic assumptions. (Schein, 1984) depicted in figure 2.1.

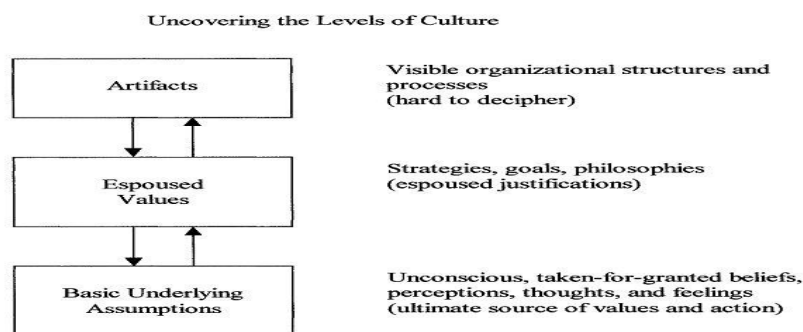


Fig. 2.1: Uncovering the levels of culture (Schein, 1984, p. 4)

The above model presents three distinguishable categories which have come to be known as the layers of organisational culture (Harris and Ogbonna, 1998; Hogan and Coote, 2014; Maroffi, 2016). According to this model culture exists on three levels; on the surface are visible artifacts which are the visible structures and process of the organisation, underneath artifacts lies values which refer to a group’s sense of how they think or feel something ought to be as opposed to how it actually is. At the core is basic assumptions which are what people share regarding such things as human nature, social relationships, and relationships among social institutions and their environment (Schein, 1984).

Hatch (1993), argues that Schein’s (1984) model even though relevant for research and theory does not show an appreciation of organisational cultural symbols and processes. Thus, Hatch (1993) puts forward a model known as the Cultural Dynamics Model which combines Schein’s (1984) model with a symbolic interpretive perspective. This model will be discussed in the next section.

2.2.2 The Cultural Dynamics Model

Hatch (1993) proposes a model of organisational culture that reformulates Schein's (1984) model. This model is depicted in figure 2.2.

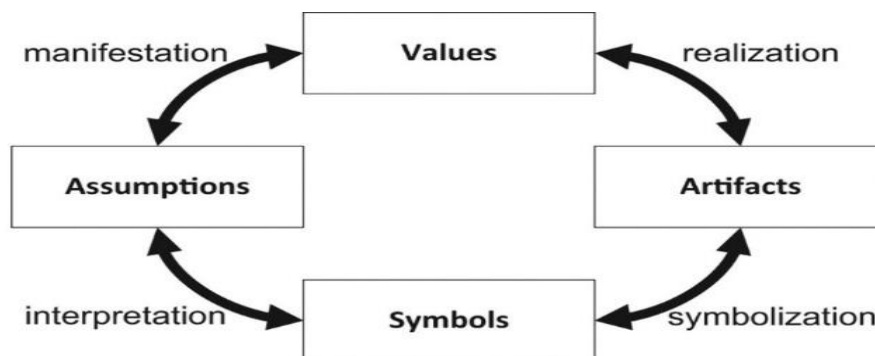


Fig. 2.2: The dynamics of organisational culture (Hatch, 1993, p. 660).

In addition to the three components proposed by Schein (1984), Hatch (1993) has added symbols to this model. Hatch’s (1993) model shows the elements of organisational culture; artifacts, values and assumptions as being less central to highlight the relationships between them and the arrows show them as being dynamic

rather than just static (Hatch, 1993). This model therefore shows how cultural elements are related and established by processes such as manifestation, realisation, symbolisation and interpretation and that these processes can simultaneously co-occur in a continuous production and reproduction of culture (Hatch, 1993). Another model of organisational culture that has been presented as a multilayer model in the literature is put forward by Ronsseau (1990).

Ronsseau's (1990) multi-layer model of organisational culture is structured as rings. These rings are organised from readily accessible outer layers too difficult to access inner layers. This model which is depicted in figure 2.3 appears to capture all the key elements of culture, "a continuum from conscious to unconscious, from interpretive to behavioural from inaccessible to accessible" (Ronsseau, 1990, p. 158).

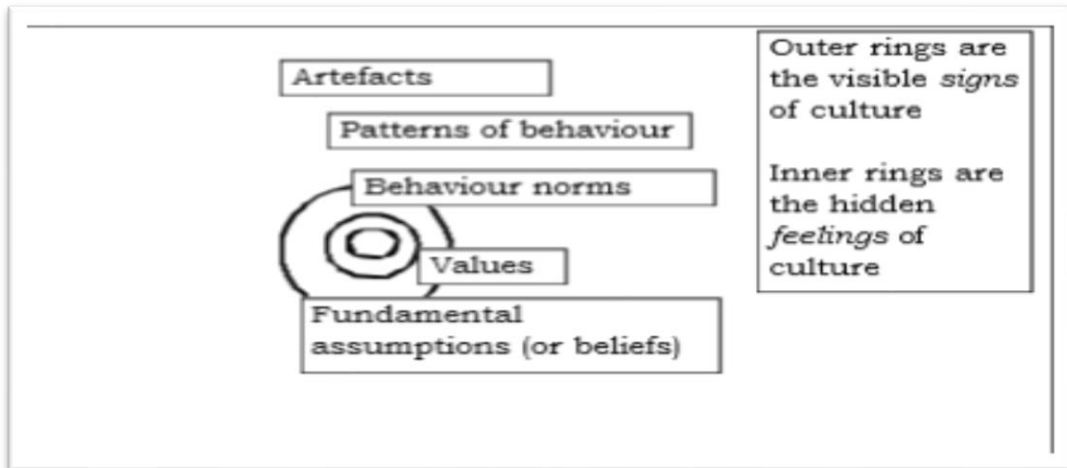


Fig. 2.3: A Multi-Layer model of organisational culture (Ronsseau, 1990, p. 158)

Ronsseau (1990) explains that organisational culture is made up of more superficial aspects such as patterns of behaviour and observable symbols and ceremonies, and deeper seated and underlying values, assumptions and beliefs.

It is clear from the literature and the models presented that organisational culture is a multi-layered construct of behaviours, norms, values, assumptions, beliefs and artifacts. One of the major shortcomings of the above models is that they do not focus specifically on a market-oriented culture, the focus of this study. Therefore, the next section will focus on the conceptualisation of a market-oriented organisational culture.

2.2.3 Conceptualisation of a Market-Oriented Organisational Culture

It is clear from the previous two sections that market orientation and organisational culture have been covered extensively in the literature (Deshpande and Webster's 1989; Narver and Slater, 1990; Schein, 1992; Turner and Spencer, 1997; Harris, 1997, 1998; Harris and Ogbonna, 1999; Homburg and Pflesser, 2000; Farrell, 2005). Therefore, it is not surprising there is an array of literature integrating the two concepts with analyses of layers and processes of developing a market-oriented organisational culture (Harris and Ogbonna, 1999; Farrell, 2005).

As previously discussed, academics have highlighted two perspectives of market orientation, a behavioural perspective and a cultural perspective. When one considers what a market-oriented culture is, it is from the cultural perspective that one looks for answers (Harris, 1997). Five principal definitions of a market-oriented organisational culture have been presented in the literature (Narver and Slater, 1990; Deshpande and Webster, 1989, Webster, 1993; Harris, 1997, 1998; Homburg and Pflesser, 2000)

Of these, the most widely recognised and cited definition of a market-oriented organisational culture is put forward by Deshpande and Webster (1989) who define it as: -

The pattern of shared values and beliefs that help individuals understand organisational functioning and thus provide the norms for behaviour in the organisation (Deshpande and Webster, 1989, p. 27).

This definition highlights three layers of culture: values; norms and behaviours in the organisation.

Narver and Slater (1990) define a market-oriented culture from a behavioural perspective such as:

The organizational culture that most effectively and efficiently creates the necessary behaviour to the creation of superior value for buyers and, thus continues superior performance for business (Narver and Slater, 1990, p. 21).

It is clear from this definition that Narver and Slater in describing a market-oriented culture suggest that market orientation is synonymous with culture and that this culture creates the necessary market-oriented behaviours.

Harris (1997 p. 367), argues that the above definitions although having merit are not “consistent with cultural theorist views on organisational culture” and puts forward a definition of a market-oriented culture that he feels is more consistent with organisation cultural theory which is as follows:

The dominant, dynamic segment of an organization whose orientation, attitudes and actions are geared towards the market (Harris, 1997, p. 360).

Harris (1997) further adds that the above definition refers to elements of organisational culture (orientation, attitudes and action) and argues that we need to understand and manage these elements if we want to manipulate the organisation’s culture to become more market-oriented.

Similarly, to Harris (1997) Homburg and Pflesser (2000, p. 449) argue that previous academics such as Narver and Slater (1990) and Deshpande et al., (1989) “have not considered more fundamental layers of market-oriented culture” and suggest that a market-oriented organisational culture comprises of these “four distinguishable but interrelated layers”:

1. Organisation wide shared basic values supporting market orientation
2. Organisation wide norms for market orientation
3. Perceptible artifacts of market orientation
4. Market-oriented behaviours

These distinguishable layers of market-oriented organisational culture have had limited attention in the literature (Homburg and Pflesser, 2000; Farrell, 2005; Byrne, 2014; Tiernan, 2015). However, what can be concluded is that the aim of a market-oriented culture is to have these layers strongly focused on the customer and the market (Homburg and Pflesser, 2000; Brettel et al., 2015). Furthermore, Homburg and Pflesser (2000) argue that understanding the distinction between the different layers of a market-oriented organisational culture will contribute to a better understanding of the drivers of market-oriented behaviour. Figure 2.6 depicts the layers of a market-oriented culture. These layers will now be discussed.

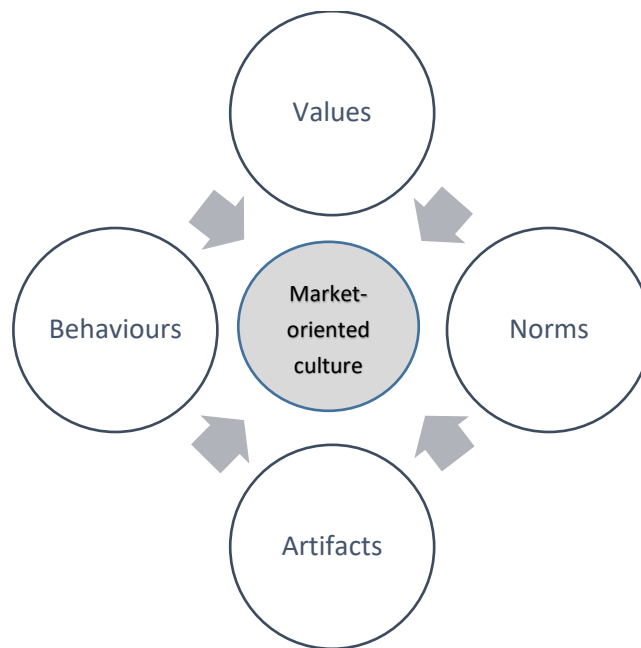


Fig. 2.4: The components of a market-oriented culture (adapted by the researcher from Homburg and Pflesser, 2000; Farrell, 2005; Byrne, 2014; Hogan and Coote, 2014; Tiernan, 2015).

2.6.3.1 Market-Oriented Values

The first component in Homburg and Pflesser’s (2000) cultural model is organisation wide shared basic values supporting market orientation. Values are mentioned in the organisational literature as “the bedrock of any corporate culture”, that gives employees direction and shows them how they should behave (Deal and Kennedy, 1982, p. 21). Schein (1984, p. 25) states that values, “refer to a group’s sense of how they think or feel something ought to be, as opposed to how it is”. Furthermore, he states that values can be divided into two distinguishing types, unconcealed values and absolute values (Hatch, 1993, p. 659). Unconcealed values are described as, “social principles, philosophies, goals and standards that have intrinsic worth and absolute values are taken for granted beliefs about reality and human nature” (Hatch, 1993, p. 659). Brown (1998) argues that values are intimately connected with moral and ethical codes, and they determine what people think should be done. For example, organisational members who value honesty should act honestly because it is the right thing to do (Brown, 1998).

The importance of values as a component of organisational culture is that they are considered as a fundamental tool in the recruitment of new employees. For example, if the new employees share the same values as the organisation then they are

considered to have the “person-culture fit” (O’Reilly et al., 1991). Therefore, it is not surprising that academics describe the values of a market-oriented organisational culture with words such as, “a positive team organisation/orientation”, “employee-oriented value systems” “aggressive marketing belief” “highly competitive output orientation”, “an emphasis on market orientation”, “highly internal and external orientated value system” (Harris, 1997, pp. 363-364).

O’Reilly et al., (1991) identified seven value dimensions of a market-oriented organisational culture; innovation, stability, people, outcomes, details, teams and aggression. Similarly, Homburg and Pflesser (2000, p. 453) identified eight basic values that support a market orientation; success, quality and competence, innovation and flexibility, openness to internal communication, appreciation of employees, responsibility of employees, inter-functional co-operation and speed (Homburg and Pflesser, 2000; Byrne, 2014, Tiernan, 2015). Gebhardt et al. (2006) argue that cultural values form the basis for market-oriented behaviours and identified six cultural values; trust, openness, keeping promises, respect, collaboration and viewing the market as the *raison d’être* (Gebhardt et al., 2006). Homburg and Pflesser (2000) argue that values form the basis for the development of organisational norms.

2.6.3.2 Market-Oriented Norms

The second component in Homburg and Pflesser (2000) model is organisation wide norms for market orientation. Norms are defined as “expectations about behaviour or its results that are at least partially shared by a social group” (Kluckhohn, 1951, cited in Homburg and Pflesser, 2000, p. 395). Norms differ from values, in that they have a stronger relevance to actual behaviour (Farrell, 2005, p. 262). Norms guide behaviours whereas values provide general behavioural guidelines (O’Reilly, 1989, cited in Homburg and Pflesser, 2000, p. 451).

An important way in which organisational culture influences behaviour is through the norms and standards which the social system institutionalises and enforces (Farrell, 2005). Thus, these are encountered by the individual as group norms that can be put in the form of a statement specifying what a member should do (Homburg and Pflesser, 2000). Schein (1984, p. 25) defines norms as, “the rules of behaviour which have been accepted as legitimate by members of a group”. Though these are unwritten

rules they express the shared beliefs of most group members about what behaviour is appropriate for one to be a member in a good standing (Homburg and Pflesser, 2000). Byrne (2014) argued that organisations wishing to implement a market orientation need to have market-oriented norms in place.

2.6.3.4 Market-Oriented Behaviours

Behaviours are another component of a market-oriented organisational culture and refer to organisational behavioural patterns with an instrumental function (Homburg and Pflesser's, 2000) for market-oriented behaviours, Homburg and Pflesser (2000) use the conceptualisation suggested by Jaworski and Kohli (1993) and define them as follows:

The organization-wide generation of market intelligence pertaining to current and future needs of customers, dissemination of intelligence horizontally and vertically within the organization, and organization-wide action or responsiveness to market intelligence (Kohli et al., 1993, p. 467).

This definition captures three specific behaviours of a market-oriented organisational culture: generation of market intelligence, dissemination of market intelligence and responsiveness to market intelligence. The importance associated with market-oriented behaviours is that they reflect an organisation's underlying culture (Homburg and Pflesser, 2000). Furthermore, market-oriented behaviours may influence the overall level of market orientation.

This section discussed the literature surrounding three of the four layers of a market-oriented culture (Homburg and Pflesser, 2000) the fourth layer: artifacts, which is the focus of this study will be discussed in section 2.4. However before proceeding to this section organisational artifacts will be discussed to gain a deeper understanding of the origins of artifacts.

2.3 Organisational Artifacts

Artifacts have been identified as one of the layers of organisational culture. Furthermore, there are several types of artifacts observable in an organisation (Schein, 1984; Rousseau 1990; Hatch, 1993; Brown, 1998). Academics have put forward an array of definitions as well as arguments relating to their importance. This section will present definitions and categories of artifacts followed by their importance as a component of organisational culture.

2.3.1 Defining Organisational Artifacts

There is a multitude of definitions of artifacts in the literature. Table 2.1 presents some of these definitions from the organisational cultural literature.

Table 2.1: Definitions of artifacts		
Author	Year	Definition
Schein	1984, p. 17	Artifacts include all the phenomena that one sees, hears, and feels when one encounters a new group with an unfamiliar culture.
Gagliardi	1990, p. 32	Artifacts are always perceived by the senses and that they have certain intentions, aiming to satisfy a need or a goal.
Schein	1996, p. 232	Artifacts include all the visible items in an organisation, such as, the physical environment, the way in which the employees dress, the language they use, mission statements, emotional displays, office layout, myths and stories told and the visible behaviour of the organisational group.
Brown	1998, p. 12	Artifacts refer to the total physical and socially contracted environment of an organisation.
May	2001, p. 2	These are the objects we use in our mental or conceptual space.
Young	2000, p. 19	Artifacts are the visible, audible, tactile manifestations of underlying cultural assumptions, such as behaviour patterns, rituals, physical environment, dress codes, stores, and myths.
Higgins and McAllaster	2003, p. 64	Artifacts are those sets of attributes, objects and behaviours that help definitively characterize one organisation opposed to another.
Snow	2005, p. 15	Artifacts can be thought of as cultural keys to the past that reveal the values, norms, and behaviours of a group, and ultimately reveal their culture.
Bonavia et al	2009, p. 3	Visible organizational structures, processes and behaviour.

(Created by the researcher)

It is evident after reviewing the above table that artifacts are visible manifestations of an organisation's culture, they are encountered when one visits a culture as they can be seen, heard and felt. They have been described with words such as objects, structures, processes, behaviour patterns, cultural keys, rituals, the physical environment, phenomena, rituals, stories and myths. The next section will present various categorisations of artifacts that have been put forward by academics.

2.3.2 Categorisation of Artifacts

The preceding section presented an array of definitions for organisational artifacts. This section will present various categorisations of artifacts identified from the literature.

Brown (1998) identified seven types of artifacts and states that this list not exhaustive, this categorisation of artifacts is presented in table 2.2.

Table 2.2: Categorisations of artifacts	
Categories of Artifacts	Explanation
1. Material Objects	Advertising brochures, logos and annual reports.
2. Physical Layouts	Office space layout – open or closed plan or individual workplaces, quality and functionality of the furnishings, dress code.
3. Technology	Computers, fax machines, photocopies, equipment to manufacture product.
4. Language	Jokes, anecdotes, stories, metaphors, jargon terms.
5. Behaviour patterns	Rites, rituals, ceremonies and celebrations.
6. Symbols	Material objects, physical layouts, posters.
7. Rules, Systems, procedures and programs	Human resource management, compensation, appraisal and promotion, rules governing the structure and composition of committee meetings.

(Adapted by the researcher from Brown, 1998, p. 14)

In addition to Brown's (1998) categorisations of artifacts presented in the above table, different categories of artifacts have been put forward in the literature. For instance, Shrivastava (1985) who refers to artifacts as cultural products; myths and sagas, language systems and metaphors, symbolism, ceremony and rituals, values systems and behavioural norms. Shrivastava (1985) further adds that there are many categories of artifacts but his are the most important and beneficial when trying to understand and change an organisation's culture. Higgins and McAllaster (2003) added a fifth artifact to Shrivastava (1985) categories of artifacts, known as physical evidence. Higgins and McAllaster (2003) further add that physical evidence characterises the

culture and includes its facilities, equipment, interior/exterior design and decoration. Rafaeli and Yavetz (2006) argue that artifacts are both physical and social constructs and suggest artifacts need to be considered according to how appealing they are, the senses they engage and how they are interpreted and perceived.

2.3.3 Significance of Cultural Artifacts

Academics have argued that artifacts are an important element of an organisation's culture (Snow, 2005; Taras et al., 2009; Schein, 2010). Snow (2005, p. 15) argues that artifacts can be thought of as "cultural keys ... to the past" that reveal the values, norms, and behaviours of a group, and ultimately reveal their culture. Higgins and McAllaster (2003) argue that the importance of artifacts is not only in the understanding of an organisation's culture but for managing and changing culture. In addition, Higgins and McAllaster (2003) add that organisational culture cannot be completely changed in one strategic change and managers must try to change the values and norms of the culture that relate to their strategy and objectives. Higgins and McAllaster (2003) further add that these cultural artifacts can help reinforce desired changes in behaviour so that it supports the new values and norms. Similarly, Shrivastava (1985) argue that artifacts can be used as a tool for integrating strategy in organisations.

May (2001) argues that artifacts can be used as a tool if you want to spread a certain type of culture throughout your organisation you can do so by infusing the culture in the organisation's different artifacts such as stories that bind, metaphors that inspire, activities that shape and patterns that capture. Brown (1998) argues that there is a wide gap between perceived culture and actual culture and if you want to decipher an organisation's culture by looking at their artifacts then you would have to become part of the organisation. Harris, (1996) argues that artifacts are context dependent which means they will differ depending on what type of organisational culture and subcultures are present in the organisation (Harris, 1996). Therefore, to obtain an in-depth understanding of artifacts in an organisation whose culture is market-oriented, one would have to examine the artifacts of a market-oriented culture (Homburg and Pflesser, 2000; Farrell, 2005; Byrne, 2014; Tiernan, 2015). Therefore, by drawing on the organisational literature in relation to artifacts and the marketing literature the next section will present an understanding of organisational artifacts of a market-oriented organisational culture.

2.4 Conceptualisation of Market-Oriented Artifacts

In the preceding sections, we have seen various definitions and categories of organisational artifacts and their importance as a component of organisational culture. This section will therefore present the literature surrounding artifacts of a market-oriented organisational culture. Artifacts were introduced to the marketing literature by Homburg and Pflesser (2000) as layer of a market-oriented culture (Farrell, 2005, p. 263).

The importance of market-oriented artifacts is their ability to indicate the degree to which an organisation is market-oriented (Homburg and Pflesser, 2000). Furthermore, market-oriented artifacts are created by organisational members and have symbolic meaning because they strengthen the degree of market-oriented behaviours in the organisation. Thus, “if an artifact symbolises market orientation, it can inspire members of the organisation to behave in a market-oriented way” (Homburg and Pflesser, 2000, p. 452). Farrell (2005, p. 271) found that “market-oriented artifacts ... do not have a significant impact on behaviour”. Thus, contradicting Homburg and Pflesser (2000) findings that market-oriented artifacts can inspire market-oriented behaviour. In a later study Byrne, (2014) found that the market-oriented artifacts contribute to the successful communication of values that a company stands for and norms that the company wants to encourage. Conversely, Tiernan (2015) found that market-oriented behaviours may influence the overall level of market orientation but artifacts communicate this level. Market-oriented artifacts are presented in the literature as one of the four layers of a market-oriented organisational culture and contain four categories; stories, arrangements, rituals and language (Homburg and Pflesser 2000, p. 450).

2.4.1 Stories

Stories are one of the categories of market-oriented artifacts put forward by Homburg and Pflesser (2000). Stories are defined “as a narrative based on true events - often a combination of truth and fiction” (Trice and Beyer, 1984, p. 655). Martin et al. (1983 cited in Brown, 1998, p. 18) defines stories as, “narratives which focus on a single, unified sequence of events and which are apparently drawn for the institution history”. Turner and Spencer (1997) in agreement explain that stories are usually based on true events that occurred in the organisation’s past and are repeated to new employees to

help them understand the organisation. In addition, Turner and Spencer (1997) argue that stories provide a shared understanding to all employees and serve as a reminder of the values that they share with others in the firm. When employees share the same stories, the stories provide general guidelines within which they can customise diagnoses and solutions to local problems (Weick, 1987, cited in Turner and Spencer, 1997, p. 117). Daft (2001) states that many stories are about company heroes who serve as models or ideals for serving cultural norms and values. Some stories are considered legends because the events are historic (Daft, 2001).

Many organisations use stories to grow and bind their culture together (Shrivastava, 1985; Day, 2001). Brown (1988) argues that stories are one means by which organisations make their uniqueness claim. They do this by incorporating distinctive personalities and specific organisational events and activities into the story. Daft (2001) argues that storytelling allows a level of personal identification, yet shared meaning across the organisation. Furthermore, Daft (2001) states that storytelling can encourage solidarity and a sense of belonging. Shrivastava (1985) points out that stories provide a cultural foundation and a link to the past. Farrell (2002) explains that stories in market-oriented firms frequently refer to exceptional behaviours of a senior manager and/or employees going beyond the call of duty for customers. Homburg and Pflesser (2000) highlight two categories of stories for market orientation; stories about heroes of market orientation and stories about problems of market orientation.

Stories can be told in diverse ways such as informally for example over lunch with friends or when the manager of an organisation is telling the board of directors about his employee's extraordinary effort (Farrell, 2005). It is important to note that, stories grow differently across organisations and departments. For example, a story in a marketing department would focus on heroic effort of an employee in customer service whereas in the R&D department how problems were overcome in design and how the marketing department were trying to dominate new product specifications by being difficult and pushy (Shrivastava, 1985). One of the first things a new employee learns is some of the organisation's legends. These legends can stay with an organisation and become part of the way things are done. Thus, over time employees within the organisation will develop norms i.e. established expected behaviour, based on these legends (Wilson, 2001). Stories describe heroes such as management's favourite

employees and describe battlegrounds where organisational issues are resolved such as board, annual and departmental meetings (Turner and Spencer, 1997). The importance of stories is that they can be communicated and remembered and can be customised depending on the audience they are intended for. The main drawback of stories is that they are open to interpretation and very hard to retract (May, 2001).

2.4.2 Arrangements

Another category of market-oriented artifacts put forward by Homburg and Pflesser (2000) is arrangements. These arrangements cover what Schein (1984, p. 9) described as “the architecture of its physical environment” which cover the offices, meeting rooms and communal areas along with the buildings and exterior surroundings. Arrangements also covers the styling of both the interior and exterior (Hart, 2003). Higgins and McAllister (2003) explains that arrangements refer to the organisations’ physical evidence; the facilities, equipment, interior and exterior design and decoration. Trice and Beyer (1993, p. 655) define physical evidence as, “those things that surround people physically and provide them with immediate sensory stimuli as they carry out culturally expressive activities”. Homburg and Pflesser (2000) and Farrell (2002) suggest that market-oriented arrangements would be an open friendly customer entrance and welcome area.

The importance of the organisation’s physical environment/layout has received much attention in the literature. For instance, Bitner (1992) and Brown (1998) highlight the ability of the physical environment to influence employee’s behaviour, satisfaction, productivity and motivation. Bitner (1992) argues that the organisation’s physical layout influences the nature of interactions between departments and employees because, “all social interaction is affected by the physical container in which it occurs”. (Bitner, 1992, p.61). Brown (1998) argues that an organisation’s environment has a significant influence on human behaviour. Schein (1992) argues that office design is the visible part of the organisation’s culture and symbolises the organisation’s social order. Berg and Kreiner (1990) suggest that the organisation’s physical layout can have a significant influence on how employees interact, communicate and perform their work tasks. Daft (2001, p. 317) argues that an “open-plan office layout symbolises the organisation’s commitment to values of openness, equality, flexibility and creativity”. Hogan and Coote (2014) argues that the organisation’s physical layout

serves not only an instrumental but symbolic and aesthetic function. Hogan and Coote (2014, p. 1614) further add that, “office design physically expresses the organisation’s values and norms and creates an atmosphere, feeling and meaning for employees over time”. In addition, Hogan and Coote (2014) suggest that an organisation which wishes to promote collaboration and open communication amongst its employees would provide an office layout that encourages these behaviours (Hogan and Coote, 2014; Maroffi, 2016). Trice and Beyer (1993) argue that market-oriented arrangements are customer focused. For example, the organisation’s reception area would be friendly and inviting for the customer.

The importance of the organisation physical evidence/setting has also had much attention in the literature. For instance, Snow (2005) argues that physical evidence are values wired into the culture and are more permanent and quantifiable than dialogues such as language and stories. Daft (2001, p.317) explains physical evidence is a powerful tool because they focus attention on a specific item and reveal the deeper values of an organisation. Higgins and McAllister (2003, p. 67) argue that, “the organisation’s physical surroundings play a major role in defining an organisation’s culture”. Bitner (1990) puts forward an interesting argument for the effective use of explicit and implicit signals such as tangible items like quality certificates, photographs or personal objects displayed in communicating the organisation core values. Bitner (1990) further adds that these tangible items have symbolic meaning for employees and customers and can contribute to the achievement of internal and external goals. Physical artifacts such as the organisation mission statements were also noted in the literature as tools to convey the organisation’s values. Brown (1998, p.13) explains that, “mission statements define the long-term vision of the organisation in terms of where it wants to be and whom it wants to serve”. Brown (1998) further adds that mission statements are an excellent resource for initial information regarding the organisation’s culture. Pettigrew (1979) explains that the core values of the organisation are communicated through their mission statements. Similarly, Leuthesser and Kohli (1997) and Morphew and Hartley (2006) explain that mission statements are a common artifact used to convey the organisation core values.

2.4.3 Rituals

Rituals are another category of market-oriented artifacts put forward by Homburg and Pflesser (2000). Trice and Beyer (1984, p. 665) define rituals as a “standardized, detailed set of techniques and behaviours that the culture prescribes to manage anxieties and express common identities”. Gagliardi (1990) state the rituals are pattern of behaviour. Brown (1998) suggests rituals are a planned set of activities that convey important messages within an organisation. Islam and Zyphur (2009, p. 116) state that, “rituals, are a form of social action, in which a group’s values and identities are publicly demonstrated or enacted in a stylized manner, within context of a specific occasion or event”. Rituals are noted in the marketing literature to be events planned by organisational members such as staff outings and open days or reward systems to encourage employees who are customer focused (Homburg and Pflesser, 2000; Farrell, 2005; Byrne, 2014; Tiernan, 2015). There have been many definitions of rituals in the literature. However, it can be interpreted from these definitions that rituals are activities (occasions, events, ceremonies) that convey a message or demonstrate an organisation’s values.

The importance of rituals in organisational culture has been noted in the literature. For instance, Trice and Beyer (1984) state that rituals provide clear signals and public recognition of employee’s accomplishments that are valued and expected by an organisation and are generally perceived as helpful for managing behaviour. Brown (1998, p. 159) states that rituals are important because, “they structure our understanding of how our organisation works, what is acceptable behaviour and how to manage change”. Turner and Spencer (1997) argue that rituals allow for mutual understanding of the organisation’s customers and employees because they reinforce the organisation’s values. Similarly, Higgins and McAllister (2003) argue that rituals can be used to demonstrate what is important in an organisation. They further add that rituals can be used as a tool to help change the organisation key values and norms.

Daft (2001) explain that the most important artifacts for culture are rituals in the form of ceremonies and refers to them as sumptuous planned activities that make up a special event. Furthermore Daft (2001) explains that managers often hold ceremonies to show their audience what their organisation values. Similarly, Shrivastava (1985) argue that ceremonies such as award dinners and annual gatherings are especially

important for conveying the organisation values because they alert members to who management see as important. In agreement, Higgins and McAllister (2003) state that ceremonies are important conveyers of values.

Rituals in the form of rewards are an important cultural artifact for managing employee behaviour (Hogan and Coote, 2014). Higgins and McAllister (2003) state that organisation rewards such as: compensation; promotions and verbal recognition drive behaviour in some way in most organisations. In agreement Barnes et al. (2013) and Hogan and Coote (2014) state that through the practice of rituals, organisations can see the consequences of rewarding desired behaviour so that other employees repeat these behaviours. Islam (2015) explains that rituals have been increasingly recognised as key to understanding an organisation's values and norms.

Rituals according to these arguments are helpful for managing behaviour; for understanding how the organisation works; for conveying and understanding the organisation's values; they can be used as a tool to help change the organisation key values and norms; they support organisational strategy and can drive behaviour in organisations.

2.4.4 Language

Language is the final category of market-oriented artifacts put forward by Homburg and Pflesser (2000). Language covers what Shrivastava (1985) referred to as language systems and metaphors. Language is defined as "a shared system of vocal sounds, written signs or gestures used by members of a culture to convey categorized meanings to each other" (Trice and Beyer, 1993, p. 78). However, language will vary from one organisation to another and from one department to the next. Some business organisations use warlike language when they speak of fighting competitive battles or firing employees (Shrivastava, 1985). Some employees speak a language to help with the functioning of their organisation such as capturing market share or maintaining employee and customer relationships. Turner and Spencer (1997) argue that language is an important artifact for market orientation because it can be epitomised in an organisation's mission statement to convey the values of a market-oriented organisational culture. Homburg and Pflesser (2000) identified two categories of language for a market-oriented culture; market-oriented language and non-market-

oriented language and stated that language can indicate the degree to which an organisation is market-oriented.

In summary, market-oriented artifacts have been identified in the literature as a component of a market-oriented culture with distinct categories; stories; arrangements; rituals; language as depicted in figure 2.5.

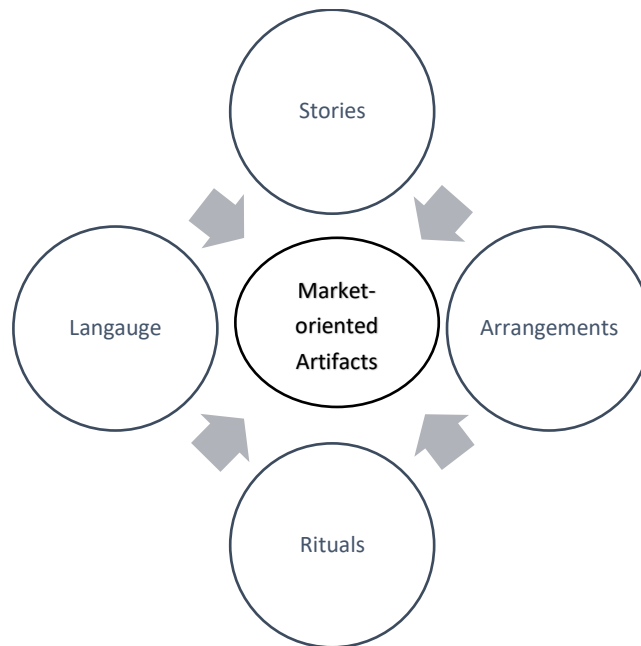


Fig. 2.5: The categories of market-oriented artifacts (adapted by the researcher from Homburg & Pflesser, 2000).

As depicted in the above model, artifacts contain four categories: stories; arrangements; rituals; language which will be the focus of this research study.

2.5 Research Focus

The focus of this research is market-oriented artifacts. As far back as 1984 it was argued that the importance of artifacts was the link they have with the deeper levels of an organisational culture. They can be used as a powerful guide for understanding the nature of an organisation's culture and as a tool to communicate organisational culture (Trice and Beyer, 1984; Schein, 1984; Griffiths and Grover, 1998 and Higgins and McAllaster, 2003). Artifacts have also been found to have an influence on the degree of market orientation and play a crucial role in determining behaviour within an

organisation (Homburg and Pflesser, 2000; Byrne, 2014; Tiernan, 2015; Hogan and Coote, 2014; Maroffi, 2016). Furthermore, market-oriented artifacts have been found to embody an organisation's culture by preserving and communicating the values and beliefs that encourage market-oriented practices (Farrell, 2005 cited in Griffiths and Grover, 1998, p. 314).

However, there are limitations to our knowledge. The process by which the different layers or dimensions of culture (values, norms and artifacts) drive market-oriented behaviours is not sufficiently documented (Griffiths and Grover, 1998; Homburg and Pflesser, 2000; Hogan and Coote, 2014; Byrne et al., 2019). Addressing this limitation in part means a deeper understanding of market-oriented artifacts is required and thus has been called for (Homburg and Pflesser, 2000; Farrell, 2005; Byrne, 2014; Tiernan, 2015; Byrne et al., 2019).

Artifacts as a key element in a market-oriented culture need to be better understood. For example, Harris (1998) explains that there is under-emphasis on verbal and behaviour artifacts and argues recommendations on the development of a market-oriented culture are dependent in part on the 'delineating' of artifacts. Lee et al. (2006) argue for further empirical investigation of the layers of a market-oriented culture – values, norms and artifacts – for their disaggregate and interaction effects on firm performance. Moorman and Day (2016) in identifying future research priorities to achieve 'marketing excellence' urge scholars to further examine artifacts for novel insights including identifying the roles of artifacts in marketing strategies.

There are also inconsistencies in the literature, Farrell (2005, p. 271) found that 'market-oriented artifacts ... do not have a significant impact on behaviour'. Thus, contradicting Homburg and Pflesser's (2000) findings that market-oriented artifacts can inspire market-oriented behaviour. Farrell (2005) does however argue for better measures of market-oriented artifacts surmising this might have produced a different result in his research. While, it is acknowledged artifacts are context dependent; thus, it is impossible to create an exhaustive list (Harris, 1998) more detail can evidently be provided. Examining artifacts will lead to "a better understanding of the forces driving market-oriented behaviour" (Homburg and Pflesser, 2000, p. 450). In essence, the nature of artifacts in market-oriented firms need to be better understood.

We do have some knowledge. There is significant organisational culture literature that includes a focus on artifacts. However, in a market-oriented context the emphasis on artifacts in the literature narrows (Bitner, 1992; Turner and Spencer, 1997; Farrell, 2002). The research focused on market-oriented culture is significant but artifacts are often dealt with within this broader context and thus the focus and necessary detail is limited. For example, Homburg and Pflesser (2000) looking at the influence of a market-oriented culture on organisational performance acknowledged the investigation of artifacts aspect was ‘exploratory’; explaining artifacts have not been considered in the literature. Similarly, Gebhardt et al. (2006) outlining how becoming market-oriented is essentially a cultural transformation acknowledged the role of artifacts and symbols in this process, but the detail was still limited in the what and how of artifacts. A clearer understanding of artifacts in market-oriented firms is still required. Homburg and Pflesser (2000) identified four categories of market-oriented artifacts; stories; arrangements rituals and language. Therefore, to deepen the understanding of artifacts in market-oriented firms each category of artifact must be examined. The following research questions have been posed:

1. What is the nature of stories in market-oriented firms?
2. What is the nature of arrangements in market-oriented firms?
3. What is the nature of rituals in market-oriented firms?
4. What is the nature of the language used in market-oriented firms?

To answer the above research questions a suitable methodology must be adopted. The next chapter will discuss the research methodology adopted for this research study.

3. Methodology

3.1 Introduction

The purpose of this chapter is to outline the philosophical approach and the assumptions of the paradigms which underpin this research. Consequently, the first issue addressed was the overall objective of the study followed by the main research questions. This is followed by the methodological design/approach and the research methods chosen to collect the data. In this case interviews, observations and document analysis were selected. Finally, the chapter concludes by acknowledging the ethical considerations and limitations of the research methodology.

3.2 Research Objective

The objective of this study is to deepen the understanding of artifacts in market-oriented firms. Specifically, the categories of artifacts put forward by Homburg and Pflesser (2000) stories; arrangements; rituals; language. Therefore, the following research questions are posed:

1. What is the nature of stories in market-oriented firms?
2. What is the nature of arrangements in market-oriented firms?
3. What is the nature of rituals in market-oriented firms?
4. What is the nature of the language used in market-oriented firms?

Companies strive to be market-oriented because it enhances performance (Narver and Slater, 1990; Kohli and Jaworski, 1990; Jaworski Kohli, 1993). However, to be market-oriented means implementing a market-oriented culture (Lee et al., 2006; Raaij and Stoelhorst, 2008; Hogan and Coote, 2014). Thus, a detailed understanding of artifacts is required and has been called for (Homburg and Pflesser, 2000; Farrell, 2005; Byrne, 2014; Hogan and Coote, 2014; Tiernan, 2015). Homburg and Pflesser (2000) identified four categories of market-oriented artifacts; stories; arrangements rituals and language. Therefore, to truly understand the nature of artifacts in market-oriented firms each category of artifact must be examined. On completion of the project the researcher draws conclusions and make recommendations on the nature of artifacts in a market-oriented firm.

3.3 Research Philosophy

Research philosophy is extremely important because it influences how we go about seeking the data that will answer the research question (Creswell, 2007). Research philosophy is defined as a system of beliefs and assumptions about knowledge (Saunders et al., 2016). Grix (2002) put forward five philosophical assumptions: ontology; epistemology; methodology; methods and sources which he refers to as the building blocks of research as depicted in figure 3.1.

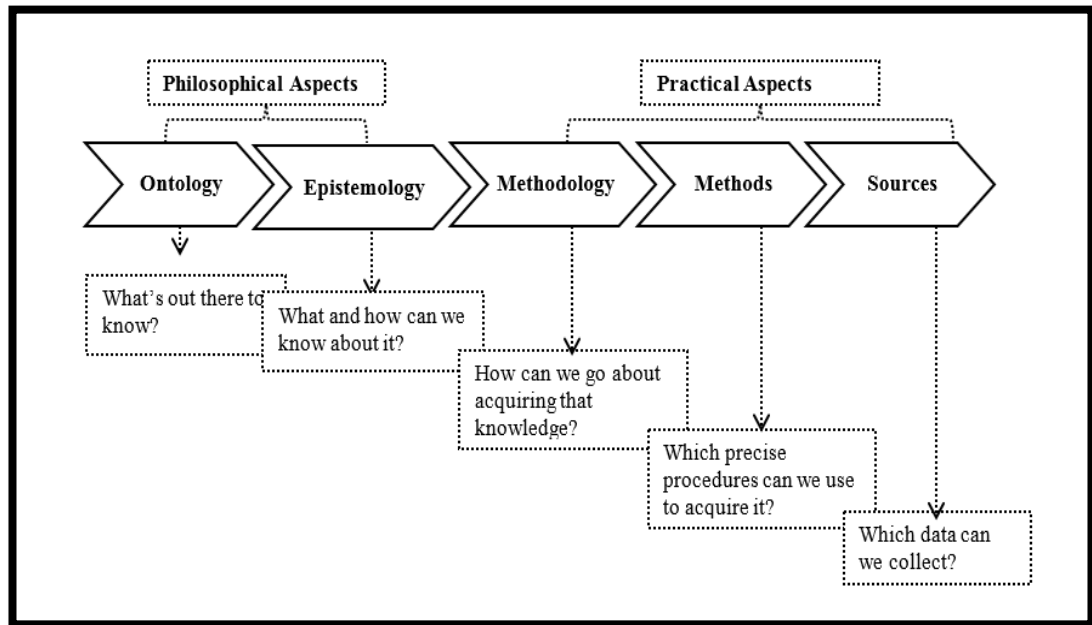


Fig. 3.1: The Interrelationships between the Building Blocks of Research (Grix, 2002, p. 180)

Furthermore, Grix (2002) argues that it is of immense importance that researchers understand how a particular view of the world can have a profound effect on the whole research process. These building blocks will now be discussed.

3.3.1 Ontology

The first building block of research according to Grix (2002) is ontology, which is the starting point of all research after which ones epistemological and methodological positions follow (Grix, 2002). Ontology is concerned with the assumptions about the nature of reality (Creswell, 2007, p. 20) and this is defined as:

Claims and assumptions that are made about the nature of social reality, claims about what exists . . . In short ... [ontology is] concerned with what we believe constitutes social reality (Blaikie, 2000, cited in Grix, 2002, p. 177).

It is evident from the above definition that ontology refers to assumptions about the nature of reality and these assumptions will shape the way you see and study your research objects. Objects in business research refer to organisations, individuals, working lives, events and artifacts. Your ontology therefore determines how you see the world and therefore your choice on what to research for your project (Saunders et al., 2016). According to the literature there are two main positions to consider when we look at ontology, which are objectivism and constructivism (Bryman and Bell, 2016; Saunders et al., 2016; Gray, 2009).

3.3.1.1 Objectivism

Objectivists believe that knowledge exists whether we are conscious of it or not. Researchers with this position try to find causes, effects, and explanations. They try to predict events and test theories and hypotheses (Crotty, 1998). The research questions posed in this research does not involve the testing of theories and hypotheses. Therefore, the researcher has concluded that her ontological position is not objectivism.

3.3.1.2 Constructivism

Constructivists believe that social phenomena develop in particular social contexts. The concepts in a particular context may seem obvious and natural but are actually artifacts of that context. Individuals and groups participate in the creation of their perceived social reality and this reality is ever evolving as social interactions occur (Crotty, 1998). The researcher therefore feels that a constructivism position would be more associated with this research considering the objective of this study is to deepen our knowledge of artifacts in market-oriented firms.

3.3.2 Epistemology

The second building block according to Grix (2002) is epistemology which is concerned with the gathering of knowledge and the development of new theories or models that are better than existing ones. The word epistemology itself is derived from the Greek words *episteme* meaning knowledge and *logos* meaning reason (Grix, 2002). Saunders et al. (2016) defines epistemology as:

As assumptions about knowledge, what constitutes acceptable valid and legitimate knowledge, and how we can communicate knowledge to others (Burrell and Morgan, 1979 cited in Saunders et al., 2016, p. 127).

It can be concluded from the above definition that epistemology concerns assumptions about legitimate and valid knowledge (Saunders et al., 2016). Like the former ontology, there are various positions one can take when it comes to epistemology. The two widely recognised epistemological positions are positivism and interpretivism (Bryman and Bell, 2016).

3.3.2.1 Positivism

Positivism assumes that the social world exists externally and objectively, and that knowledge is valid only if it is based on observations of external reality (Bryman and Bell, 2016). To be more precise positivism refers to the importance of what is ‘posited’ in other words given. If one was to adopt a positivism position, they would see organisations and social entities as real as physical objects. These people would therefore focus their research on discovering observable and measurable facts (Gray, 2009).

3.3.2.2 Interpretivist

Interpretivism is based on the assumptions that there is no object external world but rather a subjective world constructed by individuals through their interpretation of experience (Bryman and Bell, 2016). Crotty (1998) argues that an interpretivist researcher believes that meaning is constructed by humans while they interact with the world. He further adds that they make sense of the meanings based on their own experiences and backgrounds.

After reviewing these positions, the researcher feels her epistemological position is that of an interpretivist. Artifacts are the most visible layer of organisational culture and extremely hard to decipher and ambiguous in nature (Schein, 2010). Therefore, the nature of artifacts in a market-oriented firm may only become clear if the researcher is actively engaged in the research process.

In conclusion, the researcher’s ontological position is constructivist and interpretivist. This is due to the researcher’s belief that there are multiple realities and to construct meanings from these realities the researcher needs to be an actively engaged in the research process. Now that the researcher has addressed the philosophical aspects of

the research the next step is to consider more practical issues such as the methodological approach and design. (Grix, 2002).

3.4 Methodology (Approach and Design)

The third building block of research according to Grix's (2002) is methodology which is concerned with how we go about acquiring the knowledge needed to answer the research questions. This building block is broken into two categories the methodological approach (quantitative or qualitative) and the methodological design (narrative, phenomenological grounded theory, ethnographic and case study) (Grix, 2002).

3.4.1 Methodological Approach

Before the researcher begins to select the most appropriate methodological approach to use it is important to note that methodology is often confused with research methods. The reason for this confusion lies in the fact that both concepts are logically linked. For example, methodology is about the process of acquiring knowledge whereas research methods are the tools used to acquire this knowledge (Grix, 2002). For many years there was two basic choices of methodological approaches in research which were quantitative and qualitative (Robson, 2011). However, from the 1990's onwards researchers started to advocate that both quantitative and qualitative research could be mixed (Johnson and Christensen, 2008). Furthermore, they put forward the research continuum which is depicted in Fig. 3.2. This figure shows that research approaches can be viewed as falling on a research continuum from qualitative to quantitative which includes mixed methods.

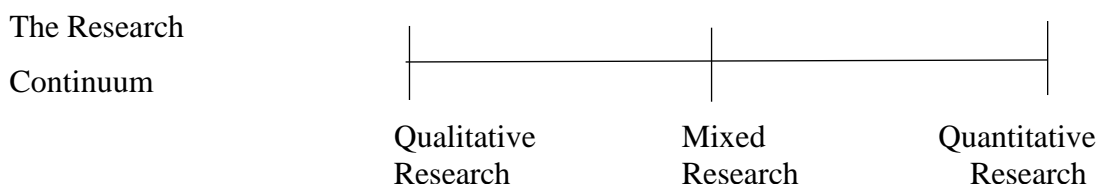


Fig. 3.2: The research continuum (Johnson and Christensen, 2008, p. 33)

It is therefore evident that the researcher can opt to use a qualitative approach, a quantitative approach or a combination of both (Bryman and Bell, 2008). These approaches are regarded as useful and legitimate in the literature. There are also

arguments for and against each methodological approach (Robson, 2011). These approaches will now be discussed.

3.4.1.1 Qualitative Research

Qualitative research has been described in the literature based on what it isn't rather than what it is because of its ambiguous nature (Bryman and Bell, 2008). For example, academics have defined the qualitative approach as a type of research that does not produce findings from statistical procedures (Bryman and Bell, 2016). Other academics have explained that qualitative research is based on people's life experiences, behaviours, emotions, and feelings as well as about organisational functioning, social movements, cultural phenomena and interactions between nations (Strauss and Corbin, 1990, p. 11). This is because qualitative research takes an interpretive, naturalistic approach by studying people in their natural settings to make sense of the phenomena in terms of the meanings that people bring to them (Jones, 1995). Researchers generally choose a qualitative approach when a problem or issue needs to be explored (Bryman and Bell, 2014) and the researcher wants to explain mechanisms or linkages and write in a flexible style that conveys meaning without the restriction of formal structures that one would find in a quantitative approach (Creswell, 2013).

3.4.1.2 Quantitative Research

The quantitative technique is a research strategy that emphasises quantification in the collection and analysis of data (Bryman and Bell, 2016). While a qualitative approach reflects a constructivist philosophical assumption, a quantitative approach reflects a post-positivist philosophical assumption (Creswell, 2014).

It is evident from reviewing the literature above that the selection of an appropriate research approach will be dependent on two issues: firstly, the researcher's ontological and epistemological position and secondly, the research problem. It can be concluded after reviewing the literature that a qualitative approach is by far the best option for this piece of research due to the research problem to be addressed, the researcher's ontological position and the researcher's epistemological position. It is also clear after reviewing the literature that a quantitative approach has been the most dominant

approach in the areas of market orientation and organisational culture. Table 3.1 depicts the most cited articles of market orientation and organisational culture as well as the research approach taken by these academics.

Table 3.1: Qualitative/Quantitative approaches in the areas of market orientation and organisational culture.			
Researcher(s)	Year	Focus of Study	Research Approach
Narver and Slater	1990	Market orientation and performance	Quantitative
Jaworski and Kohli	1993	Market orientation	Quantitative
Kohli, Jawoski and Kumar	1993	Market orientation	Quantitative and Qualitative
Deshpade, Farley and Webster	1993	Market orientation and organisational culture	Qualitative and Quantitative
Avlonitis and Gounaris	1999	Market orientation	Quantitative
Homburg and Pflesser	2000	Market-oriented organisational culture	Qualitative and Quantitative
Harris	2002	Market orientation	Quantitative
Farrell	2005	Market-oriented organisational culture	Quantitative
Gainer and Padanyi	2005	Market orientation	Quantitative
Gebhardt et al	2006	Market orientation	Qualitative
Hogan and Coote	2014	Organisational Culture	Quantitative and Qualitative
Byrne	2014	Market-oriented organisational culture	Quantitative and Qualitative

(Created by the researcher)

Even though the quantitative approach has been identified as the dominant approach in the areas of market orientation and organisational culture researchers have argued

for a more comprehensive analysis utilising qualitative research (Gebhardt et al., 2006). This is because these concepts are more likely to require a substantial amount of additional data (Brown, 1998).

A qualitative approach is argued more appropriate for this study as the quantitative approach does not allow for the collection of vital information concerning the detail of stories, myths and legends, rites and rituals and other artifacts (Brown, 1998, p. 60). Furthermore, artifacts although considered the most visible layer of organisational culture are hard to decipher and ambiguous in nature. Therefore, their meaning may only become clear if one is “inside” the company (Schein, 2010). Similarly, Byrne (2014) argues that artifacts are the most visible layer of culture and can only be interpreted by those inside the company. Consequently, she calls for a qualitative approach in the study of artifacts. Therefore, the qualitative approach will be selected for this study. Now that the research approach has been addressed there is the research design to consider (Grix, 2002).

3.4.2 Methodological Design

There are several research-designs a qualitative researcher can adopt. Creswell (2013) explains the research designs that are most applicable to a qualitative researcher. However, it is important to note that these are not the only research designs available to a qualitative researcher with academics using many diverse types of research designs; case studies; ethnography; phenomenology; ethnomethodology; interpretative practices; grounded theory; biographical; historical; and clinical research (Denzin and Lincoln, 1994; Miles and Huberman, 1994; Denzin and Lincoln, 2005; Marshall and Rossman, 2014). Creswell (2013) identified five types of popular qualitative research designs applicable to the social sciences. These five qualitative designs and their key characteristics and applicability to this research can be found in appendix 7.

As a result of reviewing the different types of designs it was concluded that ethnography and the case study design are the most applicable methodological designs for this piece of research. An ethnographic approach requires the researcher to spend a significant amount of time in the field. Due to the time constraints associated with this study that would not be possible. Therefore, the case study design is most

appropriate. The case study design allows for the development of a detailed analysis of one or more cases. The case study design is also appropriate as it is in line with the qualitative approach and the researcher's philosophical assumptions. Furthermore, the case study design was chosen due to the nature of the research questions and the phenomena under investigation. Artifacts are considered the most visible layer of organisational culture but hard to decipher and are often ambiguous in nature and their meaning may only become clear if one is "inside" the company (Schein, 2010). Therefore, the next section will discuss case study design in more detail.

3.5.2.1 Case Study design

The case study design, "focuses on the understanding of the dynamics present within a single setting" (Eisenhardt, 1989, p. 534). Yin (1994, p. 13) adds to this definition by stating that "A case study is an empirical inquiry that investigates phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident". Gerring, (2004, p. 341) defines a case study as, "an intensive study of a single unit with an aim to generalize across a larger set of units". Baxter and Jack (2008, p. 544) define the case study method as, "an approach to research that facilitates exploration of a phenomenon within its context using a variety of data sources" furthermore they add that case study research allows the researcher to explore individuals and organisations through their interactions with each other and the environment (Baxter and Jack, 2008). It is evident that case study research can examine research phenomena in a real-life context. Since the objective of this study is to examine phenomena (artifacts) in a real-life context (market-oriented firms) then it is evident that a case study design is the most appropriate design for this research study. Table 3.2 shows a summary of the advantages and disadvantages of the case study design.

Table 3.2: A summary of the advantages and disadvantages of a case study research design	
ADVANTAGES	DISADVANTAGES
Detailed qualitative accounts help to explore or describe the data in a real-life environment.	Considered the most challenging of all social sciences endeavours.
They help to explain the complexities of real-life situations.	They are often accused for the lack of rigour – the researcher is sloppy in producing reports and has biased views.
A very useful design when exploring an area where little is known or where you want to have a holistic understanding of a situation, phenomenon, episode, site, group or community.	Its dependency on a single case exploration making it difficult to reach a generalised conclusion.
The research can be much more detailed than would be possible if the researcher was studying a large sample.	It much more difficult and often impossible to generalise the findings.

(Created by the researcher from Zainal, 2007; Yin, 2009, 2014; Denscombe, 2010; Creswell, 2012, 2014; Yin, 2012; Tiernan, 2015; Bryman and Bell, 2016)

It is evident after reviewing the literature on case study design that academics have argued for and against them. Arguments against case study research have been based on the ability of the researcher to generalise the case study's findings and the use of case study as a research method. Yin (2013) explains that this notoriety comes from thinking that case study research is the exploratory phase for other social science methods. In other words, case study research was used to collect data to see if a research study was worthy of investigation. Furthermore, a second part of the notoriety comes from the lack of trust in the credibility of the researcher's procedures. However, these challenges can be faced head on by using more systematic procedures (Yin, 1994; Stake, 1995) which has led to case study research becoming widespread in social research.

Case studies allow the researcher to focus on one or just a few instances of a phenomenon with a view to providing an in-depth account of events, relationships, experiences or processes occurring in that instance (Denscombe, 2011, p. 52). Furthermore, case studies can be used to accomplish various aims such as providing a description of a phenomena, testing theory, generating theory (Eisenhardt, 1989). Yin

(1994, p.2) argues that case study research should be considered when the main research questions are how or why questions, when the researcher has little or no control over behavioural events and when the focus of the study is a contemporary phenomenon. Furthermore, in later studies Yin (2013) argues that a case study is pertinent when your research addresses either a descriptive question – “What is happening or has happened?” or an explanatory question – “how or why something happened”.

It is also evident from the literature that there are different types of case studies therefore the next section will discuss the different types of case studies followed by the selected case study design chosen for this research study.

3.5.2.2 Types of case studies

Academics use different terms to describe a variety of case studies (Baxter and Jack, 2008). Yin (2009) classifies case studies as explanatory, exploratory and descriptive as well as differentiating them between single, holistic and multiple case studies. In contrast Stake (1995) classifies three types: intrinsic, instrumental and collective. The researcher reviewed all the different types of case studies put forward in the literature and concluded that a descriptive multiple case study approach was the most appropriate for this study. The descriptive multiple case study approach allows for the coordination from several different sources to gain a fuller picture of the phenomena under investigating which is in this instance, artifacts. The review of the different types of case studies can be found in appendix 10. Now that the type of case study has been selected the next step is to select the research methods to be used.

3.5 Research Methods

The fourth building block of research according to Grix, (2002) is methods which is concerned with the procedures we need to use to acquire the knowledge needed to answer the research question. The selection of research methods should be based on the researcher’s ontological and epistemological position and the research problem to be addressed (Grix, 2002). Furthermore, practical considerations should be addressed before choosing the research method such as time and budget (Bryman and Bell, 2016).

It is evident from the previous sections that a qualitative approach utilising a multiple case study design has been deemed the most suitable. There are many research methods available to a qualitative researcher utilising a case study design such as; observations, interviews, documents and audio-visual material. Researchers have argued that, “A hallmark of case study research is the use of multiple data sources because it enhances data credibility” (Patton, 1990; Yin, 1994 cited by Baxter and Jack, 2008, p. 554).

Yin (2009) recommends six types of data sources that are most commonly used in doing case study research: documents, archival records, interviews, direct observations, participant observations and physical artifacts. No single source has been noted in the literature as having an advantage over the other, rather they have been found to complement each other and can be used in tandem (Tellis, 1997). Research methods are an essential part of any research projects because they determine the success, reliability and validity of the study (Alshenqeeti, 2014). A table describing the strengths and weakness of each of these research methods can be found in appendix 8. After reviewing the six research methods put forward by Tellis (1997) and Yin (1994) and considering practical implications the research methods selected for this study are; document analysis, direct observations and interviews. Consequently, the next few sections will explore these methods in more detail.

3.5.1 Document Analysis

Document analysis is likely to be relevant to every case study topic (Yin, 2013). The most important use of documents for case study research is to corroborate and augment evidence from other sources. The documents relevant to this case study were mission statements, employee handbooks, and poster displays. The purpose of analysing these documents was to gain an understanding of organisational values that exist in the organisation. Furthermore, these documents were used to collaborate the results from the participant interviews. A full list of documents analysed can be found in appendix 1.

3.5.2 Direct Observations

Direct observations are one of the most common methods in case study research. They involve the researcher using their five senses, taking field notes and ultimately creating

a narrative based on what they have seen heard or otherwise sensed (Yin, 2013, p. 11). Direct observations occur when the investigator makes a site visit to gather data. (Tellis, 1997). The main advantage of observations as a research method is that they can supplement other research methods (Yin, 2013). In order to structure the process of observation, a guide was drafted of all artifacts that were observed. This list can be found in appendix 1.

3.5.3 Interviews

Interviews have been argued as being the most important source of case study information (Tellis, 1997) because they allow the researcher to gain insights into people opinions, feelings, emotions and experiences (Creswell, 2013). Interviews are particularly useful for getting the story behind a participant's experiences and gaining in-depth information around the topic (McNamara, 1999). However, the researcher needs to take account of their feasibility as a data collection method such as it is possible to gain direct access to participants and are the interviews viable in terms of time and cost involved in travelling to the organisation (Denscombe, 2010). Qualitative interviews have been categorised in many ways. However, many researchers differentiated qualitative interviews as unstructured, semi-structured and structured (Bloom et al., 2006). To choose the appropriate type of interview all interviews types were reviewed. A table outlining the key characteristics and their advantages and disadvantages can be found in appendix 9.

As a result of reviewing the different types of interviews and their advantages and disadvantages it is evident that semi-structured interviews are the most appropriate research method for this study for two reasons. Firstly, "The semi-structured approach is more likely to be successful in encouraging people to disclose information concerning their culture than a more tightly structured interview format" (Brown, 1998 p. 60). Secondly, semi-structured interviews provide the opportunity to delve further while keeping within the parameters of the study (Bloom et al., 2006).

A research protocol was constructed prior to conducting interviews. A research protocol is a procedural guide used by qualitative researcher to direct them through the interview process (Jacob & Furgerson 2012). Items included in the research protocol are depicted in Table 3.5. This protocol was taken to every interview. Please

see appendix 4(A-F) for interview protocols for each of the six participating organisations.

Table 3.3: Items included in research protocol	
1. Start with a script	A script was developed for each interview and included in the interview protocol.
2. Collect Consent	A consent form was developed and signed by each interviewee and this was included in the interview protocol.
3. Use a recording device and take notes of interviewees responses	A Dictaphone and mobile phone were used to record interview. A space was provided in the interview protocol to document notes in relation to the interviewee's responses.
4. Arrange to interview your respondent in a quiet, semi-private place.	All interviews were prearranged to take place at the interviewees place of work and in a quite area. Time and place of interview was noted in the research protocol.
5. Book off plenty of uninterrupted time for the interview.	Duration of interview was prearranged.
6. Have genuine care, concern, and interest for the person you are interviewing.	General questions were included on the research protocol to get to know the interviewee and to make them feel comfortable.
7. Use basic counselling skills to help your interviewees feel heard.	Listening carefully and watching out for body language was practiced by the interviewer and notes taken on the interview protocol.
8. Keep Focused	When interviewee strayed from the question the researcher guided the interviewee back to the research question that was stated on the research protocol.
9. Listen carefully	Active listening was practiced throughout the interview process.
10. End you script	An ending script to the interview was developed as part of the research protocol.

(Created by the researcher from Jacob & Furgerson 2012)

Now that the research methods used to collect the data have been considered the next step in Grix (2002) framework were the data can be sourced.

3.6 Data Collection

Data collection is the final building block in Grix (2002) framework which is concerned with identifying where the data can be sourced. In order to achieve this the population of interest has to be considered and the sample selected from this population in order to identify participants (Grix, 2002).

3.6.2 Data Collection Procedure

Prior to and during the data collection process the researcher considered ethical concerns and put in place controls to minimise any potential risks. Data was collected qualitatively using three research methods; document analysis, direct observations and face-to-face interviews.

3.6.2.1 Direct Observation

During the process of data collection, the researcher organised a tour of the six-participating organisations. These tours covered canteens, common areas, meeting rooms, offices, reception areas and employee work areas. These tours allowed the researcher to observe and take photos of artifacts that were visible in each organisation. As part of the data collection process photos were taken of artifacts. These photos can be found in appendix 6. In addition, documents were analysed such as the organisations' mission statements and employee handbooks.

3.6.2.2 Interview Data

A multi-informant approach was taken to the interviews where possible to allow a more complete 'gauge' in investigating market-oriented artifacts (Harris, 2002, p. 248). Interviews were arranged with employees from each case study organisation from functions such as marketing, human resources and customer relations (n=13) over a three-month period from December 2017 to February 2018. Previous studies have indicated the importance of selecting key participants with different functions in the organisation to establish a more informed view of market orientation (Kohli et al., 1993; Homburg and Pflesser, 2000; Harris, 2002). Interviews were recorded with the use of a Dictaphone. Of the thirteen interviews that took place eleven were on a one-to-one basis and two were group interviews with two interviewees attending each interview. See table 3.7 for details of data collection.

Table 3.4: Research schedule of data collection				
Date and Time of Interview	Organisation	Number of Interviewees	Participant Title	Duration of interview
30.11.2017 11am	Autolaunch, Co Carlow	One	Sales Manager	21 minutes 04 seconds
30.11.2017 12pm	Autolaunch, Co Carlow	Two	Marketing Manager Marketing Assistant	27 minutes 26 seconds
30.11.2017 12.30pm	Autolaunch, Co Carlow	One	Sales Director	23minutes 8 seconds
30.11.2017 1pm	Autolaunch, Co Carlow	One	Operations Manager	26 minutes 18 seconds
4.12.2017 11am	Netwatch, Carlow	One	Customer Care Manager	1 hour 6 minutes
4.12.2017 12.15pm	Netwatch, Carlow	One	Business Practice Manager	47 minutes 28 seconds
5.12.2017 11am	Netwatch, Carlow	One	Corporate Social Responsibility Director	58 minutes 40 seconds
5.12.2017 12pm	Netwatch, Carlow	One	Human Resource Manager	32 minutes 52 seconds
23.01.2017 3.30pm	Carlow Dental Practice, Carlow	One	Practice Manager	44 minutes 40 seconds
29.01.2017 1.30pm	Wright Insurance, Wexford	One	Human Resource Manager	58 minutes 44 seconds
20.01.2017 2.30pm	Wright Insurance Brokers, Wexford	One	Operations Manager	29 minutes 48 seconds
30.01.2017 11am	Arboretum, Co Carlow	One	Owner	45 minutes 26 seconds
02.02.2018 9am	Walsh Whiskey, Carlow	Two	Trade Marketing Manager Marketing and distribution Manager	1 hour 12 minutes 6 seconds

(Created by the researcher).

3.6.1 Identifying Participants

In case study design you are attempting not to select a random sample, but a case can provide you with as much information as possible to understand the case in its totality (Kumar, 2014, p. 155). Each case must be carefully selected so that it either predicts similar results or predicts contrasting results. Eishenhardt (1989) suggest between four

and ten cases whereas Perry (1998) argues that four to six groups form a reasonable minimum for a serious research project. However, there is no precise guidelines to the number of cases to be included (Kumar, 2014). While there is no ideal number of cases it is widely accepted that between two to four as the minimum and ten to twelve as the maximum. However, the selection of cases relies on the time, resources, and accessibility of the organisation and the suitability of the research questions (Yin, 2003). For the purpose of this research six cases were considered a practical maximum.

After reviewing the key literature, it was decided to use purposive sampling because qualitative research tends to revolve around purposive sampling (Bryman and Bell, 2015). Purposive sampling is as a type of sampling in which “particular settings, persons, or events are deliberately selected for the valuable information they can provide that cannot be gotten as well from other choices” (Maxwell, 1997, p. 235). Furthermore, the researcher does not set out to select participants randomly in contrast the selection of units is based on a specific purpose (Bryman and Bell, 2015). Purposive sampling involves the researchers strategically selecting participants associated with answering the research question (Bryman and Bell, 2015). Firstly, the population of interest was considered. The population of interest for the purpose of this study are organisations in Ireland who show characteristics of market orientation. Once the population of interest was identified a purposive sample representing the population of interest was selected.

The sample selected to represent the population of interest was organisations who were nominated or won the Carlow Chambers of Commerce Awards in 2017. The Chambers of Commerce Awards have been previously used as an appropriate sample frame representing the population of interest of market-oriented firms in Ireland (Byrne, 2014). A database of these organisations was compiled which consisted of fifty-one in total. Sole-traders and non-profit organisations were excluded as well as organisations with less than ten employees as they were deemed problematic in size to answer the research question. The websites of organisations on this revised list were then screened for evidence of market orientation.

An email was sent to these organisations requesting their participation in the research with an information sheet attached outlining the purpose of the research and ethical

considerations please see appendix 5. A total of ten responded of which six organisations agreed to participate in the research.

3.7 Data Preparation

Data preparation for the qualitative data involved the transcribing of the recorded interviews. A total of thirteen interviews with fifteen interviewees were recorded. Giving approximately fourteen hours of recorded material. In order to become familiar with the data the researcher transcribed all interviews and read the transcripts numerous of times to ensure correctness.

3.8 Qualitative Data Analysis

The method of analysis chosen for this study was thematic analysis. Thematic analysis is the most widely used approach for analysing qualitative data such as interviews (Miles and Huberman 1994; Braun and Clarke 2006; Burnard et al., 2008). The approach was chosen as the data corpus is mainly interviews but also as thematic analysis “can produce an insightful analysis that answers particular research questions” (Braun and Clarke, 2006, p. 97). Furthermore, influential writers in research argue that the first method of analysis that researchers should learn is thematic analysis (Burnard et al, 2008; Braun and Clarke, 2013).

Thematic analysis is described in the literature as, “a method for identifying, analysing, and reporting patterns [themes] within data”, (Braun and Clarke, 2006, p. 6). It involves the searching across a data set (interviews, focus groups, range of texts) to find recurrent patterns of meanings. Conclusions are then drawn based on the themes that have emerged from the data (Braun and Clarke, 2006). The framework for conducting thematic analysis used in this study was built upon Braun and Clarke’s (2006) theoretical framework. This framework is depicted in figure 3.3.

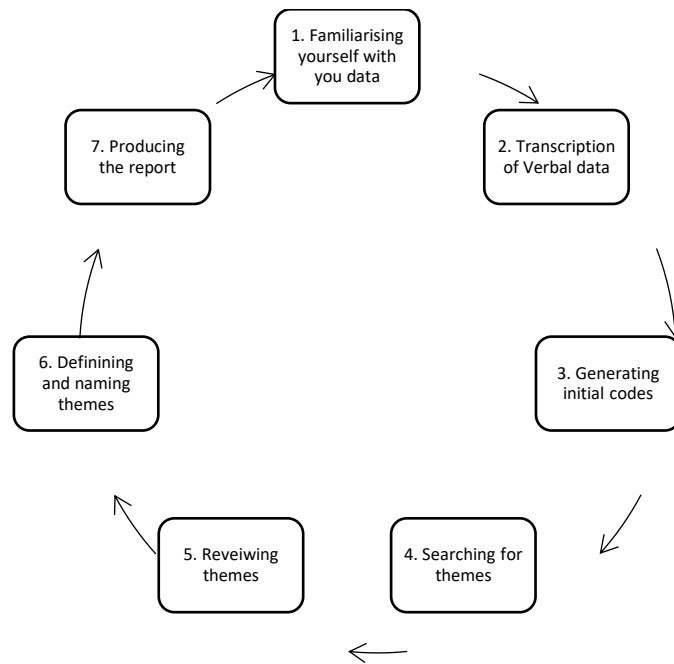


Fig. 3.3: The process of thematic analysis (created by the researcher from Braun and Clarke, 2006, pp. 16-23).

Familiarisation with the data is the first step in thematic analysis. Familiarisation with data in this study was adopted through the transcription of interviews. All interviews were audio recorded which enabled the researcher to listen to these interviews many times during and after transcription. All audio recordings were transcribed verbatim. Microsoft Word was used for this process. Most of these audio recordings were transcribed straight after the interviews for clarification. When transcriptions were completed, they were checked back against the original audio recordings for accuracy. Each transcript was read numerous off times to become familiar with the data. Interesting features of data was coded in a systematic fashion across the entire data set, collating data relevant to each code (Braun and Clarke, 2006). Subsequently notes were made in the margins of words, theories and short phrases that summed up what was being said in the text. Furthermore, highlighters were used to indicate potential patterns. This process is known as open coding (Burnard et al, 2008). In addition to open coding the researcher used the pre-determined interview topics. These topics entailed sub categories of market-oriented artifacts which were identified in the literature review. The reason both were used was to keep an open mind as to allow for other sub categories of artifacts to be identified. When searching for themes within the data the researcher followed the advice of Bryman and Bell (2016, p. 599) and looked for the following: repetitions, indigenous typologies, metaphors and analogies, transitions, similarities and linguistic connectors. Table 3.5 explains these terms.

Table 3.5: Items to look for when searching for themes	
Items	Explanation
Repetitions	Topics that occur again and again.
Indigenous typologies	Local expressions that are either unfamiliar or used in an unfamiliar way.
Metaphors and Analogies	The ways in which participants represent their thoughts in terms of metaphors and analogies.
Transitions	The ways in which the topic shifts in the transcripts.
Similarities and differences	Topics discussed in different ways or differ from each other in certain ways.
Linguistic connectors	Exploring words like 'because' and 'since', because such terms point to casual connections in the minds of participants.

(Created by the researcher from Ryan and Bernard, 2003 and Bryman and Bell, 2016, p. 559).

A list of codes was then compiled. From this generated list of codes, the researcher then sorted codes into potential themes. The researcher then reviewed themes. This involved searching through the codes and combining themes and sub themes into meaningful segments (Braun and Clarke, 2006). The defining and naming of themes was an ongoing process as advised by Braun and Clarke (2006). Once all themes were identified a synopsis was compiled of the recurring themes across all interviews. The significance of each theme was then assessed via the following categorisation rubric:

Table 3.7: Categorisation of Themes Rubric	
Rankings	Explanation
Strong Significance	This theme is evidenced/repeated throughout all the organisations, including by senior managers/owners.
Significance	Evidence/repetition of this theme in almost all the organisations.
Some Degree of Significance	Some degree of repetition of this theme in some of the organisations.
Less Significant.	A theme that has relevance but perhaps not having the same degree of importance. A limited or isolated outline of this theme in some or one of the case study organisations took place.

3.9 Data Quality

Important criteria for establishing quality of the research is reliability and validity (Bryman and Bell, 2016). Reliability refers, “to the degree to which something can be replicated” (Bryman and Bell, 2016, p. 400). Validity refers, “to the degree to which findings can be generalized across social settings” (Bryman and Bell, 2016, p.400). However, these criteria have been argued to be more quantitative than qualitative when it comes to ensuring the quality of research data. (Guba and Lincoln, 1994 cited in Bryman and Bell, 2016, p. 400) argue that, “qualitative research should be examined under different criteria and put forward two primary criteria for assessing qualitative research: trustworthiness and authenticity”. Trustworthiness by itself has four criteria: credibility, transferability, dependability and confirmability. Authenticity encompasses five criteria: fairness, ontological authenticity, education authenticity, catalytic authenticity, tactical authenticity (Bryman and Bell, 2016). For the purpose of this study and to ensure data quality the research considered all criteria put forward by Guba and Lincoln (1994). A table of this process can be found in appendix 11. Now that the quality of the qualitative data has been considered the next step is to identify ethical issues associated with this research study.

3.10 Ethics

Research should always be ethical, and it is necessary to consider the ethical concerns associated with this study. Therefore, four key ethical concerns proposed by Bryman and Bell (2016, p. 135) have been considered for this research. The four key concerns followed by controls to minimise these concerns are as follows:

3.10.1 Harm to Participants

Bryman and Bell (2016) argue that harm consists of several facets: “Physical harm to participants; development of self-esteem; stress; harm to career prospects or future employment; inducing subjects to perform reprehensible acts”. (Bryman and Bell, 2016, p. 135)

In the context of this research, harm to participants can be caused through a breach of confidentiality and stress to the participants caused by the research itself. Therefore, the following controls were put in place and concerns eliminated:

- The researcher was guided by the code of ethics for business research from IT Carlow’s Policies and Procedures on Ethics in Research (2015).
- The researcher demonstrated integrity during the research process and in turn gained the trust of the participants.
- The researcher showed fairness in all aspects of the research.
- Participants were consulted throughout the research to ensure they are comfortable with responses submitted.
- Participants were given the opportunity to withdraw from the research at any point throughout the process and without any consequences.

3.10.2 Lack of Informed Consent

Every participant has the right to give informed consent to participate in the research (Bryman and Bell, 2016). Therefore, the following procedures were used to obtain a valid consent from the research subjects:

- The manager from the selected organisation were contacted directly and asked to participate in the research. An information sheet and consent form were provided.

- When the managers from the organisations who were selected agreed to participate in the research, the employees were forwarded an information sheet and consent form.
- After a week, the researcher visited the organisations which gave enough time for participants to consider if they wanted to participate or not.
- There was no obligation to consent nor repercussions for not participating.

3.10.3 Invasion of Privacy

Researchers must ensure that adequate safeguards are in place to protect the privacy of individuals participating in the research and the confidentiality of their personal data. Therefore, the following controls were put in place:

- The names of participants were not used on any transcripts. Therefore, their identity was not made public.
- Each case study was given a unique number by the researcher so that they could not be identified (case study 1; case study 2; case study 3; case study 4; case study 5; case study 6).
- Each participant interviewed was given a unique number from 1 to 15 to protect their identity. When findings were presented the participant was referenced by this number as well as by the position they were interviewed within the organisation. For example, interviewee 1 of 4 participants or 1/4.
- No information provided by the participant was made accessible to their employers.
- All data collected was treated carefully to avoid negligence of reporting.
- All electronic data was password protected.

3.10.4 Deception

Bryman and Bell (2016, p. 144) explain that, “deception occurs when the researcher represents their research as something other than what it is”. However, since all controls identified above were adhered to there was no deception.

3.11 Limitations

Having discussed the research methodology and ethics of research. Two methodological limitations are identifiable. These limitations related only to implementation of the methodology. Limitations relating to the overall study will be presented in Chapter 6.

Firstly, the use of the Carlow Chambers Business Awards list could be argued as a limitation because not all organisations from the population of interest put themselves forward for the awards. However, the selection of market-oriented companies was the aim and the awards list could thus be considered a pragmatic choice.

Secondly, the present research can be critiqued for allowing the case study organisations to proclaim their greatness. However, the initial selection of market-oriented companies and the qualitative case study research approach provides a trustworthiness to the research.

3.12 Conclusion

This chapter discussed the methodological approach adopted in this study. The methodological approach taken was aided by Grix's (2002, p. 180) "building blocks of research" The application of this framework is depicted in table 3.6.

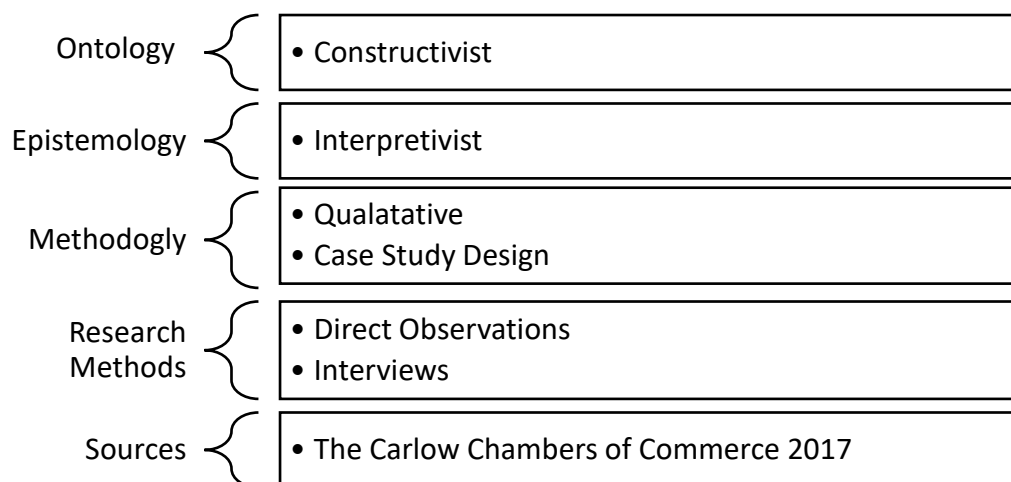


Fig 3.4: A summary of the application of Grix's building blocks of research framework to this Study (created by the researcher from Grix, 2002, p. 180)

In addition, the method of data analysis chosen for this study was discussed prior to addressing a discussion on data quality and the limitations of the methodology. The next section will present the findings of the research questions: What is the nature of artifacts: stories; arrangements; rituals; language in market-oriented firms?

4. Presentation of Findings

4.1 Introduction

This chapter will present the findings of the research study. Firstly, a brief outline of the case study organisations will be presented. Subsequently findings for each research question will be presented.

The objective of this research was to deepen the understanding of artifacts in a market-oriented firms. Thus, evidence of each organisation's market orientation is provided.

4.1.1 Autolaunch Ltd

Autolaunch was founded in 2002 by Eddie Hickey from Co Carlow. He worked previously for the Magna group in Canada but decided to come back to Ireland and set up his own organisation known as Autolaunch (Quinn, 2018). In 2004 the Magna group wanted to establish a presence in Europe, so they purchased Autolaunch. From that date on Autolaunch was a tool making company producing press tools for the automotive industry and exporting them out to the sister companies within Magna. Autolaunch has expanded its operations from 4500sqm in 2002 to 14,000sqm in 2018 (Autolaunch, 2018). Furthermore, Autolaunch has won many organisational awards such as the Exporter of the Year 2016 from the Carlow Chambers of Commerce. A full list of awards can be found in Appendix 5. Autolaunch currently employ 295 employees in Carlow (Autolaunch, 2018).

4.1.2 Netwatch

Founded in 2003 by David Walsh and Niall Kelly, Netwatch is a service organisation that provides a remotely monitored CCTV service to homes and businesses across four continents: Europe; South Africa; Middle East and the USA (Independent, 2018). Netwatch has won many business awards such as the Carlow Chambers of Commerce Business of the year award 2017. A full list of awards can be found in Appendix 5. Netwatch started with 3 employees and now employs 220 staff across their three offices in Carlow, Newry and Boston.

4.1.3 Carlow Dental Practice

Carlow Dental Practice opened in 2011 as an aftercare centre for people who had substantial dental treatment in Hungry (Carlow Dental, 2018). However, as a manager

from Carlow Dental explained: “due to a period of unreal growth the organisation decided to open a full dental practice in 2014”. Carlow Dental Practice now employs 50 people. Since opening the practice, they have won many organisational awards such as the Professional Customer Service award 2017 from Carlow Chambers of Commerce (Carlow Dental, 2018). A full list of awards can be found in appendix 5.

4.1.4 Wright Insurance Brokers

Wright Insurance Brokers was founded in 2012 by Tony and Breda Wright under the umbrella of Wright Group Ltd employing a handful of people. Currently they are a leading company in the Irish insurance sector and now employ over 120 people. The organisation’s national headquarters is in Wexford. Over the years the organisation has won many organisational awards such as the Carlow Best Place to Work Award 2017 and the Wexford Business Award in 2017 both from the Carlow Chambers of Commerce (Wright Insurance Brokers, 2018). A list of organisational awards can be found in Appendix 5.

4.1.5 Arboretum

The Arboretum founded by Rachel Doyle in 1977 consisted of a small garden centre at the rear of the family home. Over the years the organisation has grown and today it is situated on a ten-acre site with a café, home furnishing, giftware and fashion outlet and a pet zone employing 117 people. The organisation has won several business awards such as the Retail Excellence Garden Centre of the Year 2017 and Company of the Year 2016. A full list of awards can be found in Appendix 5.

4.1.6 Walsh Whiskey Distillery

Walsh Whiskey Distillery was established in 1999 by Bernard and Rosemary Walsh. The organisation is a producer of premium and super-premium triple-distilled craft, Irish whiskeys – Writers Tears and The Irishman (Walsh Whiskey, 2018). In 2001 Bernard and Rosemary purchased a 200-year-old house set in the Carlow countryside, and this was their headquarters for the next ten years. In 2011 the company moved to larger premises in Carlow town. In 2014 the organisation built the first new whiskey distillery in Carlow and the South-East of Ireland in 200 and 100 years respectively (Walsh Whiskey, 2018). In recent times the organisation signed a €4 million deal with Canada’s Woodman Wines and Spirits for the exclusive sale of its whiskeys in Ontario. The four-year contract covers the Writers’ Tears and the Irishman portfolios

(The Irish Times, 2018). Furthermore, Walsh Whiskey has won many organisational awards. A list of awards can be found in appendix 5.

In summary it can be reasonably concluded that the five organisations investigated are market-oriented. Market orientation has a proven link to performance therefore an organisation is consistently profitable could be presumed to be market-oriented. The subsequent section will present the findings relating to each research question.

4.2 Market-oriented Stories

The first research question sought to identify the nature of stories in market-oriented firms. Stories are defined in the literature, “as narratives which focus on a single, unified sequence of events and which are apparently drawn for the institution history” (Martin et al., 1983, cited in Brown, 1998, p. 18). Through the process of thematic analysis four themes were identified; the organisations have a culture of storytelling, the stories reveal a customer focus, stories are told about the origins of the organisations and stories reveal the organisations’ values.

4.2.1 A Culture of Storytelling

The first theme identified indicates that there is a culture of storytelling in market-oriented firms. This culture of storytelling was evident at employee induction, on a day-to-day basis and at organisational events.

Storytelling in the organisations began at an employee’s induction. A manager in one of the case study organisations explained that: “[the owner] meets every single new employee first and he talks to them about [the company] about the story and all that sort of thing” (Case 2/6, interviewee 2/4). The data shows that from the very first day when a new employee starts in the organisation, they are told the story of how the organisation got started. Similarly, a manager when explaining the process of induction stated that:

... [from the] first week it’s really an immersive ... experience in terms of they would get knowledge of the company so where the company grew from, the story of where the brands came from, a look back (Case 6/6, interviewee 1/2).

The data demonstrates how storytelling is an integral part of the organisation's culture.

Stories are shared by organisational members on a day-to-day basis. For example, a manager explained that she/he had a story about almost every employee in the organisation as illustrated in the following quote:

... if you said to me today tell me a story about [an employee], I could tell ... exactly how [that employee] made her mark in... Ask me about [another employee] and I could tell [you] a story about [that employee] and how [he] made [his] mark and pick any name and I could ... (Case 2/6, interviewee 2/4).

Additionally, the same manager explained that as part of their reward system employees were invited to document stories about those colleagues, they feel are worthy of recognition. She/he further explained how this process began:

I'll tell you the story behind [it] ... it was just after I started, and we thought we will do something to recognise people and we will ask them to vote for someone and we will give them a plaque in the boardroom But when we started getting the stories back from people about the things that people did for customers for each other for ... the team work and the focus and just like that, it really hit ... the owners so now they don't just put down a name they give a reason and a story [when nominating someone for an award] (Case 2/6, interviewee 2/4).

The above quote indicates that storytelling is an important part of the culture in market-oriented firms with stories not only being shared between organisational members but documented as part of an employee reward system.

Storytelling occurs at organisational events. For example, a manager explained that at award ceremonies stories were shared about the effort made by their employees in satisfying customer needs. This is illustrated in the following quote:

We had a customer speak at one of our events ... about [an employee] and about how much of an exceptional employee he is ... and for a customer to stand up at an event and talk about someone in particular like that is fantastic (Case 2/6, interviewee 3/4).

The above quote indicates that storytelling is an important part of the culture in market-oriented firms with stories being shared at organisational events.

In summary, the culture of storytelling theme is considered to have some degree of significance due to it being evident in some of the participating organisations.

4.2.2 Customer Focused

The second theme identified indicates that stories shared in market-oriented firms have a customer focus. Evidence of this customer focus was found in stories about exceptional employee effort towards the customer and customer experiences.

Stories shared in market-oriented firms have a customer focus. For instance, managers shared stories about the exceptional employee efforts for customers. This was demonstrated in the following story shared:

Your primary goal is doing it for the customer and [employee name] does fantastic things with spreadsheets that I would never have the brain to do ... but when she is doing it, it's absolutely obvious she is doing it for the customer. But it's a process she is in, but she is not doing it for the process sake she is doing it for the customer sake (Case 2/6, interviewee 1/4).

A customer focus to the stories was very common throughout the organisations. For example, a manager when sharing the story of why the organisation is successful explained it was "due to the relationships they have with their customers", the manager further added that having a good relationship with the customer was due to "the fantastic service they provided to the customer" (Case 2/6, interviewee 1/4). It is clear from this quote that the manager believes the company is successful because of the fantastic service the employees provide to their customers. Examples of the level of customer service provided by employees was shared in stories throughout the participating organisations. For instance, a manager shared a story about one of her colleagues who went out of her way to satisfy the customer:

... she drove up to Dublin with an [insurance disc] for a customer and it wasn't even her customer, it was someone else's customer in the transport team [in Wexford] and she was in commercial up in Carlow and she drove specifically up and she [went] out of her way to do that (Case 4/6, interviewee 1/2).

Stories about customer experiences are also shared by organisational members. For example, a manager relayed a story about how a customer spoke about one of their employees:

... one of the installers ... is exceptional at his job and he.... cares he really cares about the job he does. He is just one of those people who put you in good form ... every time you're with [employee name] you just laugh; he just has a way about him. We had a customer speak at one of our events before and he spoke specifically about [an employee] and about how much of an exceptional employee he is ... and for a customer to stand up at an event and

talk about someone in particular like that is fantastic (Case 2/6, interviewee 1/4).

It is clear from the above story that the focus was on the customer.

In summary, the customer focused stories theme is considered to have some degree of significance due to the stories being repeated by senior managers in some of the participating organisations.

4.2.3. Origins of the Organisations

The third theme identified that stories about the origins of the organisations and their founders were prevalent and appear to have had an influence on the culture. For example, when a manager shared a story revealing the characteristics of the owner:

...so, he was a very hands-on type of individual and very innovative, so I think that spread throughout the company, the company is big now. I don't know how many employees it has worldwide I think 120,000 whatever I'm not so sure, so you have that type of innovation hands on culture (Case 1/6, interviewee 1/5).

The above story firstly reveals the individual characteristics of the owner. Secondly, this story illustrates that these characteristics spread throughout the organisation, in turn, influencing an innovative and hands-on culture. A manager similarly explained that the characteristics of their owners were influential in the company. This is demonstrated in the following quote:

[The owners] stamp is on everything ..., they started the company so ... their drive for quality and premium I think is instilled in all of us (Case 6/6, interviewee 1/1).

When a manager was telling the story of how the organisation began, he/she illustrated that the focus was on the customer from the very beginning:

...we just want to do it for the customer, and we have just one person to answer to which is the customer rather than a mixture like in the traditional way you had like the installer ... So, you are compromised in some way. So, we decided to go with the route of the customer which is the prime (Case 2/6, interviewee 1/4).

Moreover, the same manager stated that:

I joined around 2004, 2005 early on we only had a very few sites at the time, but we were starting off, we were in a different place at the time, a small little place up in Tyrelstown ... but the focus even then was, we were doing it

because we were trying to get rid of the middle man and work directly for the customer (Case 2/6, interviewee 1/4).

Stories about the origins of the organisations are shared in market-oriented firms. These stories are important because when shared with organisational members they reveal information about the owner and the organisations' culture.

In summary, this theme is considered to have some degree of significance due to the stories being shared in some of the participating organisations.

4.2.4 Stories Communicate Values

The fourth theme identified indicates that stories shared in market-oriented organisations communicate the values.

Stories shared by organisational members can communicate the values. For example, when a manager was sharing a story about exceptional employee behaviour, he/she revealed that the organisation values team-orientation and employee commitment. The following quote illustrates this:

... he performed because he had good rapport with fellow colleagues. Like new employees coming in, he was very helpful, and he was from the local area so if the alarm went off or anything like that. Or if someone needed something welded at the weekends, he would have no problem coming in and just doing that. Even if it was just a half hour he was needed for. He was sort of on call all the time and didn't mind that... (Case 1/6, interviewee 2/5).

The respondents account of this employee's rapport with fellow colleagues and his willingness to induct new members of staff highlights how team orientation is practiced in market-oriented firms. Commitment to the company also appears to be a significant value as revealed in this story. This story also demonstrates the value of the manager's appreciation and tells the story of the employee's commitment.

Further evidence shows that the organisations' values are revealed in the stories shared by managers in market-oriented firms. For instance, when a manager relayed reasons for their success their values were revealed:

... I suppose to be honest it has to be driven by the quality of work we do, the speed of the work we do, the competitiveness of our work. Also, the innovations that we have come to and given to our customers. Because there are some innovations that we have done, that we are doing as part of our group

that we are specialising in certain things. So just being innovative, being the best, we can be, one step ahead of the customer (Case 1/6, interviewee 4/5).

The above story reveals the values of quality, speed, competitiveness, innovation and being customer focused. This story also illustrates that these values are important to because they attribute them to their success. Thus, stories shared in market-oriented firms reveal the organisational values. This was seconded by a manager who stated that sharing stories with other organisational members is important when "... you are trying to drive the values and embed them in the company culturally" (Case 4/6, interviewee 1/2).

In summary, this theme is considered as having some degree of significance due to the stories being shared in some of the participating organisations.

To conclude this section, the research question sought to identify the nature of stories in market-oriented firms. Through the process of thematic analysis four main themes were identified. Firstly, a culture of storytelling exists in market-oriented firms with stories being shared: at employee inductions; by organisational members; on a day-to-day basis and at organisational events. Secondly, stories in market-oriented firms are customer focused. These stories refer to the efforts made by employees towards the customer. Thirdly, stories of how the organisations began are shared in the market-oriented firms. These stories communicate information about the organisations' culture and how customer focused the owners were from the very beginning. Finally, all these themes are considered to have some degree of significance due to the stories being shared by senior managers in some of the participating organisation.

4.3 Market-Oriented Arrangements

The second research question sought to identify the nature of arrangements in market-oriented firms. In this study the definitions of market-oriented arrangements by Schein (1984) and Higgins and McAllister (2003) are adopted. Schein (1984, p. 9) defines market-oriented arrangements as "the architecture of its physical environment" which cover the offices, meeting rooms and communal areas along with the buildings and exterior surroundings. Arrangements also cover what Higgins and McAllister (2003, p. 67) refer to as "the organisation's physical equipment and interior and exterior

design and decoration”. Through the process of thematic analysis three themes were identified relating to the nature of arrangements in market-oriented firms: arrangements are customer focused; arrangements encourage open communications; arrangements communicate the organisational values.

4.3.1 Arrangements are Customer Focused

The first theme identified indicates that arrangements in market-oriented firms have a customer focus because they are designed in response to customer requirements. This is illustrated by the organisations’ reception areas and meeting rooms.

The reception areas in the organisations are designed in response to customer requirements. For instance, the reception areas are physically welcoming with designated seating areas for customers. The reception desks in case 2, case 3, case 4 and case 6 are the most visible and prominent features in the reception areas, see appendix 6, A-D. Furthermore, there is a receptionist at these desks to greet customers. A manager explained having an employee at the reception desk to greet customers is important. This is demonstrated in the following quote:

We would have a lot of interviewees and [customers] coming in here and it’s just that little thing like [the receptionist] asking them if they want a glass of water or making them feel a bit more relaxed ... so, we are very conscious of how we treat people I suppose (Case 2/6, interviewee 3/4).

Another manager explained the process for an employee meeting a customer at reception.

[The receptionist] is our director of first impressions and [he/she] will meet [customers] at the reception door ... she sets them up with their visitor’s card and stuff like that and then she will call whoever it is they have come to see to meet them ... We normally offer them a cup of tea or something ... (Case 2/6, interviewee 2/4).

The above quote demonstrates the organisations’ customer focused approach to greeting their customers.

Meeting rooms in the market-oriented firms are designed in response to customer requirements. Each organisation researched have distinct types of meeting rooms within their buildings. A manager even indicated having, “... five different types of meeting rooms” in the building (Case 1/6, interviewee 2/5). Through the process of observational research, it was found that the design of these meeting rooms varied

from formal to informal. For instance, some of the meeting rooms had a corporate and professional feel to them as they encompassed large wooden round tables and very comfortable black leather chairs (please see appendix 6 E). Whereas the design of other meeting rooms is much more informal such as providing a space in an employee's office or designated customer meeting rooms with small tables, tea/coffee making facilities and colourful wooden chairs. A manager explained that they have two customer meeting rooms and these rooms are used for various meetings. This is demonstrated in the following quote:

... we would have two meeting rooms we have our board room... So, we have a big room that overlooks the whole site which is impressive ... and we have an academy room as well which holds about 8 people.... we would probably hold a lot of our high-level meetings in the distillery it depends on the meeting and who it is and whether there are other people...So, I mean sometimes like if we have a supplier there is a table and a meeting space in the purchasing and logistics office that they can have a meeting in there (Case 6/6, interviewee 1/2).

This manager further added that they have another meeting room, a board room in their second building and the allocation of this room was subject to what type of customer was visiting and what type of meeting as illustrated in the following quote:

... depending on the kind of meeting you are having so the people who are coming in so, say for example, we would have a board of directors so, when they come for meetings it is important to project that kind of corporate professionalism so, ... to have that big board room that everyone could sit around and have the discussion... (Case 6/6, interviewee 1/2).

The above quotes demonstrate that meeting rooms in organisations can be informal or formal depending on the type of meeting. However, it was also evident that the type of customer was the main consideration in the allocation of these rooms. For instance, welcoming an important customer by providing a corporate boardroom or providing a functional area within the building that employees can meet with customers.

The functionality of meeting rooms varied from one organisation to another. In a few instances, managers from the organisations stated that meeting rooms were used depending on the type of customer. For example, some meetings rooms were designed for customers who may need to stay at the organisation for a couple of days as a manager explains in the following quote:

When a customer comes, he may be here for a couple of days so, we allocated him a room. We even have phone, internet access etc. which he will require.

This would be his room to do his work separate from all us. So, visitors can have all their own individual rooms (Case 1/6, interviewee 4/5).

A manager stated that their board room is very functional and used for several reasons such as from a pure practical point of view, “you know if you have 15 people coming in that you have a room that they can sit in” (Case 6/6, interviewee 1/2). Another manager explained that their board room is multifunctional because it was not only used for customers but also for staff gatherings as illustrated in the following quote:

So, it is very functional you know sometimes people feel ‘oh the boardroom oh you can’t [go in there]’ ... years ago, nobody really went in there only the board but it’s such a functional room and any of the staff can book it for a meeting or anything. So, it has been good it served our Christmas party and it does loads (Case 6/6, interviewee 2/2).

The above quote indicates that meeting rooms in market-oriented organisations are multi-functional depending on what type of meeting will be held in these rooms. However, even though the functionality of these meeting rooms varied within the organisations and from one organisation to another, it is still clear that these rooms are customer focused because they are designed to meet customer requirements such as making the customer feel welcome and portraying a professionalism.

In summary, the customer focused arrangement theme is considered significant due to the repetition of this theme in almost all of the participating organisations.

4.3.2 Arrangements Encourage Open Communications

The second theme identified indicates that arrangements in market-oriented firms support communications between organisational members. Specifically, the design and layout of the buildings are designed to allow for open communications between organisational members. This is illustrated by the organisations’ open-plan offices, open-door policies and communal areas.

Open-plan offices are prevalent throughout the market-oriented organisations (please see appendix 6 F). These open-plan spaces were described by a manager as, “... everyone has their own area, but they’re not cornered off from each other”, the manager further explains that due to this open-plan, “there is free movement from all the areas” (Case 1/6, interviewee 2/5). It is evident that these open-plan offices foster open communication between organisational members. For example, a manager

explained that their open-plan office, “breaks down barriers and everyone is kind of working together” (Case 1/6, interviewee 4/5). Another manager explained that open-plan offices improve communications because you are more accessible to people:

... it improves communication through the teams when they can hear what’s going on, and across in different teams and that just improves that relationships piece between different colleagues and I know myself even and from some of the directors they don’t want to sit in an office boxed away, they want to be out in the open and listening to what’s going on. You are more accessible to people as well and that lends itself to more approachability and things like that (Case 4/6, interviewee 1/2).

The above quote demonstrates the importance of open-plan layouts for encouraging and supporting communications between organisational members. However, in some organisations’ open-plan offices were not possible due to space restrictions as explained by a manager:

Well the nature of the company is open-plan where possible, so I would say that’s the design but unfortunately, we can get squeezed into areas because we just don’t have the space ... the design is absolutely open-door [policy] and there is a sense of an expectation as well that people are approachable when they come to that door (Case 2/6, interviewee 1/4).

The above quote demonstrates that when an open-plan office is not possible an open-door policy is in place. This open-door policy was described by a manager as:

... our general manager’s door is always open, the assistant general manager’s door is always open, HR department’s door is always open, there are no appointments needed they can just come if they want (Case 1/6 interviewee 1/5).

A manager explained that this open-door policy was important for encouraging communications between organisational members. This is demonstrated in the following quotes:

So certainly, it’s an open-door policy and we are very big into open-communication like if someone feels that there is something not right or you’re not happy with the way things are going ... We would very much encourage the employee to come and talk to us.... (Case 2/6, interviewee 2/4).

The above quote indicates that arrangements encourage open communications in market-oriented firms. This was also illustrated by a manager in the following quote:

... the policy would be very much you know [open-door] if you wanted to discuss something with someone you would just get up from the desk and go into the office and if they have five minutes you would have a chat about it

as opposed to over and back on email. It is very much right let's all work together and solve what needs to be solved (Case 6/6, interviewee 2/2).

Additional arrangements found to support open communications amongst organisational members are the organisations' communal areas such as canteens, staff rooms, gardens and smoking areas. Several managers explained that these communal areas are provided to support communications between organisational members. For example, a manager explained "... the canteen facility is an area where people can step out either to socialise or have a quick meeting" (Case 6/6, interviewee 2/2).

Another manager when asked where the employees communicate explained:

... probably in the canteen areas, ... I would say the canteen, so people come up for their cup of tea at elevenses and in the [other building] it's the same, there is a canteen there and the guys would go there sometimes, there is a kind of reception area there as well where they can pop in and get a coffee or if there are things going on (Case 6/6, interviewee 1/2).

Similarly, a manager explained "... the canteen is the main meeting point for anyone to socialise in, apart from the smoking area ... but we spend most of our time in the garden" (Case 2/6, interviewee 4/4). It is clear these quotes that communal areas have been arranged to encourage open communications between organisational members.

In summary, this theme is considered significant due to these arrangements being evident throughout almost all the participating organisations.

4.3.3 Arrangements Communicate Organisational Values

The third theme identified indicates that arrangements in market-oriented firms communicate the organisations' values through posters displays, mission statements and organisational awards.

The organisations' values are communicated through poster displays. For example, the message that employees' matter was communicated through a poster display hanging on the wall in the reception area of Case 2/6. This poster encompassed a large display of employee profiles that contained a photo of each employee, their position in the organisation and if they were employee award winners. In the centre of these profiles were pictures of employees socialising at organisational events, see appendix 6 G). Similarly, Case 1/6 display an employee charter on the wall that illustrates the

value that employees matter but in a much more formal display, see appendix 6 H) nevertheless, the value that employees' matter was illustrated.

Mission statements observed hanging on the walls in reception areas and throughout the market-oriented firms communicated the organisational values. For example, in Case 2/6 their mission statement was observed hanging in the reception area and in meeting rooms (see appendix 6 L). Similarly, Case 1/6 mission statement was observed hanging in the reception area. These mission statements communicate the values that are important to each organisation. For instance, in Case 1/6 their mission statement is about, "supplying the customer with a quality product and looking after the employees and the shareholders". In Case 2/6 their mission statement is about "creating a fearless environment not only for our customers but for our employees, for our community". Thus, it was clear these mission statements communicated the values of each organisation.

Awards that the organisations received are displayed and communicate the organisations values. These awards are displayed on the reception desks and in display cabinets throughout the organisations. For instance, in the Case 5/6 awards for customer service excellence are displayed throughout the organisation (see appendix 6J). These customer service excellence awards serve as a reminder to customers and employees that the organisation has been recognised for demonstrating customer focused behaviour. Similarly, in Case 2/6 and Case 3/6 customer service awards were displayed in the reception areas. (Please see appendix 6K & 6L). A manager explained that their customer service awards not only demonstrate that the organisation values their customers they also illustrate that the organisation can be trusted:

We are very proud of the customer service awards we have been getting but it's also for [customers] yea know and it also comes from the fact that the [company] is foreign owned and it shows the [customers] [they can] trust [us], so they have trust in us, they say they are being awarded here in Ireland ... (Case 3/6, interviewee 1/1).

Another manager explained that their awards illustrate to customers that the product is of high quality and standards and that is something valued by the organisation:

From a customer's point of view, you know awards are always seen as recognition of quality and high standards. So, when people see awards, if it is the actual awards themselves here [in the building] or whether it is on our marketing material that mention awards or on our packaging, customers feel

like that is kind of a badge of honour, well it is achieved a standard. It is something customers feel there is recognition of value and quality behind the award (Case 6/6, interviewee 1/2).

The above quote illustrates that awards which are consciously displayed as part of the interior design and decoration communicate organisational values.

In summary, this theme is considered significant due to it being evident in almost all the participating organisations.

To conclude this section the research question sought to identify the nature of arrangements in market-oriented firms. Findings indicate that firstly, arrangements such as the reception areas and meeting rooms in market-oriented firms are provided in response to customer requirements. Secondly, arrangements such as open-plan offices and open-door policies are provided to encourage open-communications between organisational members in these firms. Thirdly, arrangements such as the organisation design and decoration include displays such as employee profiles and charters, mission statements and awards to communicate the organisations' values. In addition, all these themes were considered significant due to repetition of the themes in all most all participating organisations

4.4 Market-oriented Rituals

The third research question sought to identify the nature of rituals in market-oriented firms. Market-oriented rituals are defined as “standardized, detailed set of techniques and behaviours that the culture prescribes to manage anxieties and express common identities” (Trice and Beyer, 1984, p. 665). Five themes are identified relating to the nature of the types of rituals in market-oriented firms: rituals are customer focused; rituals communicate the organisations' values; rituals reward employee behaviour and rituals encourage employee cohesiveness.

4.4.1 Rituals are Customer Focused

The first theme indicates that rituals in the form of planned organisational events, meetings and surveys have a customer focus.

Rituals in the form of customer events are planned regularly by organisational members to show customer appreciation. These customer events were identified as small social outings and large-scale yearly events. For example, a manager stated that they have regular small events such as, “bringing the customer out for the day ... like it could be to a concert... a match or whatever” (Case 2/6, interviewee 3/4). Another manager explained that they plan a mixture of customer events from small events to bigger events:

... so, we do events for our customers we do smaller events and bigger events. So, we have events like the Mansion House where we would have a lot of our customers together, it’s great because they become like advocates for us, so they are all talking to each other and often we would mix customers with potential customers because that works well because the customer is literally trying to sell for us when we do that so its brilliant (Case 2/6, interviewee 2/4).

Equally, another manager stated that they plan a big customer event every year:

... we do a transport event every year and we hosted the [transport] conference for the last two years here in Wexford. We are the main sponsors ... we ran a transport event this year in Whites Hotel. So, we would get in various speakers... that are relevant to the transport sector... and [the owner] will get up and speak... there is a good attendance 300 or 400 people... and that is a way of saying thanks to ... clients (Case 4/6, interviewee 1/2)

The above quotes demonstrate that events are planned by managers in the firms to show an appreciation of their customers. A manager from Case 6/6 similarly explained that they plan customer events:

... we would be on trade with bars and restaurants we would go in and do brand master classes with them. It’s about us having our brand ambassadors, we have a presence and we go out to the customers ... it’s about getting out in front of them and dealing with them that way (Case 6/6, interviewee 2/2).

The above quotes demonstrate that customer events are planned regularly by organisational members and have diverse purposes for the organisations. That purpose for Case 6/6, was to keep an active presence among their customers. For Case 2/6, it was to encourage their customers to become brand advocates. For Case 4/6, it was a way of saying thank you to their customers. Even though these customer events had varied purposes they are all focused on the customer.

Organisational meetings in market-oriented firms are regularly planned to discuss customer related issues. For instance, a manager explained that at their monthly meetings:

... they would discuss customer complaints that had come in throughout the month and they would highlight them and spread them throughout the organisation so that their employees were aware of these issues (Case 1/6, interviewee 1/5).

The above quote illustrates that meetings planned by organisational members can have a customer focus. Similarly, a manager explained that during their monthly meetings: “they would discuss new technologies they were working on for their customers” (Case 2/6, interviewee 3/4). Another manager explained that their quarterly meeting: “was based on [their] customer experience survey” (Case 4/6, interviewee 1/2). A manager from Case 3/6 explained that they have, “a meeting every morning at 8.30am to discuss any problems that may arise before the customer comes in” (Case 3/6, interviewee 1/1).

Rituals in the form of surveys are used to collect customer information. For instance, a manager explained that they collect customer information through surveys and loyalty systems:

We would do a certain amount of surveys on what the customers wants and what they are happy with ... but we would also get feedback through the loyalty card ... we have 40,000 on it (Case 5/6, interviewee 1/1).

The above quote demonstrates that the organisation gathers information about their customers through regular surveys and a loyalty system. Similarly, another manager explains how they use surveys to collect information about their customer:

Well our customer survey ... we did the survey in November ... so we actually had real tangible customer matrixes that we were able to attack ... so a lot of our other strategies were now informed by our customer surveys, so we used to say we like to do x because it feels right now it's because our customers are telling us they want us to do x where they don't like if we do y, so, I think using the customer survey as part of our strategy was an important part of it (Case 4/6, interviewee 2/2).

The above quote illustrates that the organisation uses surveys as part of their strategy to gather customer information.

The sharing of data from surveys is also a ritual in the organisations. For instance, a manager explained that customer information from the surveys is shared with employees at their monthly meetings:

... the management team has a monthly management meeting and then that information ... is trickled down to the staff as well to give them an update. So, we also do a quarterly update, the CEO delivers a message quarterly to all the staff as well because they like to see him and hear it coming from him as well, he is very down to earth with his approach and he likes to keep people up to date as well (Case 4/6, interviewee 1/2).

The above quote demonstrates that the organisation shares customer information with employees at organisational meetings. Similarly, another manager explained that they share customer information with their employees:

... the learnings from the information would be shared out so, we would know what our target market is, we would know say the people who come to the distillery what percentage are from the US, what percentage are from different countries, so kind of top level information would be shared out so that everyone in the company understands these are the kind of people (Case 6/6, interviewee 2/2).

It is clear from the above quotes that regular meetings in market-oriented firms are planned to discuss customer related issues and rituals in the form of surveys are used to collect and share customer information. Thus, the rituals in market-oriented firms are customer focused.

In summary, the customer focused theme is considered significant due to it being evident in all most all the participating organisations.

4.4.2 Rituals Communicate Values

The second theme indicates that rituals in market-oriented firms communicate the organisations' values. These rituals include award ceremonies and regular meetings.

At employee award ceremonies the organisational values are reinforced. A manager explained that rituals such as employee of the year rewards are very important for communicating the organisation's values. This is illustrated in the following quote:

Oh yes [employee rewards] are a huge importance, a huge value... [They] reinforce to outside customers and potential customers what we are about. It also helps us with any partners that we would align with, they want to see our values our cultures and to be able to say this is our culture ... (Case 2/6, interviewee 1/4).

The above quote illustrates that employee of the year rewards are important because they communicate to the customer the organisational values. Similarly, a manager from Case 4 explained that employee rewards are not only, “a celebration for something that has been achieved well but also if you are trying to drive the values and embed them in the company culturally” (Case 4/6, interviewee 1/2). This manager further added that employees are rewarded for demonstrating the organisation’s values. This is illustrated in the following quote:

...so, basically our recognition rewards are down to the values basically where people nominate them, and they receive an award, so basically what we do as well is we give them a cert signed by [the owner] and it is actually more or less a copy of the nomination they received, and they won it for that quarter (Case 4/6, interviewee 1/2).

It is clear rituals in market-oriented firms such as employee of the year rewards are designed to communicate to customers and employees the organisations’ values.

Regular meetings communicate the organisation values by alerting members as to what managers see as important. For instance, a manager explained that they, “format [their] monthly management meetings around the values” (Case 4/6, interviewee 1/2). By the same token, a manager from the Case 5/6, when explaining what the agenda was for their regular meetings explained:

So, looking at the vision for the future and looking at our core values and our standards. And we have a standard’s book and a core value book and it’s just making sure that everyone is on the same hymn sheet (Case 5/6, interviewee 1/1).

The above quote demonstrates that the organisational values are communicated to employees at regular meetings.

In summary, repetition of this theme is evident in some of the participating organisations and therefore considered to have some degree of significance.

4.4.3 Rituals Reward Employee Behaviour

The third theme identified indicates that rituals in market-oriented firms reward appropriate employee behaviour. These rituals include social events and incentives.

Social events are planned regularly to reward employees for appropriate behaviour. For instance, a manager explained that they plan events throughout the year to say thank you to employees:

Yes, we do daft things, we have gone to the races and had a barbecue upstairs at the race meeting, we have gone camping, we go canoeing down the barrow and they love that ... we have gone to the dogs in Newbridge ... we just do things to say thanks to the staff and for teambuilding (Case 5/6, interviewee 1/1).

Additionally, another manager explained that social events are also planned to reward the employees if the organisation is doing well:

Success would be based all around the social events and celebrating how the organisation is doing well. Barbecue days, communication days, employee of the year, family trips to Tayto Park, we do all that thing. Clara Lara was the family trip this year and we do all that kind of social events (Case 2/6, interviewee 1/4).

Similarly, a manager in Case 6/6 explained that they organise parties for their employees when celebrating success:

Obviously, we would have a Christmas party to celebrate the success we have had over the year and it is important as part of that to recognise people so there would be gifts for staff and things like that ... like some days we would come in and there are cakes ... celebrations and that (Case 6/6, interviewee 2/2).

The manager further explained:

It is important that you bring people together for those things so that they can enjoy themselves and feel like 'well I am being appreciated (Case 6/6, interviewee 2/2).

It is clear from the above quotes that rituals such as social events are planned for employees in recognition of a job well done or to celebrate organisational success and they make the employee feel appreciated.

Regular incentives reward employees for exceptional behaviour. For instance, a manager explained they distribute vouchers for the cinema to employees, so they can say thank you to their colleagues for their assistance. This is demonstrated in the following quote:

... there are also thank-you initiatives where if you do something small for a colleague, like really help them out daily [then] they can say thank you and then we have vouchers for cinemas and stuff like that they can give them. Now it's not a major reward from management or anything like that but ...

like [this employee] helped me out last week and I just wanted to say thank you and she can come down and pick a voucher (Case 4/6, interviewee 2/2).

Additionally, a manager explained that they too have incentives for rewarding what can be described as appropriate behaviour:

... during the year to allow the managers to recognise the work their teams are doing. [the owner] has tickets like for matches, rugby matches coming up, tickets for concerts and things like that and he asks us to send him a mail when you've caught someone doing something good. So, it could be like someone coming in and helping us out with overtime for the month or if someone came in a spotted something that wasn't quite right on the customer side and came back to us and gave us the feedback, so we can fix it. That kind of stuff so we would highlight that to [the owner] every month and those people again would be openly celebrated for the work they have done and then one or two or [based] on how many prizes there are would receive an award as well (Case 2/6, interviewee 2/4).

The above quotes illustrate that incentives such as tickets for matches and concerts and vouchers are given to employees to reward and reinforce appropriate behaviour.

In summary, incentives designed to reward employee behaviour was evident in almost all the participating organisations and therefore considered a significant theme.

4.4.4 Rituals Encourage Employee Cohesiveness

The fourth theme identified indicates that ritual's in market-oriented firms encourage employee cohesiveness. These ritual's include welcoming new employees to the organisation, scheduled employee events, recognising employee personal milestones and the organisations' traditions.

Inductions encourage cohesiveness in market-oriented firms. For instance, a manager explained:

The other tradition that [the owner] feels strongly about is that induction is only held on the first Monday of every month because he feels that if people start together they will stay together and it's interesting because I started with another two ladies back in 2014 and we are good friends, we go to lunch together every Friday and we work for different departments (Case 2/6, interviewee 4/4).

The above quote reveals that the induction process is planned so that new employees will bond from the very beginning. Additionally, another manager explained as part

of their induction process for new employees a “buddy” is paired with the new employee:

... I suppose it is someone to buddy the person with for the day, to go through everything, the whole place and how it works and what is expected of you and I suppose the buddy would take their breaks together and I would say ‘go take your lunch and charge it to me’. And they would do that, and they would give them their uniform, their handbook and that is that person they can go to if they don’t know something and that person will teach them everything (Case 5/6, interviewee 1/1).

The above quote also demonstrates a cohesiveness among employees is fostered from the day an employee starts.

Rituals such as scheduled weekly, monthly or quarterly team events encourage employee cohesiveness in market-oriented firms. For instance, a manager explained that they would have planned nights out for employees:

... there would be in the evenings where we would have typically maybe we would bring someone in to make cocktails in the distillery and you know and make sure all staff are off [work] and it is actually really important for [the owner] and the company that like everybody goes and like in a lot of companies when they do events you don’t get a great turn out rate because people kind of feel like ‘oh I work with these people all the time I don’t want to hang out with them’. But it is very different here in that it is very much seen as a family and it is important that everyone gets involved not like you are being bullied into going obviously, if you can go you can go but it’s just that everyone wants to go. So, we would have, drinks in the distillery, a bit of music a bit of crack sometimes we would go for dinners, everyone together, different things (Case 6/6, interviewee 1/2).

The above quote demonstrates that team events are important for bringing employees together to an extent where the employees are a part of a family. Similarly, another manager explained that employee events are family events:

The last two years or three years it’s more or less like a family event like a family day out, so we have that around June time. And after that we have January the dentist’s awards and in June we have [the] company’s birthday and then normally we have the Xmas party as well so that would be a big event as well and there is free bar and we normally have that in December (Case 3/6, interviewee 1/1).

It is clear the purpose of employee events such as social nights out or celebrating the organisation’s birthday is to bring employees together and create a cohesiveness.

Rituals such as recognising employee's personal milestones encourage cohesiveness in market-oriented firms. For instance, a manager explained:

... birthdays are always celebrated with a cake and a coffee with a break and any kind of personal milestone as well. Like one of the lads here got married at Christmas and we made sure we all went down for lunch before he went on his honeymoon. So, everything is about bringing the team together and not just for work but in a social setting (Case 6/6, interviewee 2/2).

The above quote demonstrates that celebrating employee's milestones such as birthdays or getting married are used to create employee cohesiveness by bringing employees together.

Other rituals identified in market-oriented firms that encourage employee cohesiveness are the organisations' traditions such as starting at a certain time of the day. For instance, a manager explained that one of their traditions is that every employee in the organisation starts work at eight o'clock:

One of the traditions is that everyone starts work at eight o'clock it's something that is ingrained in the tradition of the company and [the owners] feel very strongly about that not changing. It is an 8am start for everyone ... it sets a tone, a pace, an ownership and a productivity aspect to the culture. We are ahead of the game we are in before others ... we are all fired up, we are ready to go... (Case 2/6, interviewee 4/4).

Similarly, a manager explained that every employee in their organisation starts at 8.30am:

Yes, I would recommend other companies to do. Like it's like a briefing do you know... It's a very good idea to start the day on time ... so, I would definitely recommend it (Case 3/6, interviewee 1/1).

Additionally, another manager explained that every morning, "employees would have what they call a huddle or a cuddle, a huddle means that all employees get together and go through what the plans are for the day" (Case 5/6, interviewee 1/1). This manager further added that she would recommend this tradition to other organisations as, "it's sort of a bonding [session] and I think it's even good for the staff to see that we are united" (Case 5/6, interviewee 1/1). It is clear the purpose of these traditions is to encourage employee cohesiveness.

In summary, rituals such as welcoming new employees to the organisation, scheduled employee events, recognising employee personal milestones and the organisations'

traditions are considered significant as they were evident in almost all the participating organisations.

To conclude this section the research sought to identify the nature of the different types of rituals in market-oriented firms. Findings indicate that market-oriented rituals in the form of organisational meetings and events are planned regularly to show appreciation or discuss customer related issues. Rituals in the form of surveys are customer focused as they are used to collect and share customer information with their employees. Rituals were also found to communicate the organisational values alerting customers and employees to what the organisation considers as important. Furthermore, ritual's such as social events reward employees for exceptional behaviour and encourage employee cohesiveness. In addition, the customer focused theme is considered to have some degree of significance due to it being evident in some of the participating organisations. The communicate values; reward employee behaviour and encourage employee cohesiveness themes were all considered significant due to them being evident in all most all participating organisations.

4.5 Market-Oriented Language

The final research question sought to identify the nature of language in market-oriented firms. Language is defined as “a shared system of vocal sounds, written signs or gestures used by members of a culture to convey categorized meanings to each other” (Trice and Beyer, 1993, p. 78). Five themes were identified relating to the nature of the language in market-oriented firms: each organisation had its own unique language; language is customer focused; language is informal; language communicates the values; language encourages employee cohesiveness.

4.5.1 Each Organisation had its own Unique Language

The first theme identified indicates each market-oriented firm has its own unique language and is linked to the nature of their industry.

Language in market-oriented firms varied and is unique to each organisation depending on the type of industry they operate in. For instance, the language used by employees in Case 1/6 is very technical with employees continuously referring to the

quality of the product. For, example a manager explained: “you’ve got to be able to understand the technical requirements of the customer” (Case 1/6, interviewee 1/5). This manager further explained that the product must be properly engineered and designed. Another manager explained that their production is for high spec automobiles and the product must be properly engineered and designed. This is illustrated in the following quotes:

We do production for all the high spec automobiles like Bentley, Porsche, Rolls Royce, BMW and that’s who our customer base is as well as you can appreciate everything has to be spot on (Case 1/6, interviewee 2/5).

I must sell a product to a customer, that product must be properly engineered and designed, if it’s not there will be a problem in manufacturing, if there is a problem in manufacturing there is going to be a problem for the customer, then the customer won’t come back again right (Case 1/6, interviewee 3/5).

The language in the above quotes illustrate that Case 1/6 is technical and product focused which aligns to the nature of their industry.

Similarly, Case 2/6 employees speak their own unique language relating to their industry. A manager explained that it wasn’t about the product they sold, it was about the customers piece of mind that they are there looking after them - keeping their customers safe. This is illustrated in the following quote:

... we are a security company but what we sell is not actually cameras it’s a peace of mind. Because at three o’clock in the morning if there is someone breaking into your home or whatever you don’t care if the camera is stuck up with duct tape you just want the peace of mind that someone on the end of the phone is looking after you and that’s what we sell (Case 2/6, interviewee 3/4).

In Case 6/6 the language used by employees relates to the quality of the product:

You know if we are continuing to deliver a quality product then that is the essence of repeat business you know and people coming back that are buying the whiskey not because they are buying it as a once off because of the name or anything you know the proof is in the drink really and the quality... (Case 6/6, interviewee 1/2).

The above quote illustrates that the language in Case 6/6 is focused on the quality of the product.

In summary, the language used in each of the firms is varied and is linked to the nature of the organisation. This unique language is considered to have a strong significance as it was evident in all the participating organisations.

4.5.2 Language is Customer Focused

The second theme identified indicates that the language used by employees in market-oriented firms is customer focused. Employees regularly speak about satisfying the customer needs and wants and maintaining customer relationships.

Employees in market-oriented firms regularly speak about satisfying the needs of customers. For instance, a manager stated, “it’s always about the customer and what we can do to make the customers life easier” (Case 4/6, interviewee 1/2). Similarly, a manager explained, “we are driven mainly by what the customer wants” (Case 1/6, interviewee 3/5). Another manager explained that, “sometimes the customer doesn’t know what they want, and it is our job to figure that out”. This is demonstrated in the following quote:

Sometimes the customer doesn’t know what they want, it’s like the old Henry Ford thing, if I asked them what they wanted they would have said a faster horse ... so, sometimes you just must take the information from the customer and envisage that ... (Case 2/6, interviewee 1/4).

The above quote demonstrates that the language used by employees in Case 1/6 is customer focused because it relates to satisfying customer needs. This customer focused language is also evident in Case 4/6. For instance, a manager explained that his employees try to get the best possible deal for the customer:

... if you spent twenty minutes sitting on a chair out there you would hear the guys fighting with the insurance companies to get the best possible deal for the customer or even the types of conversations that are going on like Johnny up in Mayo is with us ten years ... so we look after him (Case 4/6, interviewee 2/2).

The above quote demonstrates that employees in Case 4/6 regularly speak about the customers and how they try to satisfy their needs by getting them the right price. A manager in Case 2/6 explained that nothing ever gets discussed without taking the customers’ needs into account illustrated in the following quote:

Nothing ever gets discussed without thinking ... well where does the customer fit in here? how will the customer feel about that? what difference will it make for the customer? you know, it’s just the ethos of the company (Case 2/6, interviewee 2/4).

Similarly, a manager explained that before a decision is made the customer is always considered:

... if we make a decision ‘how is it going to affect our customer?’, the customer is always taken into account around every decision that is made basically (Case 4/6, interviewee 2/2).

The above quotes illustrate that the language used is customer focused because the customer is considered when making decisions.

The employees in the firms regularly speak about the relationships they have with their customers. For instance, a manager explained: “... it’s about building relationships and trust” (Case 1/6, interviewee 1/5). Another manager spoke about the importance of building a relationship with the customer and keeping the customer happy:

... if you do a good job the repeat business will follow and if your customer is happy with how you conduct your business and how you interact with them and give them information through the program etc. it just follows through (Case 1/6, interviewee 4/5).

The above quotes by managers demonstrate that building and maintaining a relationship with the customer is important. This was echoed by a manager in Case 2/6 who explained that they had a customer relationship management (CRM) team to touch base with their customers and this was important for building and maintaining relationships. This is illustrated in the following quotes.

... we have a CRM department which is our customer relationship team. There are three guys there and they are working away, touching base with all our customers. So, there is that touch base there, there is a personal visit every so often, it’s not just sell and then leave (Case 2/6, interviewee 1/4).

... our CRO [customer relationship officers] are very interactive you know what I mean with the customers. [They are] constantly contacting them like, how you are getting on, is everything ok for you, do you need anything from us, you still happy, we have lots of touch points with our customers always trying to keep in contact and keeping that line of communication open, so they always feel very comfortable coming back and talking to us. The relationships our sales guys and the CRM team have with our customers would be quite a close one. That is why we do so well it’s the relationships that we build (Case 2/6, interviewee 1/4).

The above quotes demonstrate that that the language used by employees is customer focused referring to the building and maintaining of relationships with the customer. Another manager specified that the relationship they have with their customers was due to their employees. This is demonstrated in the following quote:

I would know all the [customers] kid’s names and what they are in to and that’s not because we research that stuff it’s because we have a genuine relationship that has been built up over time ... it sounds corny, but the

employees are the most important assets because without them you don't have that customer relationship. And I know that does sound corny, but you can see it coming through if the customer is not happy then there is no company (Case 4/6, interviewee 1/2).

The above quote illustrates that the language used is customer focused referring to the building and maintaining of relationships.

In summary, this theme is considered to have some degree of significance due to the repetition of customer focused language in some of the organisations.

4.5.3 Language is Informal

The third theme identified indicates that the language in market-oriented firms is often informal. This informal language was identified in the way employees communicate face-to-face with the owners and with each other. Informal language was also identified in the organisations' physical artifacts such as poster displays.

When employees in market-oriented firms communicate with the owners the language used is informal. For instance, when a manager spoke about the owner he explained: "everyone knows him by his first name, there are no titles used in any of the communication with him" (Case 1/6, interviewee 1/5). Another manager explained that when she is communicating with her employees it is: "all first name basis ... nobody would say Mrs ... I wouldn't be formal at all" (Case 5/6, interviewee 1/1). Similarly, a manager explained that when employees communicated with the owners it is on a first name basis. This is illustrated in the following quote:

... we don't go by titles so you don't have to say 'hi sir' or anything like that it is very informal in terms of everyone is on the one level and when your chatting to them like [the owner] would be very much like 'hi' and obviously he is the manager and founder of the company and you know you are conscious of that so you are not cursing in front of him but he is very approachable, everyone is approachable (Case 6/6, interviewee 1/1).

A manager in Case 4/6 explained that the owners like to meet employees face to face over lunch and it's all on a first name basis. This is illustrated in the following quote:

... because we are getting so big [the owners] like meeting people face to face and getting to know them on a first names basis. ... so, what we did as part of the quarterly induction was bring all the staff together for lunch and Tony and Breda would be sitting there with them having a chat. It kind of gave them more accessibility to the owners of the company because that is

what Tony is like he is down to earth and likes to get to know people by their first names (Case 4/6, interviewee 1/2).

In summary when employees in market-oriented firms communicate with the owners the language used is informal.

When employees communicate with each other in market-oriented firms the language is also informal. For instance, a manager explained that when employees are communicating with each other the language is informal. This is illustrated in the following quote:

Employees communicate with each other informally, bluntly, she further added that there is no formality, like Sir or Madam, it would be very informal (Case 2/6, interviewee 3/4).

Another manager explained that their communication is very informal as demonstrated in the following quote:

... we would communicate stuff formally, but we have a very informal tone to the communications like I said [the company] is like a family, so we are very close, we have 25 employee events across the year, we do a lot of things together we do a lot to build that culture of open-door policy you know that sort of thing (Case 2/6, interviewee 3/4).

This informal language was echoed by a manager in the following quote:

... it's very informal and it's very easy here in Ireland because people are so friendly straight away so it's a very open form of communication (Case 3/6, interviewee 1/1).

Similarly, a manager in Case 4/6 explained that their employees are very informal:

But yes, it is down to our friendly staff they naturally have that type of attitude when they are dealing with people and that is reflected in the relationships they have here internally as well and that internal reflects out with the customer as well (Case 4/6, interviewee 1/2).

In summary when employees in market-oriented firms communicate face-to-face with each other the language used is informal.

Informal language was also identified in the organisations' physical artifacts such as the organisations' slogans, notice boards, culture books and mission statements. For instance, a manager explained they have their company slogan. This is demonstrated in the following quote:

My slogan which is everywhere, “if you see someone without a smile give them one of yours ... so just they know you are approachable, and you are a nice person and that is what is needed (Case 5/6, interviewee 1/1).

This logo containing informal language i.e. “if you see someone without a smile give the one of yours” was also identified during observational research in the Case 5/6.

In summary, the theme informal language is considered to have strong significance due to it being evident throughout all the organisations investigated and identified in interviews with owners and or senior managers.

4.5.4 Language Communicates Values

The fourth theme identified indicates that the language used by employees and the language in the physical artifacts of market-oriented firms communicates the organisations’ values. The values of the organisations are imbued in the language used in the firms. For instance, a manager revealed that they valued an innovative culture when speaking about the reasons why they are successful. This is illustrated in the following quote:

I suppose to be honest it has to be driven by the quality of work we do, the speed of the work we do, the competitiveness of our work. Also, the innovations that we have come to and given to our customers. Because there are some innovations that we have done, that we are doing as part of our group that we are specialising in certain things. So just being innovative, being the best, we can be, one step ahead of the customer (Case 1/6, interviewee 4/5).

Similarly, a manager when explaining why they are successful stated that it was down to their caring culture. This is illustrated in the following quote:

So, the culture has to remain strong that’s our DNA, that’s what has made us successful nothing else its only our culture of caring for the customer like really caring compared to other companies ... so, I would say it’s just the culture of the company and reinforcing that culture from the top down as well as from the bottom up (Case 2/6, interviewee 1/4).

Another manager in Case 2/6 when explaining the type of culture, they have revealed the values that were important to them. This is illustrated in the following quote:

... so, we always work as a team and we always put the customer first, they are the core, to always put the customer first was at the core of what we do so when you reinforce that message the existing and the older people will know that but of course as you grow new people come in and they are not aware of the culture unless you reinforce it and you explain to them (Case 2/6, interviewee 2/4).

The above quote illustrates that Case 2/6 values the customer and team work. This quote also illustrates that the language used by employees can reinforce the values.

The language displayed in the organisations' physical artifacts; the mission statements; employee handbooks; poster displays; of market-oriented firms also communicate the organisations' values.

Firstly, the language used in the market-oriented firms' mission statements communicate the organisations' values. The language in these mission statements are different in each firm as they portrayed the unique values of the organisation. For instance, in Case 1/6 their mission statement was about, "supplying the customer with a quality product and looking after the employees and the shareholders" whereas in Case 2/6 their mission statement was about "creating a fearless environment not only for our customers but for our employees, for customers, for our community". It is clear from the language in these mission statements that the organisations' values are being communicated.

Secondly, the language used in the employee handbooks communicates the organisations' values. Each market-oriented organisation has an employee handbook that contains the organisation values and standards, policies, procedures and regulations and states what is expected and what is not expected from the organisations' employees and how things are done in that particular organisation. Managers in describing why this is important suggested that it is important that employees are aware of what type of values exist and how things are done in that organisation. Furthermore, it is also important for the company that these guidelines are put on paper, so new employees know what to expect as explained by a manager in the following quote:

... every company has policies and procedures whether they have them down in a book or not. The company has a procedure they may not realise they have it but I think it is very important to get those on paper so when someone starts in a job they are aware of the expectation and they are aware of how things are done around here and you know I need to be able to work in that way in this environment without it sounding like we have a load of things that you have to tick these boxes, it not like that it's about understanding that there is a culture in the company and they are comfortable and they are a part of that (Case 6/6, interviewee 1/2).

It is clear from the above quote that the employee handbook sets down the policies and procedures and the expectations of the organisation and these communicate the organisations' values. It is also clear that through this handbook employees learn about the type of values that exist and how things are done in the organisation.

Thirdly, the language illustrated in poster displays communicates the organisations' values. For instance, in Case 2/6 they have a poster hanging on the wall in almost every room in the building (see appendix 6L). This poster communicates that the customers and employees in Case 2/6 are valued. A manager in Case 2/6 explained that the company values are the organisations way. Another manager explained that this poster was about how the organisations operated. This is illustrated in the following quote:

The... way is how we operate it was designed by the staff members themselves coming together on a council ... and they did great work on it and they nailed it down to two positives and two negatives, we don't do two things and we do two other things. So, we always work as a team and we always put the customer first, we never disrespect others and we never hide (Case 2/6, interviewee 2/4).

The above quote illustrates that customer and employees are important values of Case 2/6.

In summary, the theme of language communicates values is considered to have some degree of significance as it was repeated in some of the organisations.

4.5.5 Language Encourages Employee Cohesiveness

The fifth theme identified indicates that the language used by employees in market-oriented firms demonstrates employee cohesiveness.

Employee cohesiveness permeates the language used by employees in market-oriented firms. For instance, a manager explained that it is important that all staff are united.

This is illustrated in the following quote:

... there is no I in team and we have a super team and we pride ourselves as our team and I believe they all think this is a great place to work and that's what I want them to feel. They are like my own children and I would be so concerned if any of their family was sick or anything you know. I think the human end of a business is just as important as the business end do you know. And the rewards are the staffs doing... (Case 5/6, interviewee 1/1).

The above quote illustrates that it is important to the manager that all employees are team-oriented and have a common goal. This language used by the manager illustrates employee cohesiveness. A manager in Case 2/6 explained that their employees all have the same thought process and that is why they get on so well. This is illustrated in the following quote:

So, people that work here are very much aligned to our way and everyone has the same thought process, so it is easy to understand how we all get on so well. It really is a family atmosphere in here and it's not just colleagues its friends that help you out and stuff like that so that's a big highlight for me (Case 2/6, interviewee 2/4).

Another manager explained that a lot of their employees believe in the company and because of this they feel a part of it. This is illustrated in the following quote:

There is a lot of employees here who just really believe in the company I think like a lot of us here feel part of it, like we feel like we built it for what it is, and we are part of it and we really believe we are making a difference and that's really important (Case 2/6, interviewee 3/4).

In Case 6/6 a manager explained that: "all staff would get a sample of the product, so they can feel a sense of ownership". She further added that: "this was important because it is all about the family and that sense of ownership" (Case 6/6, interviewee 1/2).

In summary, the language encourages cohesiveness theme is considered to have some degree of significance as there was repetition of this theme in some of the organisations.

To conclude this section the research sought to identify the nature of the language in market-oriented firms. Findings indicate that each organisation had their own unique language which was linked to the type of industry they operated in. The language identified is customer focused and informal and this language illustrates employee cohesiveness and communicates the organisations values. In addition, the unique language and informal language themes are considered to have a strong significance due to the repetition of these themes in all participating organisations and included senior manager. The customer focused, communicate value and encourage employee cohesiveness themes are all considered to have some degree of significance as there was repetition of these themes in some of the participating organisations.

4.6 Conclusion

In conclusion, this chapter presented the findings from the qualitative investigation in relation to each of the research questions. The findings presented the identifiable themes for each of the categories of artifacts. In relation to stories the findings indicate that a culture of storytelling exists in the market-oriented firms. These stories are customer focused and communicate information about the origins of the firm and their organisational values. The findings in relation to the nature of arrangements in market-oriented firms show that they are customer focused, they encourage open communications and communicate the organisational values. Rituals were also found to be customer focused, to communicate the organisational values, to reward employee behaviour and encourage employee cohesiveness. The language in market-oriented firms was found to be customer focused, informal, encourage employee behaviours and communicate the organisations' values.

In addition, all themes were rated according to their significance. Seven themes having some degree of significance were found: a culture of storytelling; customer focused stories; stories about the origins of the organisations; stories communicate values; language is customer focused; language communicates values; and language encourages employee cohesiveness. Seven significant themes were found: the customer focused arrangements; arrangements encourage open communications; arrangements communicate organisational values; customer focused rituals; rituals communicate values; rituals reward employee behaviour; rituals encourage employee cohesiveness. Two themes were found to have a strong significance: unique language and informal language. In all, all identified themes were found to have some degree of significance. Themes without significance were not included in this chapter or in the analysis of the findings presented in the next chapter.

5. Analysis

This chapter will analyse the findings in light of the literature previously presented. The aim of this study is to deepen the understanding of market-oriented artifacts. Therefore, a discussion of each research question: the nature of artifacts: stories; arrangements; rituals; language will be presented before a discussion on the overall research focus: to deepen the understanding of artifacts in market-oriented firms. This chapter concludes by presenting the key findings of this research study.

An analysis of the findings presented in chapter four indicates that artifacts communicate, reinforce and create the layers of a market-oriented culture. Therefore, it will be argued that artifacts established to communicate values, norms and behaviours have a reinforcing function as well as a role in influencing future organisational members actions or behaviours. It will also be argued that artifacts appear to have a role in the creation of new values and their related norms. These points will be discussed in detail in the next few sections.

5.1 What is the nature of stories in market-oriented firms?

Evidence provided in this study indicates that stories communicate, reinforce and create the layers of a market-oriented culture.

5.1.1 Stories Communicate the Layers of a Market-Oriented Culture

There is evidence in this study that stories communicate the values, norms and behaviours of a market-oriented culture. Stories are shared with organisational members in the case study organisations to relay not only whom management see as significant but also to drive organisational values and embed them in the company culturally. When new employees listen to these stories they learn about the culture and their work environment and whom management see as significant. For instance, stories told at employee inductions provide vital clues about the organisations' past and their aspirations for the future and provide information about whom management see as significant such as the founding members or employees who made their mark on the company (Wilson, 2001). When a manager shares a story about an employee's effort, they reveal that the organisation values their employees. Employee appreciation is a core value of a market-oriented culture (Homburg and Pflesser, 2000; Byrne, 2014;

Tiernan, 2015). Stories in market-oriented firms frequently refer to exceptional behaviours of a senior manager and/or employees going beyond the call of duty for customers (Farrell 2002; Higgins and McAllister, 2004). In one of the case study organisations stories are documented and used as part of a reward system to record the behaviour of employees who assisted another employee or demonstrated a customer-oriented behaviour that warrants a reward. These stories are then shared at organisational events where the behaviour of the employee towards the customer is communicated to other organisational members. By communicating these values, norms and behaviours they are communicating a market-oriented culture.

5.1.2 Stories Reinforce the Layers of a Market-Oriented Culture

Stories it can be argued also reinforce the layers; values, norms and behaviours of a market-oriented culture (Turner and Spencer, 1997; Higgins and McAllister, 2002: 2006; Schein, 2010; Brady and Haley, 2013). When managers continually share stories at organisational events the values, norms and behaviours of a market-oriented firm are being reinforced. For example, when customer focused stories are shared, they communicate the behaviour of employees that management considers important. When other employees in the organisation hear these stories, it gives them a frame of reference as to what is important and helps to shape their behaviour towards others (Brown, 1998; Turner and Spencer, 1997; Day, 2001; Brady and Haley, 2013). Thus, reinforcing a customer-focused behaviour (Homburg and Pflesser, 2000; Farrell, 2002).

5.1.3 Stories Create the Layers of a Market-Oriented Culture

Like the preceding section it can also be argued that stories create the layers of a market-oriented culture. The preceding section discussed how values and norms of a market-oriented culture are communicated and reinforced when stories are shared with organisational members. However, it could be argued that through the sharing of these stories the customer-focused value transpires. For example, when a manager in one of the case study organisations shared a story about an employee who went above and beyond for a customer, the organisational members who heard the story now consider customer focus as a value of the organisation. Therefore, it is reasonable to presume that it was the story that contributes to the creation of the customer-focused value. Furthermore, this value is then passed on to other organisational members where a

shared meaning is converted into a related norm. The employee then considers valuing the customer is a cultural norm and begins to behave in a customer-focused way. It can, therefore, be argued that artifacts as stories create the values that are important to the organisation and these values provide a shared meaning to organisational members that result in the practice of related norms which leads to the employee behaving in a customer-focused way. Furthermore, customer-focused stories based on past customer-oriented actions will be most beneficial in shaping a consensus of attitudes and influencing customer-oriented behaviour (Turner and Spencer, 1997; Higgins and McAllister, 2004).

In light of these findings, this study concludes that the practice of storytelling in the case study firms are an integral part of the organisations' culture because they communicate an organisations' values, norms and behaviours (Trice and Beyer, 1984; Schein, 1984; Griffiths and Grover, 1998 and Higgins and McAllister, 2003). They reinforce the organisations' values, norms and behaviours (Turner and Spencer, 1997; Higgins and McAllister, 2002, 2006; Schein, 2010; Brady and Haley, 2013). They have a role in the creation of the layers of a market-oriented culture (Day, 2001; Wilson, 2001; Hogan and Coote, 2014).

5.2 What is the nature of the arrangements in market-oriented firms?

Evidence provided in this study indicates that arrangements communicate, reinforce and create the layers of a market-oriented culture.

5.2.1 Arrangements Communicate the Layers of a Market-Oriented Culture

There is evidence in this study that arrangements communicate the layers of a market-oriented culture; values, norms and behaviours. Arrangements in the form of poster displays, mission statements and organisational awards in the case study organisation were found to symbolise the organisational values, norms and behaviours. These arrangements are designed by the organisational members to communicate these values and their related norms. For example, an open plan office design communicates to organisational members that the organisation values an openness to internal communications, and inter-functional coordination. These values and their related norms are at the core of market orientation (Homburg and Pflesser, 2000; Farrell, 2002; Byrne, 2013). Additionally, this open-plan design communicates the behaviours

linked to a market-oriented culture such as collaboration and communication (Kohli and Jaworski, 1990; Hogan and Coote, 2014; Tiernan, 2015). The implementation of an open-plan design will allow information to be easily exchanged between organisation members. Thus, communicating these behaviours. Furthermore, shared communication is core to a market orientation (Kohli and Jaworski, 1990). In light of these findings, it can be argued that arrangements in market-oriented firms communicate the values, norms and behaviours of a market-oriented culture.

5.2.2 Arrangements Reinforce the Layers of a Market-Oriented Culture

Arrangements in market-oriented firms can be argued as reinforcing the values and norms of a market-oriented culture. For example, reception areas and meeting rooms are designed in response to customer requirements. These reception areas are physically welcoming and designed to portray a level of professionalism and to ensure the customer feels relaxed in this environment. Arrangements such as an open and friendly customer entrances and welcome areas are a prominent feature in market-oriented firms and have been found to indicate the level of market orientation as well as communicating and reinforcing the organisation values, norms and behaviours (Trice and Beyer, 1993; Homburg and Pflesser, 2000; Farrell, 2002; Hogan and Coote, 2014). Thus, the layout and design of reception areas communicate and reinforce what the organisation values most: the customer (Trice and Beyer, 1993; Homburg and Pflesser, 2000; Farrell, 2002; Hogan and Coote, 2014). In addition, arrangements in the form of office design reinforces market-oriented behaviours. For example, open-plan offices were prevalent throughout the market-oriented organisations reviewed. Due to this free movement, employees were more accessible, and this encourages collaboration and communication with their colleagues. Thus, by providing an office design that allows for collaboration and communications employee behaviour is continually reinforced (Bitner, 1990; Hogan and Coote, 2014).

5.2.3 Arrangements Create the Layers of a Market-Oriented Culture

Arrangements can be argued as creating the organisational values, norms and behaviours of a market-oriented culture. Arrangements, specifically the design and layout of the buildings and the organisations' physical evidence are designed to encourage open communications in market-oriented firms. These open-plan offices break down barriers and allow for the free movement of employees which encourages

collaboration and communication (Bitner, 1992). Therefore, it can be argued that artifacts as arrangements allow for the collaboration and communication of organisation members (Hogan and Coote, 2014) thus, creating those behaviours. Furthermore, collaboration and communication are behaviours linked to a market-oriented culture (Kohli and Jaworski, 1990; Griffiths and Grover, 1998). Additionally, open-door policies provide a means by which all office doors are open, and employees can just pop in for a chat without an appointment. These policies encourage employees to communicate with their organisational members. Thus, creating that behaviour. Open communication and collaboration are behaviours linked to a market-oriented culture (Kohli and Jaworski, 1990; Hogan and Coote, 2014; Tiernan, 2015).

In light of these findings, this study concludes that arrangements are an integral part of the organisations' culture because they communicate the organisations' values, norms and behaviours (Trice and Beyer, 1984; Schein, 1984; Griffiths and Grover, 1998; Higgins and McAllister, 2003). They reinforce the organisations' values, norms and behaviours (Turner and Spencer, 1997; Higgins and McAllister, 2002, 2006; Schein, 2010; Brady and Haley, 2013). They can be argued as having a role in the creation of the layers of a market-oriented culture (Day, 2001; Wilson, 2001; Hogan and Coote, 2014).

5.3 What is the nature of the rituals in market-oriented firms?

Evidence provided in this study indicate that rituals communicate, reinforce and create the layers of a market-oriented culture.

5.3.1 Rituals Communicate the Layers of a Market-Oriented Culture

This study provides evidence that rituals in the form of ceremonies communicate the organisations' values, norms and behaviours. For example, when an employee is presented with a reward for customer focused behaviour at a reward ceremony the audience learns two things. Firstly, the audience learns that the organisation values their customers as they are rewarding employees for demonstrating a customer focused behaviour. Thus, the value of customer appreciation and its related norm is communicated to the audience. Secondly, the audience learns that the organisation values their employee for their contribution in demonstrating a customer focused value. Thus, the value of employee appreciation and its related norm is communicated

to the audience. Finally, by bringing employees together in a social setting the organisation is communicating that the behaviour of employee cohesiveness is important to the organisation. Thus, the behaviour of employee cohesiveness is communicated to the audience. Therefore, it can be inferred that reward ceremonies are an important tool for communicating an organisations' values, norms and behaviours, in turn communicating a market-oriented culture (Shrisvastava, 1985; Higgins and McAllister, 2006). Being customer focused, showing employee appreciation and encouraging employee cohesiveness is central to a market-oriented culture. Therefore, by communicating these values, norms and behaviours the organisation is also encouraging a market-oriented culture (Homburg and Pflesser, 2000; Farrell, 2002; Byrne, 2013). Therefore, rituals allow for the communication of market-oriented values, norms and behaviours. By revealing these values, norms and behaviours they are also revealing a market-oriented culture.

5.3.2 Rituals Reinforce the Layers of a Market-Oriented Culture

Rituals in market-oriented firms can be argued as reinforcing the values, norms and behaviours of a market-oriented culture. Regular employee gatherings that communicate the organisations' values will have a reinforcing function due to their ability to create a shared meaning amongst organisational members (Turner and Spencer, 1997). For example, every time the organisation values and norms are communicated at reward ceremonies and regular meetings, they reinforce to organisational members that these values and their related norms are important (Higgins and McAllister, 2003). In addition, rituals reinforce market-oriented behaviours. For instance, rituals in the form of incentives i.e. vouchers, tickets for concerts and matches distributed to employees on a regular basis in market-oriented firms reinforce the organisations' values and norms. The purpose of these incentives is to reward and reinforce exceptional behaviour such as doing something good for the organisation or assisting a fellow colleague. Employers use incentives to promote behaviours that they believe are necessary for the organisations' success (Turner and Spencer, 1997; Brown, 1998; Barnes et al., 2013; Hogan and Coote, 2014). In this study an example is distributing vouchers to employees who went out of their way to help a colleague can be inferred as the organisation promoting a team-oriented behaviour. By promoting this behaviour, the organisation aims to reinforce it. In other words, by rewarding employees who are team-oriented, one would expect that other

employees will behave in the same way to receive the reward. Thus, the practice of rituals such as incentives for rewarding desired behaviours can encourage employees to repeat these behaviours (Barnes et al., 2013; Hogan and Coote, 2014), furthermore, rewarding people for engaging in a behaviour that reflects the organisations' values can support the organisations' strategy (Shrivastava, 1985; McAllister, 2003).

5.3.3 Rituals Create the Layers of a Market-Oriented Culture

Rituals it can be argued, create the organisational values, norms and behaviours of a market-oriented culture. The preceding sections discussed how values, norms and behaviours of a market-oriented culture are communicated and reinforced through the practice of rituals. However, it could be argued that through the practice of rituals organisational values are created. For example, when employees are publicly acknowledged at reward ceremonies for demonstrating organisational values such as team orientation and customer focus, other organisational members learn that these behaviours are valued by their organisation. The employee then considers that being customer focused and behaving in a team-oriented way is a cultural norm and begins to behave in a customer focused and team-oriented way. It can, therefore, be argued that rituals create the values that are important to the organisation and these values provide a shared meaning to organisational members that result in the practice of related norms which leads to the employee behaving in a customer-focused way. Therefore, artifacts as rituals can aid in the creation of the organisations' key values norms and behaviours. Thus, the creation of a market-oriented culture (Higgins and McAllister, 2003).

In light of these findings, this study concludes that the practice of rituals in the case study firms are an integral part of the organisations' culture because they communicate an organisations' values, norms and behaviours (Trice and Beyer, 1984; Schein, 1984; Griffiths and Grover, 1998 and Higgins and McAllaster, 2003). They reinforce the organisations' values, norms and behaviours (Turner and Spencer, 1997; Higgins and McAllister, 2002, 2006; Schein, 2010; Brady and Haley, 2013). They have a role in the creation of the layers of a market-oriented culture (Day, 2001; Wilson, 2001; Hogan and Coote, 2014).

5.4 What is the nature of the language in market-oriented firms?

Evidence provided in this study indicates that the language used by employees and in documentation communicates, reinforces and creates the layers of a market-oriented culture.

5.4.1 Language Communicates the Layers of a Market-Oriented Culture

This study provides evidence that the language used by employees in the case study organisations communicates the layers of a market-oriented culture. The organisations' values, norms and behaviours are verbally communicated by employees of the organisation in the language they use when interacting with each other (Shrivastava, 1985). Thus, it can be argued that when employees in the case study organisations speak to each other they are revealing the values, norms and behaviours of a market-oriented culture. For example, employees throughout the firms regularly spoke about satisfying the needs of customers and maintaining customer relationships. When these organisational members speak in a customer focused way, they are demonstrating that the organisation values their customers, and this is considered a cultural norm. Furthermore, when organisational members speak about maintaining customer relationships, they are communicating that they value the customer and that this behaviour is considered a norm. Maintaining customer relationships is linked to a market-oriented culture (Homburg and Pflesser, 2000). Additionally, customer focused language is a characteristic of a market-oriented culture (Narver and Slater, 1990; Kohli and Jaworski, 1990; Homburg and Pflesser, 2000; Farrell, 2002; Byrne, 2013; Tiernan, 2015). Therefore, by communicating the organisations' values, norms and behaviours through the language a market-oriented culture is revealed. This finding highlights the importance of artifacts as powerful guides for communicating an organisation's culture (Trice and Beyer, 1984; Schein, 1984).

5.4.2 Language Reinforces the Layers of a Market-oriented Culture

Language it can be argued reinforces the values, norms and behaviours of a market-oriented culture. Thus, reinforcing a market-oriented culture. The previous section discussed how the organisations' values, norms and behaviours are imbued in the language used by organisational members. Therefore, it is reasonable to presume that when these values, norms and behaviours are communicated daily and at organisational events and meetings they are continually reinforced. For instance, when

employees in the case study firms speak openly to their organisational members, they are communicating a value of openness, a norm of openness to internal communication and the behaviour of openly communicating with their colleagues. These values, norms and behaviours have been identified in the literature as market-oriented (Homburg and Pflesser, 2000; Byrne, 2013). When others within the organisation hear this language, it reinforces these values and norms that are considered acceptable. For example, the organisation values open communication, and this is considered a cultural norm which in turn guides behaviours (Homburg and Pflesser, 2000; Byrne, 2013). In addition, when employees speak about maintaining customer relationships and providing excellent customer service other employees are inclined to use the same language and behave in a customer focused way (Shrivastava, 1985; Turner and Spencer, 1997; Farrell, 2000; Hogan and Coote, 2014). Thus, language can reinforce and strengthen market orientation (Turner and Spencer, 1997). This finding highlights the importance of artifacts a powerful tool for reinforcing the values, norms and behaviours of a market-oriented culture. (Turner and Spencer, 1997; Hogan and Coote, 2014).

5.4.3 Language Creates the Layers of a Market-Oriented Culture

Language it can be argued creates the layers of a market-oriented culture. The preceding sections have discussed how language can communicate and reinforce the layers of a market-oriented culture. This section discusses that while language can indeed communicate and reinforce these layers, it can be argued that they can also have a role in their creation. For example, when organisational members speak in a customer focused way, they are demonstrating that they have a customer focused culture. Through this customer focused language organisational members learn that this value is considered important. This shared meaning transpires into a cultural norm where organisational members have learned that customer focused language is considered the normal way of doing things. Over time organisational members will behave in a customer focused way. Thus, demonstrating this behaviour. Therefore, it can be argued that the layers of a market-oriented culture can be created from the language employee's use when interacting with each other. Thus, artifacts in the form of language is an important artifact for market orientation because they can be used to communicate, reinforce and create the layers; values, norms and behaviours of a

market-oriented culture (Turner and Spencer, 1997; Day, 2001; Wilson, 2001; Hogan and Coote, 2014).

In light of these findings, this study concludes that the language present in the case study firms are an is an integral part of the organisations' culture because it communicates an organisations' values, norms and behaviours (Trice and Beyer, 1984; Schein, 1984). It reinforces the organisations' values, norms and behaviours (Turner and Spencer, 1997; Higgins and McAllister, 2002). It has a role in the creation of the layers of a market-oriented culture (Day, 2001; Wilson, 2001; Hogan and Coote, 2014).

Having considered the literature in light of this study's findings several key points relating to the overall research problem were extracted. These points are discussed in the preceding section.

5.5 Discussion of the Overall Research Objective: To Deepen the Understanding of Artifacts in Market-Oriented Firms.

A discussion of the categories of artifacts; stories, arrangements, rituals and language proposed by Homburg and Pflesser (2000) and presented in the preceding sections aimed to provide an answer to the overall research objective: to deepen the understanding of artifacts in market-oriented firms. These sections concluded that the categories of artifacts; stories; arrangements; rituals; language are important artifacts in a market-oriented culture due to firstly, their ability to communicate the organisations' layers: values; norms; behaviours of an organisations' culture. This is in line with organisational cultural theorists such as Trice and Beyer (1984) and Schein (1984) who agree that artifacts are visible manifestations of an organisations culture and a powerful guide for understanding an organisations culture. In addition, this also aligns with marketing theorists such as Farrell (2005) who argue that artifacts reflect the organisations unique values and norms. Secondly, their ability to reinforce the layers of a market-oriented culture which is in line with organisational theorists like Turner and Spencer (1997) and Higgins and McAllister (2002) who argue that artifacts can help reinforce desired changes in behaviours so that they support new values and norms. Finally, their ability to create the layers of a market-oriented culture which is

in line with academics like Day (2001) and Hogan and Coote (2014) who argue that artifacts can be used as a tool if you want to spread a certain type of culture throughout your organisation and like Homburg and Pflesser (2000) who argue that, “if an artifact symbolises market orientation, it can inspire members of the organisation to behave in a market-oriented way” (Homburg and Pflesser, 2000 p. 452).

This study not only agrees with the views of the organisational and marketing theorists, but it adds value to the literature by combining these views and relating them specifically to the marketing literature. For instance, organisational cultural theorists have spent many years defining and categorising artifacts and their nature as a component of organisational culture. However, their studies do not relate to a specific type of culture. This study relates specifically to a market-oriented culture.

Marketing theorists on the other hand specifically relate their study of artifacts to a market-oriented culture. However, these studies are limited and the importance of artifacts undervalued. For instance, marketing theorists argue that artifacts symbolise market-orientation and communicate the organisations values, norms and behaviours (Homburg and Pflesser, 2000; Farrell 2005). Thus, communicating a market-oriented culture. This study provides additional information, artifacts that communicate the organisations values and norms can also reinforce them and aid in their creation. This additional information is not unique to the organisational theorists. Organisational cultural theorists such as Day (2001) and Hogan and Coote (2014) have advocated that artifacts can help reinforce desired changes in behaviours and can be used as a tool if you want to spread a certain type of culture throughout your organisation. However, their studies were not focused specifically on a market-oriented culture. This study specifically addresses the nature of artifacts in a market-oriented culture and as previously discussed this study suggests that artifacts have the ability to communicate, reinforce and create the layers of a market-oriented culture. From this discussion several points relating to the overall research problem were extracted. These points will now be discussed.

5.5.1 Artifacts are an Important Layer of a Market-Oriented Culture.

Artifacts in the form of stories; arrangements rituals and language can create the layers of a market-oriented culture. For example, stories about the actions of significant

employees appear to have an influence on values and ways of behaving within the organisation. Therefore, it can be argued that artifacts have a significant influence on the layers; values, norms and behaviours of a market-oriented culture. This finding highlights an apparent underestimation of the importance of market-oriented artifacts and the role that they may play in establishing a market oriented organisational culture (Farrell, 2005). Furthermore, these findings challenge academics that put forward values and behaviours as having a much more significant role in influencing a market-oriented culture (Schwartz and Davis, 1984). While leaving artifacts as a subservient component. For instance, Schwartz and Davis (1981) among others found that values lie at the heart of organisational culture (Schein, 1984; Hatch 1993; Schein, 2010). Or academics such as Homburg and Pflesser (2000) suggest values create norms of behaviour and Gebhardt et al. (2006) who argue that values form the basis for market-oriented behaviours.

This study does not dispute that values create norms that lead to behaviours (Homburg and Pflesser, 2000) instead it adds another possible avenue. For example, artifacts may also play a part in the creation of values, norms and behaviours. Homburg and Pflesser (2000) may have touched on this idea when they suggested that, “if an artifact symbolises market orientation, it can inspire members of the organisation to behave in a market-oriented way” (Homburg and Pflesser, 2000 p. 452). They seem to suggest that artifacts could possibly create market-oriented behaviours.

This study does not dispute that artifacts may be considered as an outcome or a consequence of market-oriented behaviours (Tiernan, 2015). However, it additionally suggests that artifacts may in part create market-oriented behaviours. Thus, behaviours can be seen as a consequence of market-oriented artifacts as well as artifacts being a consequence of a market-oriented behaviours. For instance, artifacts in the form of employee rewards for customer service encourage employees to behave in a customer focused way. Thus, the artifact (reward) creates the customer focused behaviour. Or it can be argued that the practicing of a customer focused behaviour results in the creation of the artifact (reward). Therefore, it could be inferred that there is a dynamic relationship between artifacts and behaviours. More importantly the role of artifacts in creating market-oriented behaviours may be argued as an important component in a market-oriented culture.

5.5.2 Market-Oriented Artifacts are Closely Interrelated to the Values, Norms and Behaviours

There is agreement among academics that the layers of organisational culture are closely interrelated (Homburg and Pflesser, 2000; Farrell, 2005; Schein, 2010). This study found that artifacts are closely related to the organisations' values, norms and behaviours. Artifacts were found to communicate, create and reinforce the values, norms and behaviours of a market-oriented culture.

However, even though the findings from this study agree that the layers of organisational culture are interrelated there is some disagreement as to their relationship. For instance, Schein (1984, 1992) found that values create norms which in turn influence behaviours. Similarly, Homburg and Pflesser (2000) found that values have a positive impact on norms, which in turn have a positive impact on artifacts, these artifacts were then found to have a positive impact on market-oriented behaviours. This study does not dispute that all the layers of a market-oriented culture can impact on each other. However, the evidence provided in this study would suggest that artifacts should not be conceptualised in the linear way suggested by Homburg and Pflesser (2000) due to their ability to reinforce and create the values, norms and behaviours of a market-oriented culture.

5.5.3 Artifacts Embody a Market-Oriented Culture

The case study organisations had artifacts reflective of and in line with a market-oriented culture. Thus market-oriented values and their related norms of an openness to internal communication, quality, success, inter-functional cooperation and appreciation of the employees (Homburg and Pflesser, 2000) were in evidence in the artifacts in the organisations. The artifacts embodied these values, norms and behaviours.

According to Schein (1984) artifacts are the most visible layer of an organisation culture. According to the findings of this study artifacts are not just one layer of an organisational culture but they may embody the whole organisational culture since they embody the other layers. This finding is in line with Snow (2005, p. 15) who advocates that artifacts reveal the values, norms, and behaviours of a group, and ultimately reveal their culture.

5.5.4 Artifacts Can Aid in the Implementation of a Market-Oriented Culture

Considering the latter point, artifacts embody the values, norms and behaviours of a market-oriented culture. It could be argued that artifacts can be used to implement a market-oriented culture. This can be done by aligning the organisation's values, norms and behaviours with the artifacts that communicate, reinforce and create them. This finding is in line with Higgins and McAllaster (2003) who argue that artifacts can be used for managing and changing an organisation's culture. It is also in line with May (2001) who argues that artifacts can be used as a tool if you want to spread a certain type of culture throughout your organisation you can do so by infusing the culture in the organisation's different artifacts.

5.6 Conclusion

The objective of this chapter was to discuss the findings resulting from the qualitative investigation in light of the previous literature. This led to the identification and discussion of four main points:

1. Stories communicate, reinforce and create the layers of a market-oriented culture.
2. Arrangements communicate, reinforce and create the layers of a market-oriented culture.
3. Rituals communicate, reinforce and create the layers of a market-oriented culture
4. Language communicate, reinforce and create the layers of a market-oriented culture.

This discussion led to the extraction of four key points that addressed the overall research focus: to gain a deeper understanding of artifacts in market-oriented firms. From this process five key points relating to the nature of artifacts in a market-oriented firms were discussed:

1. Artifacts may be argued as an important layer of a market-oriented culture.
2. Market-oriented artifacts are closely interrelated to the values, norms and behaviours.
3. Artifacts embody a market-oriented culture.
4. Artifacts can aid in the creation/implementation of a market-oriented culture.

The final chapter of this thesis will discuss the core conclusion of this study, followed by some research limitations and the theoretical and practical implications of the study before offering some guidance in relation to future research.

6. Conclusions and Recommendations

This chapter will outline the conclusion to each of the research questions before presenting the core conclusion and related recommendations to this study. This will be followed by a discussion on the theoretical and practical implications of the study. The chapter will conclude by outlining the limitations of the research study followed by some guidance in relation to future research.

6.1 Conclusion of the Research Study

The objective of this study was to deepen the understanding of artifacts in market-oriented firms. This study specifically focused on the market-oriented artifacts put forward by Homburg and Pflesser (2000): stories; arrangements; rituals; language. Four questions relating to these categories were posed in order to answer the research objective.

What is the nature of stories in market-oriented firms?

The literature reminds us that stories are an integral part of an organisations culture because they provide a shared understanding to all employees and serve as a reminder of the values and norms that they share with others in the firm (Turner and Spencer, 1997). Furthermore, customer-focused stories based on past customer-oriented actions will be most beneficial in shaping a consensus of attitudes and influencing customer-oriented behaviour (Turner and Spencer, 1997; Higgins and McAllister, 2004). Thus, over time employees within the organisation will develop norms i.e. established expected behaviour, based on these legends (Wilson, 2001). The findings of this study also found stories to be an integral part of an organisation culture for the same reasons. There was an obvious culture of storytelling in the market-oriented firms. When customer focused stories and stories about the origins of the organisation were shared, they communicated the organisations values and norms which in turn provided a shared meaning to organisational members and resulted in the practice of related norms that consequently lead to a customer focused behaviour. Therefore, this study concludes that stories are an important artifact of a market-oriented culture because they appear to have the ability to communicate, reinforce and create the layers of an organisations culture.

What is the nature of arrangements in market-oriented firms?

The importance of an organisations arrangements has received much attention in the literature. For instance, previous studies have found that arrangements influence employees' behaviour, satisfaction, productivity and motivation and can express the organisation's values and norms and creates an atmosphere, feeling and meaning for employees over time (Bitner, 1992; Brown, 1998; Berg and Kreiner, 1990; Schein, 1992; Hogan and Coote, 2014). Findings from this study indicated that arrangements in market-oriented firms that have a customer and employee focus are designed to support communications between organisational members and communicate the organisations values. Therefore, the findings from this study agree with previous research in this area for the following reasons. Firstly, customer focused arrangements communicate an organisations' values, norms and behaviours. Secondly, they reinforce the organisations' values, norms and behaviours and finally, they have a role in the creation of the layers of a market-oriented culture. Thus, arrangements in market-oriented firms can be considered an important artifact of a market-oriented culture.

What is the nature of the rituals in market-oriented firms?

The literature reminds us that rituals are helpful for managing behaviour; for understanding how an organisation works; for conveying and understanding an organisation's values; they can be used as a tool to help change an organisation key values and norms; they support organisational strategy and can drive behaviour in organisations (Higgins and McAllister, 2003; Barnes et al., 2013; Hogan and Coote 2014; Islamm, 2015). Findings from this study indicate that rituals in the form of planned organisational events, meetings and surveys have a customer focus and communicate the organisations' values, reward appropriate employee behaviour and encourage employee cohesiveness. Therefore, the findings of this study agree with previous research for several reasons. Firstly, the practice of rituals in the case study firms are an integral part of the organisations' culture because they communicate an organisations' values, norms and behaviours. Secondly, they reinforce the organisations' values, norms and behaviours and finally, they have a role in their creation.

What is the nature of the language in market-oriented firms?

Previous studies found that language is an integral part of an organisations' culture because it communicates values, norms and behaviours (Trice and Beyer, 1984; Schein, 1984). It reinforces the organisations' values, norms and behaviours (Turner and Spencer, 1997; Higgins and McAllister, 2002). It has a role in the creation of the layers of a market-oriented culture (Day, 2001; Wilson, 2001; Hogan and Coote, 2014). The findings of this study also found language to be an integral part of an organisation culture for the same reasons. For instance, the customer focused and informal language used by organisational members was found to communicate the organisations values and encourage behaviours such as an employee cohesiveness. Therefore, this study concludes that language is an important artifact of a market-oriented culture because of its ability to communicate, reinforce and create the layers of an organisations culture.

In all, this study concludes that market-oriented artifacts: stories; arrangements; rituals; language put forward by Homburg and Pflesser (2000) play an important role in market-oriented firms. These artifacts were found to have a direct influence on the layers of organisational culture. This influence refers to their ability to communicate an organisations' values, norms and behaviours (Trice and Beyer, 1984; Schein, 1984). Their ability to reinforce an organisation's values, norms and behaviours (Turner and Spencer, 1997; Higgins and McAllister, 2002). Their ability to create the layers (Day, 2001; Wilson, 2001; Hogan and Coote, 2014). The core conclusion of this study is that market-oriented artifacts are an important aspect of a market-oriented culture due to ability to communicate, reinforce and create the layers of a market-oriented culture.

It is important to note that no hierarchy has been found between the categories of artifacts; stories; arrangements; rituals; language in this study. Nor is it presumed that one category of artifact alone can completely change an organisation's culture. However, ensuring all categories of artifacts are market-oriented may lead to a stronger market-oriented culture.

6.2 Recommendations

Artifacts in the form of stories; arrangements; rituals and language have been shown to communicate, reinforce and create the layers; values; norms; behaviours of a

market-oriented culture. Thus, artifacts can aid in the development of market-oriented culture. Therefore, the following four recommendations are made.

Firstly, according to the findings of this study market-oriented artifacts in the form of stories are an effective tool for communicating reinforcing and creating the layers of a market-oriented culture. Thus, a powerful tool for managers wishing to implement a market-oriented culture. Stories are particularly useful because they can be remembered and customised depending on their audience. Therefore, managers should customise stories based on their unique organisational values. This study has provided concrete evidence that stories in market-oriented firms communicate information about how the organisation got started, the organisations' success, characteristics of the founding members, people who have made their mark on the company, employees who are customer focused and customer stories about their experience with the organisation. Therefore, managers who wish to communicate a market-oriented culture should share stories that capture these themes. Furthermore, encouraging a culture of storytelling will ensure that these stories are heard by organisational members. The best place to start this culture of storytelling is during employee inductions because stories can stay with an organisation and become part of the way things are done. Furthermore, stories should be continually shared informally on a day to day basis throughout the organisation and formally at organisational events. This will ensure that these stories and most importantly the values they embody will be continually reinforced. This will ensure that over time employees within the organisation will develop norms and expected behaviours based on these stories.

Secondly, market-oriented arrangements have been argued in this study as an important artifact in a market-oriented culture. Arrangements according to this study communicate, reinforce and create the layers of a market-oriented culture. Therefore, managers who wish to implement a market-oriented culture should implement arrangements that reflect their culture. Market-oriented arrangements have been identified in this study as open-plan layouts or open-door office policies, customer friendly welcome areas; poster displays; mission statements; employee communal areas and organisational awards. Therefore, managers should utilise artifacts in the form of arrangements. They can do this by designing an open-plan office layout that ensures a cohesive and collaborative atmosphere and drives open communication

amongst their employees. By designing a reception area that are friendly and inviting for the customer. By incorporating tangible items like quality certificates, organisational and employee rewards, photographs or personal objects to ensure the organisation's core values are on display for all to see.

Thirdly, according to this study market-oriented rituals are an important artifact of a marketing-oriented culture. Rituals according to this study can communicate, reinforce and create the layers of a market-oriented culture. Thus, a powerful tool for managers wishing to implement a market-oriented culture. This study has identified specific market-oriented rituals such as planned organisational events, regular organisational meetings and customer surveys. The objective of these rituals is to show employee appreciation, encourage employee cohesiveness discuss customer related issues and collect and share customer information with their employees. Therefore, managers wishing to change or implement a market-oriented culture should encourage these rituals. They can do this by planning regular meetings with their employees to discuss customer related issues and encourage employee cohesiveness. They can plan award ceremonies to publicly acknowledged employees for customer demonstrating customer focused behaviour. They can design and disseminate customer surveys regularly. Finally, they can plan social events for employees or celebrate employee's personal milestones. These social events which will lead to team orientation and employee cohesiveness.

Finally, market-oriented language according to this study is an important artifact of a market-oriented culture. Language can communicate, reinforce and create the layers of a market-oriented culture. The culture of the organisation is verbally demonstrated by the language the employees use when interacting with each other. Language is also instilled in the organisations' physical artifacts. Market-oriented language has been identified in this study as unique to the organisations' industry, customer focused and friendly. Therefore, managers who wish to implement a market-oriented culture should ensure the language used by their organisational members and the language displayed in their physical artifacts embodies the layers of a market-oriented culture. They can do this by ensuring the language they use is customer focused and encouraging organisational members to have conversations around maintaining

employee and customer relationships. Furthermore, language in all physical artifacts should be clear and coherent and above all customer focused.

In summary managers who wish to implement or change their culture to become market-oriented should utilise artifacts to communicate, reinforce and create the layers of a market-oriented culture.

6.3 Theoretical and Practical Implications

The findings of this study provide a contribution to theory in the fields of organisational culture and market orientation and have implications for managerial practice.

Firstly, this study provides a deeper understanding of the nature artifacts in a market-oriented context.

Secondly, this study presented qualitative findings that adds to the literature surrounding the cultural perspective of market orientation (Narver and Slater, 1990; Deshpande et al., 1993; Homburg and Pflesser, 2000). The cultural perspective of market orientation argues that values demonstrated by norms and observed through artifacts lead to market-oriented behaviours (Homburg and Pflesser, 2000). This study adds to this cultural perspective arguing artifacts communicate (Trice and Beyer, 1984; Schein, 1984), reinforce (Turner and Spencer, 1997; Higgins and McAllister, 2002) and create the values, norms and behaviours of a market-oriented firm (Day, 2001; Wilson, 2001; Hogan and Coote, 2014).

Thirdly, this study presented a detailed understanding of one of the layers of a market-oriented culture. According to Homburg and Pflesser (2000) previous research in the area of market orientation that makes explicit distinctions between the different layers of a market-oriented culture is limited. Therefore, this study adds to this literature by providing a detailed understanding of one of the layers, artifacts. Furthermore, the process by which the different layers of culture (values, norms and artifacts) are

connected market-oriented behaviours is not sufficiently documented (Griffiths and Grover, 1998; Homburg and Pflesser, 2000; Hogan and Coote, 2014).

There are also practical implications for this research. Firstly, artifacts were found in this study to have the ability to communicate the values and norms of an organisation. Therefore, managers can develop and utilise market-oriented artifacts that reflect their unique values and norms. This study found that artifacts can symbolise market orientation and can inspire members of the organisation to behave in a market-oriented way. Therefore, managers who wish their staff to behave in a market-oriented way can implement artifacts that symbolise market orientation such as stories; arrangements; rituals; language. Thirdly artifacts according to this study can aid in the implementation of a market-oriented culture. Therefore, managers should develop artifacts; stories; arrangements; rituals; language to help in this process. Being a market-oriented makes sense because it enhances performance (Spillan et al., 2013).

6.4 Limitations and Implications for Future Research

The challenges of undertaking market-oriented research have been comprehensively documented nevertheless several limitations to the present research require documentation (Uncles, 2011).

The categories of artifacts investigated in this study are by no means a complete inventory of artifacts that exist in market-oriented organisations. Therefore, future studies could work to develop a more exhaustive categorisation. Furthermore, this study does not provide evidence that one category of artifacts is more important than the other for encouraging market orientation. Therefore, future studies could investigate this.

The use of the business awards list as a sampling frame for the study can be critiqued. However, the selection of market-oriented companies was the aim and the awards list could thus be considered a pragmatic choice. Also, this study sought information from relevant informants in each participating company thus future research could investigate the concept of market oriented artifacts using alternative research approaches including gather data from customers themselves. Furthermore, the

research findings can be argued as restricted to an Irish context. That said, it may be the case that some, if not all, of the research findings are internationally transferable.

The present research can be critiqued for allowing the case study organisations to proclaim their greatness. However, the initial selection of market-oriented companies and the qualitative case study research approach including in some cases multi-informant interviews does provide a trustworthiness to the research. Furthermore, in an attempt to draw broadly generalisable conclusions from this particular study, no distinction was made between sectors or business-to-business versus business-to-consumer organisations during data analysis. Therefore, it may be beneficial for future researchers to adopt a more specific focus.

6.5 Conclusion

This study concludes that artifacts: stories; arrangements; rituals; language have a significant influence on a market-oriented culture. Artifacts communicate, reinforce and create the layers of a market-oriented culture.

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Appendix 1: Observational Checklist

Meeting rooms	
Employee Handbook	
Ear to the ground about customers,	
Mission Statement	
Employee Newsletter	
Employee Weekly Email	
Notice boards	
Suggestion boxes	
Common area	
Awards displayed	
Media coverage on show	
Slogans/sayings Poster, Sign	
Signs into building	
Reception Area	
Atmosphere in office	
Other Items:	
General Observations:	

Appendix 2: Interview Questions

Category	Sub Category	Interview Questions
<i>General Questions</i>	Stories Rituals Stories Language	Tell me how the company got started. How long have you worked for this organisation? What roles/projects have you been involved in? What have been some of the highlights?
	Customers	Is this company customer focused? In what way? Can you give examples of how the company is customer focused? Does the company gather information on customers and competitors? How? Is this information shared with all employees in the organisation? How is it shared?
	Employees	Do you look for any particular qualities when recruiting employees that will be interacting with customers? How are employees empowered to make customer related decisions? Are employees kept informed about organisational changes? If so how?
<i>Market Oriented Arrangements</i>	Physical Evidence Design/Layout Social Order	Tell me about some of the information which is supplied in the employee handbook. When is the employee handbook distributed to employees? Tell me about your organisations mission statement. Where is it displayed, does it portray what the organisation values? Do you reward employees and if so, what criteria is needed in order to receive an award? Do you make employees aware of this criterion? If so, how do you make them aware? What are the awards for? Are these awards displayed for both employees and customers to see? Where are they displayed? Have the awards an importance in the company? Describe the layout of the organisation? Why is it laid out this way? Does it work? Who designed it in this way?

		<p>Where are visitors greeted when they come to the organisation? Where in the building do you hold meetings with visitors?</p> <p>Where do your employees socialise within the building? Do you have regular staff meetings? What is on a typical agenda? Tell me about a typical meeting. Where do you hold these meetings?</p>
<i>Market Oriented Stories</i>	<p>Remarkable People</p> <p>Successes</p>	<p>Tell me about the people who have made their mark in the company. In your opinion what characteristics would an outstanding employee of this company encompass? If you could pick one outstanding trait in an employee what would it be?</p> <p>What are the indicators of success in this company? Tell me about the promotional prospects here? What are some of the ways your organisation celebrates success? What type of recognition do employees receive for outstanding performance?</p>
<i>Market Oriented Rituals</i>	<p>Annual gatherings</p> <p>Reward Systems</p> <p>Training</p>	<p>What kind of employee events do you have outside of work? What kind of special events do you hold for customers? Tell me about significant events in your company. Tell me about the traditions in the organisation?</p> <p>Are employees acknowledged for going the extra mile for a customer? What type of work-related bonus do employees receive?</p> <p>Tell me about the induction process for new employees? What kind of training programmes do you provide for employees? Are there designated roles for employees?</p>

		Give me example where an employee may be expected to work outside of their designated role? Are they trained for this?
<i>Market Oriented Language</i>	<p>Written signs or Gestures/Metaphors</p> <p>Maintaining employee and customer relationships</p> <p>Documentation</p>	<p>How do people typically communicate in the organisation?</p> <p>How do you address managers and colleagues within the organisations?</p> <p>Tell me about some of the ways the company gets repeat business/renewals?</p> <p>How does the company deal with customer complaints?</p> <p>Explain how the company communicates with customers?</p> <p>What type of customer loyalty systems are in place?</p> <p>Tell me how customers give feedback.</p> <p>In your opinion is the language used on the website, friendly or formal?</p> <p>In your opinion is the language used in the company communications, friendly or formal?</p> <p>In your opinion is the language used in the employee handbook, friendly or formal?</p>

Appendix 3: Interview Protocol

A: Autolaunch interviews 1-5

Interview Protocol for Autolaunch 1	
Time and Place: 30.11.2017 11am, Carlow	
Organisation: Autolaunch	
Position of Participant: Sales Manager	
Topic: Artifacts of a market-oriented culture.	
<p>Script: Hello, thank you so much for taking the time to allow me to interview you today. Do you have any questions in relation to the interview topics and information sheet I emailed you earlier in the week? That's great, I will start by giving you a summary of the research topic. The purpose of my study is to gain an understanding of the artifacts that exist in a market-oriented culture. You have been chosen because you represent an organisation whose culture is market-oriented.</p> <p>The interview will be no longer than one hour is that time ok with you? That's great.</p> <p>I will be recording this interview for easy of transcript and taking notes during the interview. As soon as the interviews are transcribed that interview recordings will be destroyed. Is that ok with you? Thank you. May I get your signature on this consent form. Please take time to read it and when you fully understand it, you can sign both copies and keep one for yourself. That's great thank you, are you ok to proceed?</p>	
1. Turn on Dictaphone and phone for backup to record interview.	
2. Make sure the interviewee is comfortable.	
3. Listen Carefully.	
4. Start with General Questions.	
5. Prompt when necessary.	
6. Takes notes while interviewing.	
Interview Questions	Interviewers notes
<p>Tell me how the company got started. How long have you worked for this organisation? What roles/projects have you been involved in? What have been some of the highlights?</p>	
<p>Is this company customer focused? In what way? Can you give examples of how the company is customer focused? Does the company gather information on customers and competitors? How? Is this information shared with all employees in the organisation? How is it shared?</p>	

<p>Do you look for any particular qualities when recruiting employees that will be interacting with customers?</p> <p>How are employees empowered to make customer related decisions?</p> <p>Are employees kept informed about organisational changes? If so how?</p>	
<p>Tell me about some of the information which is supplied in the employee handbook.</p> <p>When is the employee handbook distributed to employees?</p> <p>Tell me about your organisations mission statement. Where is it displayed, does it portray what the organisation values?</p> <p>Do you reward employees and if so, what criteria is needed in order to receive an award?</p> <p>Do you make employees aware of this criterion? If so, how do you make them aware?</p> <p>What are the awards for?</p> <p>Are these awards displayed for both employees and customers to see? Where are they displayed? Have the awards an importance in the company?</p> <p>Describe the layout of the organisation?</p> <p>Why is it laid out this way? Does it work?</p> <p>Who designed it in this way?</p> <p>Where are visitors greeted when they come to the organisation?</p> <p>Where in the building do you hold meetings with visitors?</p> <p>Where do your employees socialise within the building?</p> <p>Do you have regular staff meetings?</p> <p>What is on a typical agenda? Tell me about a typical meeting.</p> <p>Where do you hold these meetings?</p>	
<p>Tell me about the people who have made their mark in the company.</p> <p>In your opinion what characteristics would an outstanding employee of this company encompass?</p> <p>If you could pick one outstanding trait in an employee what would it be?</p>	

<p>What are the indicators of success in this company? Tell me about the promotional prospects here? What are some of the ways your organisation celebrates success? What type of recognition do employees receive for outstanding performance?</p>	
<p>What kind of employee events do you have outside of work? What kind of special events do you hold for customers? Tell me about significant events in your company. Tell me about the traditions in the organisation?</p> <p>Are employees acknowledged for going the extra mile for a customer? What type of work-related bonus do employees receive?</p> <p>Tell me about the induction process for new employees? What kind of training programmes do you provide for employees? Are there designated roles for employees? Give me example where an employee may be expected to work outside of their designated role? Are they trained for this?</p>	
<p>How do people typically communicate in the organisation? How do you address managers and colleagues within the organisations?</p> <p>Tell me about some of the ways the company gets repeat business/renewals? How does the company deal with customer complaints? Explain how the company communicates with customers? What type of customer loyalty systems are in place? Tell me how customers give feedback.</p> <p>In your opinion is the language used on the website, friendly or formal?</p>	

<p>In your opinion is the language used in the company communications, friendly or formal?</p> <p>In your opinion is the language used in the employee handbook, friendly or formal?</p>	
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Script: Thank you so much for taking the time out of your busy day. Before I turn of the recorder to you have any to add. That's great thank you for your time. If you require, I will send a copy of the transcript to you when it is transcribed. If you have any questions at all, please do not hesitate to contact me. You have my email address and office phone number. Thanks again.

Interview Protocol for Autolaunch 2
Time and Place: 30.11.2017 12pm, Carlow
Organisation: Autolaunch
Position of Participant: Marketing Manager and Marketing Assistant
Topic: Artifacts of a market-oriented culture.
<p>Script: Hello, thank you so much for taking the time to allow me to interview you today. Do you have any questions in relation to the interview topics and information sheet I emailed you earlier in the week? That's great, I will start by giving you a summary of the research topic. The purpose of my study is to gain an understanding of the artifacts that exist in a market-oriented culture. You have been chosen because you represent an organisation whose culture is market-oriented.</p> <p>The interview will be no longer than one hour is that time ok with you? That's great.</p> <p>I will be recording this interview for easy of transcript and taking notes during the interview. As soon as the interviews are transcribed that interview recordings will be destroyed. Is that ok with you? Thank you. May I get your signature on this consent form. Please take time to read it and when you fully understand it, you can sign both copies and keep one for yourself. That's great thank you, are you ok to proceed?</p>
1. Turn on Dictaphone and phone for backup to record interview.
2. Make sure the interviewee is comfortable.
3. Listen Carefully.
4. Start with General Questions.
5. Prompt when necessary.
6. Takes notes while interviewing.

Interview Questions	Interviewers notes
<p>Tell me how the company got started. How long have you worked for this organisation? What roles/projects have you been involved in? What have been some of the highlights?</p>	
<p>Is this company customer focused? In what way? Can you give examples of how the company is customer focused? Does the company gather information on customers and competitors? How? Is this information shared with all employees in the organisation? How is it shared?</p>	
<p>Do you look for any particular qualities when recruiting employees that will be interacting with customers? How are employees empowered to make customer related decisions? Are employees kept informed about organisational changes? If so how?</p>	
<p>Tell me about some of the information which is supplied in the employee handbook. When is the employee handbook distributed to employees? Tell me about your organisations mission statement. Where is it displayed, does it portray what the organisation values? Do you reward employees and if so, what criteria is needed in order to receive an award? Do you make employees aware of this criterion? If so, how do you make them aware? What are the awards for? Are these awards displayed for both employees and customers to see? Where are they displayed? Have the awards an importance in the company? Describe the layout of the organisation? Why is it laid out this way? Does it work? Who designed it in this way? Where are visitors greeted when they come to the organisation?</p>	

<p>Where in the building do you hold meetings with visitors?</p> <p>Where do your employees socialise within the building?</p> <p>Do you have regular staff meetings? What is on a typical agenda? Tell me about a typical meeting.</p> <p>Where do you hold these meetings?</p>	
<p>Tell me about the people who have made their mark in the company.</p> <p>In your opinion what characteristics would an outstanding employee of this company encompass?</p> <p>If you could pick one outstanding trait in an employee what would it be?</p> <p>What are the indicators of success in this company?</p> <p>Tell me about the promotional prospects here?</p> <p>What are some of the ways your organisation celebrates success?</p> <p>What type of recognition do employees receive for outstanding performance?</p>	
<p>What kind of employee events do you have outside of work?</p> <p>What kind of special events do you hold for customers?</p> <p>Tell me about significant events in your company.</p> <p>Tell me about the traditions in the organisation?</p> <p>Are employees acknowledged for going the extra mile for a customer?</p> <p>What type of work-related bonus do employees receive?</p> <p>Tell me about the induction process for new employees?</p> <p>What kind of training programmes do you provide for employees?</p> <p>Are there designated roles for employees? Give me example where an employee may be expected to work outside of their designated role? Are they trained for this?</p>	

<p>How do people typically communicate in the organisation? How do you address managers and colleagues within the organisations?</p> <p>Tell me about some of the ways the company gets repeat business/renewals? How does the company deal with customer complaints? Explain how the company communicates with customers? What type of customer loyalty systems are in place? Tell me how customers give feedback.</p> <p>In your opinion is the language used on the website, friendly or formal?</p> <p>In your opinion is the language used in the company communications, friendly or formal?</p> <p>In your opinion is the language used in the employee handbook, friendly or formal?</p>	
<p>Script: Thank you so much for taking the time out of your busy day. Before I turn of the recorder to you have any to add. That's great thank you for you time. If you require I will send a copy of the transcript to you when it is transcribed. If you have any questions at all, please do not hesitate to contact me. You have my email address and office phone number. Thanks again.</p>	

Interview Protocol for Autolaunch 3
Time and Place: 30.11.2017 12.30pm, Carlow
Organisation: Autolaunch
Position of Participant: Sales Director
Topic: Artifacts of a market-oriented culture.
<p>Script: Hello, thank you so much for taking the time to allow me to interview you today. Do you have any questions in relation to the interview topics and information sheet I emailed you earlier in the week? That's great, I will start by giving you a summary of the research topic. The purpose of my study is to gain an understanding of the artifacts that exist in a market-oriented culture. You have been chosen because you represent an organisation whose culture is market-oriented.</p> <p>The interview will be no longer than one hour is that time ok with you? That's great.</p>

<p>I will be recording this interview for easy of transcript and taking notes during the interview. As soon as the interviews are transcribed that interview recordings will be destroyed. Is that ok with you? Thank you. May I get your signature on this consent form. Please take time to read it and when you fully understand it, you can sign both copies and keep one for yourself. That's great thank you, are you ok to proceed?</p>	
<p>1. Turn on Dictaphone and phone for backup to record interview.</p>	
<p>2. Make sure the interviewee is comfortable.</p>	
<p>3. Listen Carefully.</p>	
<p>4. Start with General Questions.</p>	
<p>5. Prompt when necessary.</p>	
<p>6. Takes notes while interviewing.</p>	
Interview Questions	Interviewers notes
<p>Tell me how the company got started. How long have you worked for this organisation? What roles/projects have you been involved in? What have been some of the highlights?</p>	
<p>Is this company customer focused? In what way? Can you give examples of how the company is customer focused? Does the company gather information on customers and competitors? How? Is this information shared with all employees in the organisation? How is it shared?</p>	
<p>Do you look for any particular qualities when recruiting employees that will be interacting with customers? How are employees empowered to make customer related decisions? Are employees kept informed about organisational changes? If so how?</p>	
<p>Tell me about some of the information which is supplied in the employee handbook. When is the employee handbook distributed to employees? Tell me about your organisations mission statement. Where is it displayed, does it portray what the organisation values?</p>	

<p>Do you reward employees and if so, what criteria is needed in order to receive an award?</p> <p>Do you make employees aware of this criterion? If so, how do you make them aware?</p> <p>What are the awards for?</p> <p>Are these awards displayed for both employees and customers to see? Where are they displayed? Have the awards an importance in the company?</p> <p>Describe the layout of the organisation?</p> <p>Why is it laid out this way? Does it work?</p> <p>Who designed it in this way?</p> <p>Where are visitors greeted when they come to the organisation?</p> <p>Where in the building do you hold meetings with visitors?</p> <p>Where do your employees socialise within the building?</p> <p>Do you have regular staff meetings?</p> <p>What is on a typical agenda? Tell me about a typical meeting.</p> <p>Where do you hold these meetings?</p>	
<p>Tell me about the people who have made their mark in the company.</p> <p>In your opinion what characteristics would an outstanding employee of this company encompass?</p> <p>If you could pick one outstanding trait in an employee what would it be?</p> <p>What are the indicators of success in this company?</p> <p>Tell me about the promotional prospects here?</p> <p>What are some of the ways your organisation celebrates success?</p> <p>What type of recognition do employees receive for outstanding performance?</p>	
<p>What kind of employee events do you have outside of work?</p> <p>What kind of special events do you hold for customers?</p> <p>Tell me about significant events in your company.</p>	

<p>Tell me about the traditions in the organisation?</p> <p>Are employees acknowledged for going the extra mile for a customer? What type of work-related bonus do employees receive?</p> <p>Tell me about the induction process for new employees? What kind of training programmes do you provide for employees? Are there designated roles for employees? Give me example where an employee may be expected to work outside of their designated role? Are they trained for this?</p>	
<p>How do people typically communicate in the organisation? How do you address managers and colleagues within the organisations?</p> <p>Tell me about some of the ways the company gets repeat business/renewals? How does the company deal with customer complaints? Explain how the company communicates with customers? What type of customer loyalty systems are in place? Tell me how customers give feedback.</p> <p>In your opinion is the language used on the website, friendly or formal?</p> <p>In your opinion is the language used in the company communications, friendly or formal?</p> <p>In your opinion is the language used in the employee handbook, friendly or formal?</p>	
<p>Script: Thank you so much for taking the time out of your busy day. Before I turn of the recorder to you have any to add. That's great thank you for your time. If you require, I will send a copy of the transcript to you when it is transcribed. If you have any questions at all, please do not hesitate to contact me. You have my email address and office phone number. Thanks again.</p>	

Interview Protocol for Autolaunch 4	
Time and Place: 30.11.2017 1pm, Carlow	
Organisation: Autolaunch	
Name and position of Participant: Operations Manager	
Topic: Artifacts of a market-oriented culture.	
<p>Script: Hello, thank you so much for taking the time to allow me to interview you today. Do you have any questions in relation to the interview topics and information sheet I emailed you earlier in the week? That's great, I will start by giving you a summary of the research topic. The purpose of my study is to gain an understanding of the artifacts that exist in a market-oriented culture. You have been chosen because you represent an organisation whose culture is market-oriented.</p> <p>The interview will be no longer than one hour is that time ok with you? That's great.</p> <p>I will be recording this interview for easy of transcript and taking notes during the interview. As soon as the interviews are transcribed that interview recordings will be destroyed. Is that ok with you? Thank you. May I get your signature on this consent form. Please take time to read it and when you fully understand it, you can sign both copies and keep one for yourself. That's great thank you, are you ok to proceed?</p>	
<ol style="list-style-type: none"> 1. Turn on Dictaphone and phone for backup to record interview. 2. Make sure the interviewee is comfortable. 3. Listen Carefully. 4. Start with General Questions. 5. Prompt when necessary. 6. Takes notes while interviewing. 	
Interview Questions	Interviewers notes
<p>Tell me how the company got started. How long have you worked for this organisation? What roles/projects have you been involved in? What have been some of the highlights?</p>	
<p>Is this company customer focused? In what way? Can you give examples of how the company is customer focused? Does the company gather information on customers and competitors? How? Is this information shared with all employees in the organisation? How is it shared?</p>	

<p>Do you look for any particular qualities when recruiting employees that will be interacting with customers?</p> <p>How are employees empowered to make customer related decisions?</p> <p>Are employees kept informed about organisational changes? If so how?</p>	
<p>Tell me about some of the information which is supplied in the employee handbook.</p> <p>When is the employee handbook distributed to employees?</p> <p>Tell me about your organisations mission statement. Where is it displayed, does it portray what the organisation values?</p> <p>Do you reward employees and if so, what criteria is needed in order to receive an award?</p> <p>Do you make employees aware of this criterion? If so, how do you make them aware?</p> <p>What are the awards for?</p> <p>Are these awards displayed for both employees and customers to see? Where are they displayed? Have the awards an importance in the company?</p> <p>Describe the layout of the organisation?</p> <p>Why is it laid out this way? Does it work?</p> <p>Who designed it in this way?</p> <p>Where are visitors greeted when they come to the organisation?</p> <p>Where in the building do you hold meetings with visitors?</p> <p>Where do your employees socialise within the building?</p> <p>Do you have regular staff meetings?</p> <p>What is on a typical agenda? Tell me about a typical meeting.</p> <p>Where do you hold these meetings?</p>	
<p>Tell me about the people who have made their mark in the company.</p> <p>In your opinion what characteristics would an outstanding employee of this company encompass?</p> <p>If you could pick one outstanding trait in an employee what would it be?</p>	

<p>What are the indicators of success in this company? Tell me about the promotional prospects here? What are some of the ways your organisation celebrates success? What type of recognition do employees receive for outstanding performance?</p>	
<p>What kind of employee events do you have outside of work? What kind of special events do you hold for customers? Tell me about significant events in your company. Tell me about the traditions in the organisation?</p> <p>Are employees acknowledged for going the extra mile for a customer? What type of work-related bonus do employees receive?</p> <p>Tell me about the induction process for new employees? What kind of training programmes do you provide for employees? Are there designated roles for employees? Give me example where an employee may be expected to work outside of their designated role? Are they trained for this?</p>	
<p>How do people typically communicate in the organisation? How do you address managers and colleagues within the organisations?</p> <p>Tell me about some of the ways the company gets repeat business/renewals? How does the company deal with customer complaints? Explain how the company communicates with customers? What type of customer loyalty systems are in place? Tell me how customers give feedback.</p> <p>In your opinion is the language used on the website, friendly or formal?</p>	

<p>In your opinion is the language used in the company communications, friendly or formal?</p> <p>In your opinion is the language used in the employee handbook, friendly or formal?</p>	
<p>Script: Thank you so much for taking the time out of your busy day. Before I turn of the recorder to you have any to add. That's great thank you for you time. If you require I will send a copy of the transcript to you when it is transcribed. If you have any questions at all, please do not hesitate to contact me. You have my email address and office phone number. Thanks again.</p>	

B: Netwatch interviews 1-4

Interview Protocol for Netwatch 1
Time and Place: 4.12.2017 11am, Carlow
Organisation: Netwatch
Position of Participant: Customer Care Manager
Topic: Artifacts of a market-oriented culture.
<p>Script: Hello, thank you so much for taking the time to allow me to interview you today. Do you have any questions in relation to the interview topics and information sheet I emailed you earlier in the week? That's great, I will start by giving you a summary of the research topic. The purpose of my study is to gain an understanding of the artifacts that exist in a market-oriented culture. You have been chosen because you represent an organisation whose culture is market-oriented.</p> <p>The interview will be no longer that one hour is that time ok with you? That's great.</p> <p>I will be recording this interview for easy of transcript and taking notes during the interview. As soon as the interviews are transcribed that interview recordings will be destroyed. Is that ok with you? Thank you. May I get your signature on this consent form. Please take time to read it and when you fully understand it, you can sign both copies and keep one for yourself. That's great thank you, are you ok to proceed?</p>
1. Turn on Dictaphone and phone for backup to record interview.
2. Make sure the interviewee is comfortable.
3. Listen Carefully.
4. Start with General Questions.

5. Prompt when necessary.	
6. Takes notes while interviewing.	
Interview Questions	Interviewers notes
<p>Tell me how the company got started. How long have you worked for this organisation? What roles/projects have you been involved in? What have been some of the highlights?</p>	
<p>Is this company customer focused? In what way? Can you give examples of how the company is customer focused? Does the company gather information on customers and competitors? How? Is this information shared with all employees in the organisation? How is it shared?</p>	
<p>Do you look for any particular qualities when recruiting employees that will be interacting with customers? How are employees empowered to make customer related decisions? Are employees kept informed about organisational changes? If so how?</p>	
<p>Tell me about some of the information which is supplied in the employee handbook. When is the employee handbook distributed to employees? Tell me about your organisations mission statement. Where is it displayed, does it portray what the organisation values? Do you reward employees and if so, what criteria is needed in order to receive an award? Do you make employees aware of this criterion? If so, how do you make them aware? What are the awards for? Are these awards displayed for both employees and customers to see? Where are they displayed? Have the awards an importance in the company? Describe the layout of the organisation? Why is it laid out this way? Does it work? Who designed it in this way?</p>	

<p>Where are visitors greeted when they come to the organisation? Where in the building do you hold meetings with visitors?</p> <p>Where do your employees socialise within the building? Do you have regular staff meetings? What is on a typical agenda? Tell me about a typical meeting. Where do you hold these meetings?</p>	
<p>Tell me about the people who have made their mark in the company. In your opinion what characteristics would an outstanding employee of this company encompass? If you could pick one outstanding trait in an employee what would it be?</p> <p>What are the indicators of success in this company? Tell me about the promotional prospects here? What are some of the ways your organisation celebrates success? What type of recognition do employees receive for outstanding performance?</p>	
<p>What kind of employee events do you have outside of work? What kind of special events do you hold for customers? Tell me about significant events in your company. Tell me about the traditions in the organisation?</p> <p>Are employees acknowledged for going the extra mile for a customer? What type of work-related bonus do employees receive?</p> <p>Tell me about the induction process for new employees? What kind of training programmes do you provide for employees? Are there designated roles for employees?</p>	

<p>Give me example where an employee may be expected to work outside of their designated role? Are they trained for this?</p>	
<p>How do people typically communicate in the organisation? How do you address managers and colleagues within the organisations?</p> <p>Tell me about some of the ways the company gets repeat business/renewals? How does the company deal with customer complaints? Explain how the company communicates with customers? What type of customer loyalty systems are in place? Tell me how customers give feedback.</p> <p>In your opinion is the language used on the website, friendly or formal?</p> <p>In your opinion is the language used in the company communications, friendly or formal?</p> <p>In your opinion is the language used in the employee handbook, friendly or formal?</p>	
<p>Script: Thank you so much for taking the time out of your busy day. Before I turn of the recorder to you have any to add. That's great thank you for your time. If you require, I will send a copy of the transcript to you when it is transcribed. If you have any questions at all, please do not hesitate to contact me. You have my email address and office phone number. Thanks again.</p>	

Interview Protocol for Netwatch 2
Time and Place: 4.12.2017 12.15pm, Carlow
Organisation: Netwatch
Position of Participant: Business Practice Manager
Topic: Artifacts of a market-oriented culture.
<p>Script: Hello, thank you so much for taking the time to allow me to interview you today. Do you have any questions in relation to the interview topics and information sheet I emailed you earlier in the week? That's great, I will start by giving you a summary of the research topic. The purpose of my study is to gain an</p>

understanding of the artifacts that exist in a market-oriented culture. You have been chosen because you represent an organisation whose culture is market-oriented.

The interview will be no longer than one hour is that time ok with you? That's great.

I will be recording this interview for easy of transcript and taking notes during the interview. As soon as the interviews are transcribed that interview recordings will be destroyed. Is that ok with you? Thank you. May I get your signature on this consent form. Please take time to read it and when you fully understand it, you can sign both copies and keep one for yourself. That's great thank you, are you ok to proceed?

1. Turn on Dictaphone and phone for backup to record interview.

2. Make sure the interviewee is comfortable.

3. Listen Carefully.

4. Start with General Questions.

5. Prompt when necessary.

6. Takes notes while interviewing.

Interview Questions	Interviewers notes
Tell me how the company got started. How long have you worked for this organisation? What roles/projects have you been involved in? What have been some of the highlights?	
Is this company customer focused? In what way? Can you give examples of how the company is customer focused? Does the company gather information on customers and competitors? How? Is this information shared with all employees in the organisation? How is it shared?	
Do you look for any particular qualities when recruiting employees that will be interacting with customers? How are employees empowered to make customer related decisions? Are employees kept informed about organisational changes? If so how?	
Tell me about some of the information which is supplied in the employee handbook.	

<p>When is the employee handbook distributed to employees?</p> <p>Tell me about your organisations mission statement. Where is it displayed, does it portray what the organisation values?</p> <p>Do you reward employees and if so, what criteria is needed in order to receive an award?</p> <p>Do you make employees aware of this criterion? If so, how do you make them aware?</p> <p>What are the awards for?</p> <p>Are these awards displayed for both employees and customers to see? Where are they displayed? Have the awards an importance in the company?</p> <p>Describe the layout of the organisation? Why is it laid out this way? Does it work? Who designed it in this way?</p> <p>Where are visitors greeted when they come to the organisation?</p> <p>Where in the building do you hold meetings with visitors?</p> <p>Where do your employees socialise within the building?</p> <p>Do you have regular staff meetings? What is on a typical agenda? Tell me about a typical meeting.</p> <p>Where do you hold these meetings?</p>	
<p>Tell me about the people who have made their mark in the company.</p> <p>In your opinion what characteristics would an outstanding employee of this company encompass?</p> <p>If you could pick one outstanding trait in an employee what would it be?</p> <p>What are the indicators of success in this company?</p> <p>Tell me about the promotional prospects here?</p> <p>What are some of the ways your organisation celebrates success?</p> <p>What type of recognition do employees receive for outstanding performance?</p>	
<p>What kind of employee events do you have outside of work?</p>	

<p>What kind of special events do you hold for customers? Tell me about significant events in your company. Tell me about the traditions in the organisation?</p> <p>Are employees acknowledged for going the extra mile for a customer? What type of work-related bonus do employees receive?</p> <p>Tell me about the induction process for new employees? What kind of training programmes do you provide for employees? Are there designated roles for employees? Give me example where an employee may be expected to work outside of their designated role? Are they trained for this?</p>	
<p>How do people typically communicate in the organisation? How do you address managers and colleagues within the organisations?</p> <p>Tell me about some of the ways the company gets repeat business/renewals? How does the company deal with customer complaints? Explain how the company communicates with customers? What type of customer loyalty systems are in place? Tell me how customers give feedback.</p> <p>In your opinion is the language used on the website, friendly or formal?</p> <p>In your opinion is the language used in the company communications, friendly or formal?</p> <p>In your opinion is the language used in the employee handbook, friendly or formal?</p>	

Script: Thank you so much for taking the time out of your busy day. Before I turn of the recorder to you have any to add. That's great thank you for you time. If you require I will send a copy of the transcript to you when it is transcribed. If you have any questions at all, please do not hesitate to contact me. You have my email address and office phone number. Thanks again.

Interview Protocol for Netwatch 3	
Time and Place: 5.12.2017 11am, Carlow	
Organisation: Netwatch	
Position of Participant: Corporate Social Responsibility Director	
Topic: Artifacts of a market-oriented culture.	
<p>Script: Hello, thank you so much for taking the time to allow me to interview you today. Do you have any questions in relation to the interview topics and information sheet I emailed you earlier in the week? That's great, I will start by giving you a summary of the research topic. The purpose of my study is to gain an understanding of the artifacts that exist in a market-oriented culture. You have been chosen because you represent an organisation whose culture is market-oriented.</p> <p>The interview will be no longer that one hour is that time ok with you? That's great.</p> <p>I will be recording this interview for easy of transcript and taking notes during the interview. As soon as the interviews are transcribed that interview recordings will be destroyed. Is that ok with you? Thank you. May I get your signature on this consent form. Please take time to read it and when you fully understand it, you can sign both copies and keep one for yourself. That's great thank you, are you ok to proceed?</p>	
1. Turn on Dictaphone and phone for backup to record interview.	
2. Make sure the interviewee is comfortable.	
3. Listen Carefully.	
4. Start with General Questions.	
5. Prompt when necessary.	
6. Takes notes while interviewing.	
Interview Questions	Interviewers notes
<p>Tell me how the company got started.</p> <p>How long have you worked for this organisation?</p> <p>What roles/projects have you been involved in?</p> <p>What have been some of the highlights?</p>	
<p>Is this company customer focused? In what way?</p> <p>Can you give examples of how the company is customer focused?</p> <p>Does the company gather information on customers and competitors? How?</p>	

<p>Is this information shared with all employees in the organisation? How is it shared?</p>	
<p>Do you look for any particular qualities when recruiting employees that will be interacting with customers? How are employees empowered to make customer related decisions? Are employees kept informed about organisational changes? If so how?</p>	
<p>Tell me about some of the information which is supplied in the employee handbook. When is the employee handbook distributed to employees? Tell me about your organisations mission statement. Where is it displayed, does it portray what the organisation values? Do you reward employees and if so, what criteria is needed in order to receive an award? Do you make employees aware of this criterion? If so, how do you make them aware? What are the awards for? Are these awards displayed for both employees and customers to see? Where are they displayed? Have the awards an importance in the company? Describe the layout of the organisation? Why is it laid out this way? Does it work? Who designed it in this way? Where are visitors greeted when they come to the organisation? Where in the building do you hold meetings with visitors?</p> <p>Where do your employees socialise within the building? Do you have regular staff meetings? What is on a typical agenda? Tell me about a typical meeting. Where do you hold these meetings?</p>	
<p>Tell me about the people who have made their mark in the company.</p>	

<p>In your opinion what characteristics would an outstanding employee of this company encompass? If you could pick one outstanding trait in an employee what would it be?</p> <p>What are the indicators of success in this company? Tell me about the promotional prospects here? What are some of the ways your organisation celebrates success? What type of recognition do employees receive for outstanding performance?</p>	
<p>What kind of employee events do you have outside of work? What kind of special events do you hold for customers? Tell me about significant events in your company. Tell me about the traditions in the organisation?</p> <p>Are employees acknowledged for going the extra mile for a customer? What type of work-related bonus do employees receive?</p> <p>Tell me about the induction process for new employees? What kind of training programmes do you provide for employees? Are there designated roles for employees? Give me example where an employee may be expected to work outside of their designated role? Are they trained for this?</p>	

<p>How do people typically communicate in the organisation? How do you address managers and colleagues within the organisations?</p> <p>Tell me about some of the ways the company gets repeat business/renewals? How does the company deal with customer complaints? Explain how the company communicates with customers? What type of customer loyalty systems are in place? Tell me how customers give feedback.</p> <p>In your opinion is the language used on the website, friendly or formal?</p> <p>In your opinion is the language used in the company communications, friendly or formal?</p> <p>In your opinion is the language used in the employee handbook, friendly or formal?</p>	
<p>Script: Thank you so much for taking the time out of your busy day. Before I turn of the recorder to you have any to add. That's great thank you for you time. If you require I will send a copy of the transcript to you when it is transcribed. If you have any questions at all, please do not hesitate to contact me. You have my email address and office phone number. Thanks again.</p>	

Interview Protocol for Netwatch 4
Time and Place: 5.12.2017 12pm, Carlow
Organisation: Netwatch
Position of Participant: Human Resource Manager
Topic: Artifacts of a market-oriented culture.
<p>Script: Hello, thank you so much for taking the time to allow me to interview you today. Do you have any questions in relation to the interview topics and information sheet I emailed you earlier in the week? That's great, I will start by giving you a summary of the research topic. The purpose of my study is to gain an understanding of the artifacts that exist in a market-oriented culture. You have been chosen because you represent an organisation whose culture is market-oriented.</p> <p>The interview will be no longer than one hour is that time ok with you? That's great.</p>

<p>I will be recording this interview for easy of transcript and taking notes during the interview. As soon as the interviews are transcribed that interview recordings will be destroyed. Is that ok with you? Thank you. May I get your signature on this consent form. Please take time to read it and when you fully understand it, you can sign both copies and keep one for yourself. That's great thank you, are you ok to proceed?</p>	
<p>1. Turn on Dictaphone and phone for backup to record interview.</p>	
<p>2. Make sure the interviewee is comfortable.</p>	
<p>3. Listen Carefully.</p>	
<p>4. Start with General Questions.</p>	
<p>5. Prompt when necessary.</p>	
<p>6. Takes notes while interviewing.</p>	
Interview Questions	Interviewers notes
<p>Tell me how the company got started. How long have you worked for this organisation? What roles/projects have you been involved in? What have been some of the highlights?</p>	
<p>Is this company customer focused? In what way? Can you give examples of how the company is customer focused? Does the company gather information on customers and competitors? How? Is this information shared with all employees in the organisation? How is it shared?</p>	
<p>Do you look for any particular qualities when recruiting employees that will be interacting with customers? How are employees empowered to make customer related decisions? Are employees kept informed about organisational changes? If so how?</p>	
<p>Tell me about some of the information which is supplied in the employee handbook. When is the employee handbook distributed to employees? Tell me about your organisations mission statement. Where is it displayed, does it portray what the organisation values?</p>	

<p>Do you reward employees and if so, what criteria is needed in order to receive an award?</p> <p>Do you make employees aware of this criterion? If so, how do you make them aware?</p> <p>What are the awards for?</p> <p>Are these awards displayed for both employees and customers to see? Where are they displayed? Have the awards an importance in the company?</p> <p>Describe the layout of the organisation?</p> <p>Why is it laid out this way? Does it work?</p> <p>Who designed it in this way?</p> <p>Where are visitors greeted when they come to the organisation?</p> <p>Where in the building do you hold meetings with visitors?</p> <p>Where do your employees socialise within the building?</p> <p>Do you have regular staff meetings?</p> <p>What is on a typical agenda? Tell me about a typical meeting.</p> <p>Where do you hold these meetings?</p>	
<p>Tell me about the people who have made their mark in the company.</p> <p>In your opinion what characteristics would an outstanding employee of this company encompass?</p> <p>If you could pick one outstanding trait in an employee what would it be?</p> <p>What are the indicators of success in this company?</p> <p>Tell me about the promotional prospects here?</p> <p>What are some of the ways your organisation celebrates success?</p> <p>What type of recognition do employees receive for outstanding performance?</p>	
<p>What kind of employee events do you have outside of work?</p> <p>What kind of special events do you hold for customers?</p> <p>Tell me about significant events in your company.</p>	

<p>Tell me about the traditions in the organisation?</p> <p>Are employees acknowledged for going the extra mile for a customer? What type of work-related bonus do employees receive?</p> <p>Tell me about the induction process for new employees? What kind of training programmes do you provide for employees? Are there designated roles for employees? Give me example where an employee may be expected to work outside of their designated role? Are they trained for this?</p>	
<p>How do people typically communicate in the organisation? How do you address managers and colleagues within the organisations?</p> <p>Tell me about some of the ways the company gets repeat business/renewals? How does the company deal with customer complaints? Explain how the company communicates with customers? What type of customer loyalty systems are in place? Tell me how customers give feedback.</p> <p>In your opinion is the language used on the website, friendly or formal?</p> <p>In your opinion is the language used in the company communications, friendly or formal?</p> <p>In your opinion is the language used in the employee handbook, friendly or formal?</p>	
<p>Script: Thank you so much for taking the time out of your busy day. Before I turn of the recorder to you have any to add. That's great thank you for you time. If you require, I will send a copy of the transcript to you when it is transcribed. If you have any questions at all, please do not hesitate to contact me. You have my email address and office phone number. Thanks again.</p>	

C: Carlow Dental Practice

Interview Protocol for Carlow Dental Practice 1	
Time and Place: 23.01.2017 3.30pm, Carlow	
Organisation: Carlow Dental Practice	
Position of Participant: Practice Manager	
Topic: Artifacts of a market-oriented culture.	
<p>Script: Hello, thank you so much for taking the time to allow me to interview you today. Do you have any questions in relation to the interview topics and information sheet I emailed you earlier in the week? That's great, I will start by giving you a summary of the research topic. The purpose of my study is to gain an understanding of the artifacts that exist in a market-oriented culture. You have been chosen because you represent an organisation whose culture is market-oriented.</p> <p>The interview will be no longer than one hour is that time ok with you? That's great.</p> <p>I will be recording this interview for easy of transcript and taking notes during the interview. As soon as the interviews are transcribed that interview recordings will be destroyed. Is that ok with you? Thank you. May I get your signature on this consent form. Please take time to read it and when you fully understand it, you can sign both copies and keep one for yourself. That's great thank you, are you ok to proceed?</p>	
<ol style="list-style-type: none"> 1. Turn on Dictaphone and phone for backup to record interview. 2. Make sure the interviewee is comfortable. 3. Listen Carefully. 4. Start with General Questions. 5. Prompt when necessary. 6. Takes notes while interviewing. 	
Interview Questions	Interviewers notes
<p>Tell me how the company got started. How long have you worked for this organisation? What roles/projects have you been involved in? What have been some of the highlights?</p>	
<p>Is this company customer focused? In what way? Can you give examples of how the company is customer focused? Does the company gather information on customers and competitors? How? Is this information shared with all employees in the organisation? How is it shared?</p>	

<p>Do you look for any particular qualities when recruiting employees that will be interacting with customers?</p> <p>How are employees empowered to make customer related decisions?</p> <p>Are employees kept informed about organisational changes? If so how?</p>	
<p>Tell me about some of the information which is supplied in the employee handbook.</p> <p>When is the employee handbook distributed to employees?</p> <p>Tell me about your organisations mission statement. Where is it displayed, does it portray what the organisation values?</p> <p>Do you reward employees and if so, what criteria is needed in order to receive an award?</p> <p>Do you make employees aware of this criterion? If so, how do you make them aware?</p> <p>What are the awards for?</p> <p>Are these awards displayed for both employees and customers to see? Where are they displayed? Have the awards an importance in the company?</p> <p>Describe the layout of the organisation?</p> <p>Why is it laid out this way? Does it work?</p> <p>Who designed it in this way?</p> <p>Where are visitors greeted when they come to the organisation?</p> <p>Where in the building do you hold meetings with visitors?</p> <p>Where do your employees socialise within the building?</p> <p>Do you have regular staff meetings?</p> <p>What is on a typical agenda? Tell me about a typical meeting.</p> <p>Where do you hold these meetings?</p>	
<p>Tell me about the people who have made their mark in the company.</p> <p>In your opinion what characteristics would an outstanding employee of this company encompass?</p> <p>If you could pick one outstanding trait in an employee what would it be?</p>	

<p>What are the indicators of success in this company? Tell me about the promotional prospects here? What are some of the ways your organisation celebrates success? What type of recognition do employees receive for outstanding performance?</p>	
<p>What kind of employee events do you have outside of work? What kind of special events do you hold for customers? Tell me about significant events in your company. Tell me about the traditions in the organisation?</p> <p>Are employees acknowledged for going the extra mile for a customer? What type of work-related bonus do employees receive?</p> <p>Tell me about the induction process for new employees? What kind of training programmes do you provide for employees? Are there designated roles for employees? Give me example where an employee may be expected to work outside of their designated role? Are they trained for this?</p>	
<p>How do people typically communicate in the organisation? How do you address managers and colleagues within the organisations?</p> <p>Tell me about some of the ways the company gets repeat business/renewals? How does the company deal with customer complaints? Explain how the company communicates with customers? What type of customer loyalty systems are in place? Tell me how customers give feedback.</p> <p>In your opinion is the language used on the website, friendly or formal?</p>	

<p>In your opinion is the language used in the company communications, friendly or formal?</p> <p>In your opinion is the language used in the employee handbook, friendly or formal?</p>	
<p>Script: Thank you so much for taking the time out of your busy day. Before I turn of the recorder to you have any to add. That's great thank you for you time. If you require I will send a copy of the transcript to you when it is transcribed. If you have any questions at all, please do not hesitate to contact me. You have my email address and office phone number. Thanks again.</p>	

D: Wright Insurance

<p>Interview Protocol for Wright Insurance 1</p>
<p>Time and Place: 29.01.2017 1.30pm, Wexford</p>
<p>Organisation: Wright Insurance</p>
<p>Position of Participant: Human Resource Manager</p>
<p>Topic: Artifacts of a market-oriented culture.</p>
<p>Script: Hello, thank you so much for taking the time to allow me to interview you today. Do you have any questions in relation to the interview topics and information sheet I emailed you earlier in the week? That's great, I will start by giving you a summary of the research topic. The purpose of my study is to gain an understanding of the artifacts that exist in a market-oriented culture. You have been chosen because you represent an organisation whose culture is market-oriented.</p> <p>The interview will be no longer that one hour is that time ok with you? That's great.</p> <p>I will be recording this interview for easy of transcript and taking notes during the interview. As soon as the interviews are transcribed that interview recordings will be destroyed. Is that ok with you? Thank you. May I get your signature on this consent form. Please take time to read it and when you fully understand it, you can sign both copies and keep one for yourself. That's great thank you, are you ok to proceed?</p>
<p>1. Turn on Dictaphone and phone for backup to record interview.</p>
<p>2. Make sure the interviewee is comfortable.</p>
<p>3. Listen Carefully.</p>
<p>4. Start with General Questions.</p>

5. Prompt when necessary.	
6. Takes notes while interviewing.	
Interview Questions	Interviewers notes
<p>Tell me how the company got started. How long have you worked for this organisation? What roles/projects have you been involved in? What have been some of the highlights?</p>	
<p>Is this company customer focused? In what way? Can you give examples of how the company is customer focused? Does the company gather information on customers and competitors? How? Is this information shared with all employees in the organisation? How is it shared?</p>	
<p>Do you look for any particular qualities when recruiting employees that will be interacting with customers? How are employees empowered to make customer related decisions? Are employees kept informed about organisational changes? If so how?</p>	
<p>Tell me about some of the information which is supplied in the employee handbook. When is the employee handbook distributed to employees? Tell me about your organisations mission statement. Where is it displayed, does it portray what the organisation values? Do you reward employees and if so, what criteria is needed in order to receive an award? Do you make employees aware of this criterion? If so, how do you make them aware? What are the awards for? Are these awards displayed for both employees and customers to see? Where are they displayed? Have the awards an importance in the company? Describe the layout of the organisation? Why is it laid out this way? Does it work? Who designed it in this way?</p>	

<p>Where are visitors greeted when they come to the organisation? Where in the building do you hold meetings with visitors?</p> <p>Where do your employees socialise within the building? Do you have regular staff meetings? What is on a typical agenda? Tell me about a typical meeting. Where do you hold these meetings?</p>	
<p>Tell me about the people who have made their mark in the company. In your opinion what characteristics would an outstanding employee of this company encompass? If you could pick one outstanding trait in an employee what would it be?</p> <p>What are the indicators of success in this company? Tell me about the promotional prospects here? What are some of the ways your organisation celebrates success? What type of recognition do employees receive for outstanding performance?</p>	
<p>What kind of employee events do you have outside of work? What kind of special events do you hold for customers? Tell me about significant events in your company. Tell me about the traditions in the organisation?</p> <p>Are employees acknowledged for going the extra mile for a customer? What type of work-related bonus do employees receive?</p> <p>Tell me about the induction process for new employees? What kind of training programmes do you provide for employees? Are there designated roles for employees?</p>	

<p>Give me example where an employee may be expected to work outside of their designated role? Are they trained for this?</p>	
<p>How do people typically communicate in the organisation? How do you address managers and colleagues within the organisations?</p> <p>Tell me about some of the ways the company gets repeat business/renewals? How does the company deal with customer complaints? Explain how the company communicates with customers? What type of customer loyalty systems are in place? Tell me how customers give feedback.</p> <p>In your opinion is the language used on the website, friendly or formal?</p> <p>In your opinion is the language used in the company communications, friendly or formal?</p> <p>In your opinion is the language used in the employee handbook, friendly or formal?</p>	
<p>Script: Thank you so much for taking the time out of your busy day. Before I turn of the recorder to you have any to add. That's great thank you for you time. If you require I will send a copy of the transcript to you when it is transcribed. If you have any questions at all, please do not hesitate to contact me. You have my email address and office phone number. Thanks again.</p>	

<p>Interview Protocol for Wright Insurance 2</p>
<p>Time and Place: 20.01.2017 2.30pm, Wexford</p>
<p>Organisation: Wright Insurance</p>
<p>Position of Participant: Operations Manager</p>
<p>Topic: Artifacts of a market-oriented culture.</p>
<p>Script: Hello, thank you so much for taking the time to allow me to interview you today. Do you have any questions in relation to the interview topics and information sheet I emailed you earlier in the week? That's great, I will start by giving you a summary of the research topic. The purpose of my study is to gain an understanding of the artifacts that exist in a market-oriented culture. You have</p>

been chosen because you represent an organisation whose culture is market-oriented.

The interview will be no longer than one hour is that time ok with you? That's great.

I will be recording this interview for easy of transcript and taking notes during the interview. As soon as the interviews are transcribed that interview recordings will be destroyed. Is that ok with you? Thank you. May I get your signature on this consent form. Please take time to read it and when you fully understand it, you can sign both copies and keep one for yourself. That's great thank you, are you ok to proceed?

1. Turn on Dictaphone and phone for backup to record interview.

2. Make sure the interviewee is comfortable.

3. Listen Carefully.

4. Start with General Questions.

5. Prompt when necessary.

6. Takes notes while interviewing.

Interview Questions	Interviewers notes
Tell me how the company got started. How long have you worked for this organisation? What roles/projects have you been involved in? What have been some of the highlights?	
Is this company customer focused? In what way? Can you give examples of how the company is customer focused? Does the company gather information on customers and competitors? How? Is this information shared with all employees in the organisation? How is it shared?	
Do you look for any particular qualities when recruiting employees that will be interacting with customers? How are employees empowered to make customer related decisions? Are employees kept informed about organisational changes? If so how?	
Tell me about some of the information which is supplied in the employee handbook. When is the employee handbook distributed to employees?	

<p>Tell me about your organisations mission statement. Where is it displayed, does it portray what the organisation values? Do you reward employees and if so, what criteria is needed in order to receive an award? Do you make employees aware of this criterion? If so, how do you make them aware? What are the awards for? Are these awards displayed for both employees and customers to see? Where are they displayed? Have the awards an importance in the company? Describe the layout of the organisation? Why is it laid out this way? Does it work? Who designed it in this way? Where are visitors greeted when they come to the organisation? Where in the building do you hold meetings with visitors?</p> <p>Where do your employees socialise within the building? Do you have regular staff meetings? What is on a typical agenda? Tell me about a typical meeting. Where do you hold these meetings?</p>	
<p>Tell me about the people who have made their mark in the company. In your opinion what characteristics would an outstanding employee of this company encompass? If you could pick one outstanding trait in an employee what would it be?</p> <p>What are the indicators of success in this company? Tell me about the promotional prospects here? What are some of the ways your organisation celebrates success? What type of recognition do employees receive for outstanding performance?</p>	
<p>What kind of employee events do you have outside of work? What kind of special events do you hold for customers?</p>	

<p>Tell me about significant events in your company. Tell me about the traditions in the organisation?</p> <p>Are employees acknowledged for going the extra mile for a customer? What type of work-related bonus do employees receive?</p> <p>Tell me about the induction process for new employees? What kind of training programmes do you provide for employees? Are there designated roles for employees? Give me example where an employee may be expected to work outside of their designated role? Are they trained for this?</p>	
<p>How do people typically communicate in the organisation? How do you address managers and colleagues within the organisations?</p> <p>Tell me about some of the ways the company gets repeat business/renewals? How does the company deal with customer complaints? Explain how the company communicates with customers? What type of customer loyalty systems are in place? Tell me how customers give feedback.</p> <p>In your opinion is the language used on the website, friendly or formal?</p> <p>In your opinion is the language used in the company communications, friendly or formal?</p> <p>In your opinion is the language used in the employee handbook, friendly or formal?</p>	
<p>Script: Thank you so much for taking the time out of your busy day. Before I turn of the recorder to you have any to add. That's great thank you for you time. If you require I will send a copy of the transcript to you when it is transcribed. If you</p>	

have any questions at all, please do not hesitate to contact me. You have my email address and office phone number. Thanks again.

E: Arboretum

Interview Protocol for Arboretum 1	
Time and Place: 30.01.2017 11am, Carlow	
Organisation: Arboretum	
Position of Participant: Owner	
Topic: Artifacts of a market-oriented culture.	
<p>Script: Hello, thank you so much for taking the time to allow me to interview you today. Do you have any questions in relation to the interview topics and information sheet I emailed you earlier in the week? That's great, I will start by giving you a summary of the research topic. The purpose of my study is to gain an understanding of the artifacts that exist in a market-oriented culture. You have been chosen because you represent an organisation whose culture is market-oriented.</p> <p>The interview will be no longer than one hour is that time ok with you? That's great.</p> <p>I will be recording this interview for easy of transcript and taking notes during the interview. As soon as the interviews are transcribed that interview recordings will be destroyed. Is that ok with you? Thank you. May I get your signature on this consent form. Please take time to read it and when you fully understand it, you can sign both copies and keep one for yourself. That's great thank you, are you ok to proceed?</p>	
<ol style="list-style-type: none"> 1. Turn on Dictaphone and phone for backup to record interview. 2. Make sure the interviewee is comfortable. 3. Listen Carefully. 4. Start with General Questions. 5. Prompt when necessary. 6. Takes notes while interviewing. 	
Interview Questions	Interviewers notes
<p>Tell me how the company got started. How long have you worked for this organisation? What roles/projects have you been involved in? What have been some of the highlights?</p>	
<p>Is this company customer focused? In what way? Can you give examples of how the company is customer focused? Does the company gather information on customers and competitors? How?</p>	

<p>Is this information shared with all employees in the organisation? How is it shared?</p>	
<p>Do you look for any particular qualities when recruiting employees that will be interacting with customers? How are employees empowered to make customer related decisions? Are employees kept informed about organisational changes? If so how?</p>	
<p>Tell me about some of the information which is supplied in the employee handbook. When is the employee handbook distributed to employees? Tell me about your organisations mission statement. Where is it displayed, does it portray what the organisation values? Do you reward employees and if so, what criteria is needed in order to receive an award? Do you make employees aware of this criterion? If so, how do you make them aware? What are the awards for? Are these awards displayed for both employees and customers to see? Where are they displayed? Have the awards an importance in the company? Describe the layout of the organisation? Why is it laid out this way? Does it work? Who designed it in this way? Where are visitors greeted when they come to the organisation? Where in the building do you hold meetings with visitors?</p> <p>Where do your employees socialise within the building? Do you have regular staff meetings? What is on a typical agenda? Tell me about a typical meeting. Where do you hold these meetings?</p>	
<p>Tell me about the people who have made their mark in the company.</p>	

<p>In your opinion what characteristics would an outstanding employee of this company encompass? If you could pick one outstanding trait in an employee what would it be?</p> <p>What are the indicators of success in this company? Tell me about the promotional prospects here? What are some of the ways your organisation celebrates success? What type of recognition do employees receive for outstanding performance?</p>	
<p>What kind of employee events do you have outside of work? What kind of special events do you hold for customers? Tell me about significant events in your company. Tell me about the traditions in the organisation?</p> <p>Are employees acknowledged for going the extra mile for a customer? What type of work-related bonus do employees receive?</p> <p>Tell me about the induction process for new employees? What kind of training programmes do you provide for employees? Are there designated roles for employees? Give me example where an employee may be expected to work outside of their designated role? Are they trained for this?</p>	

<p>How do people typically communicate in the organisation? How do you address managers and colleagues within the organisations?</p> <p>Tell me about some of the ways the company gets repeat business/renewals? How does the company deal with customer complaints? Explain how the company communicates with customers? What type of customer loyalty systems are in place? Tell me how customers give feedback.</p> <p>In your opinion is the language used on the website, friendly or formal?</p> <p>In your opinion is the language used in the company communications, friendly or formal?</p> <p>In your opinion is the language used in the employee handbook, friendly or formal?</p>	
<p>Script: Thank you so much for taking the time out of your busy day. Before I turn of the recorder to you have any to add. That's great thank you for your time. If you require, I will send a copy of the transcript to you when it is transcribed. If you have any questions at all, please do not hesitate to contact me. You have my email address and office phone number. Thanks again.</p>	

F: Walsh Whiskey Distillery

<p>Interview Protocol for Walsh Whiskey Distillery 1</p>
<p>Time and Place: 02.02.2018 9am, Carlow</p>
<p>Organisation: Walsh Whiskey Distillery</p>
<p>Position of Participant: Trade Marketing Manager and Marketing and Distribution Manager</p>
<p>Topic: Artifacts of a market-oriented culture.</p>
<p>Script: Hello, thank you so much for taking the time to allow me to interview you today. Do you have any questions in relation to the interview topics and information sheet I emailed you earlier in the week? That's great, I will start by giving you a summary of the research topic. The purpose of my study is to gain an understanding of the artifacts that exist in a market-oriented culture. You have been chosen because you represent an organisation whose culture is market-oriented.</p>

<p>The interview will be no longer than one hour is that time ok with you? That's great.</p> <p>I will be recording this interview for easy of transcript and taking notes during the interview. As soon as the interviews are transcribed that interview recordings will be destroyed. Is that ok with you? Thank you. May I get your signature on this consent form. Please take time to read it and when you fully understand it, you can sign both copies and keep one for yourself. That's great thank you, are you ok to proceed?</p>	
<p>1. Turn on Dictaphone and phone for backup to record interview.</p>	
<p>2. Make sure the interviewee is comfortable.</p>	
<p>3. Listen Carefully.</p>	
<p>4. Start with General Questions.</p>	
<p>5. Prompt when necessary.</p>	
<p>6. Takes notes while interviewing.</p>	
Interview Questions	Interviewers notes
<p>Tell me how the company got started. How long have you worked for this organisation? What roles/projects have you been involved in? What have been some of the highlights?</p>	
<p>Is this company customer focused? In what way? Can you give examples of how the company is customer focused? Does the company gather information on customers and competitors? How? Is this information shared with all employees in the organisation? How is it shared?</p>	
<p>Do you look for any particular qualities when recruiting employees that will be interacting with customers? How are employees empowered to make customer related decisions? Are employees kept informed about organisational changes? If so how?</p>	
<p>Tell me about some of the information which is supplied in the employee handbook. When is the employee handbook distributed to employees? Tell me about your organisations mission statement. Where is it displayed, does it portray what the organisation values?</p>	

<p>Do you reward employees and if so, what criteria is needed in order to receive an award?</p> <p>Do you make employees aware of this criterion? If so, how do you make them aware?</p> <p>What are the awards for?</p> <p>Are these awards displayed for both employees and customers to see? Where are they displayed? Have the awards an importance in the company?</p> <p>Describe the layout of the organisation?</p> <p>Why is it laid out this way? Does it work?</p> <p>Who designed it in this way?</p> <p>Where are visitors greeted when they come to the organisation?</p> <p>Where in the building do you hold meetings with visitors?</p> <p>Where do your employees socialise within the building?</p> <p>Do you have regular staff meetings?</p> <p>What is on a typical agenda? Tell me about a typical meeting.</p> <p>Where do you hold these meetings?</p>	
<p>Tell me about the people who have made their mark in the company.</p> <p>In your opinion what characteristics would an outstanding employee of this company encompass?</p> <p>If you could pick one outstanding trait in an employee what would it be?</p> <p>What are the indicators of success in this company?</p> <p>Tell me about the promotional prospects here?</p> <p>What are some of the ways your organisation celebrates success?</p> <p>What type of recognition do employees receive for outstanding performance?</p>	
<p>What kind of employee events do you have outside of work?</p> <p>What kind of special events do you hold for customers?</p> <p>Tell me about significant events in your company.</p>	

<p>Tell me about the traditions in the organisation?</p> <p>Are employees acknowledged for going the extra mile for a customer? What type of work-related bonus do employees receive?</p> <p>Tell me about the induction process for new employees? What kind of training programmes do you provide for employees? Are there designated roles for employees? Give me example where an employee may be expected to work outside of their designated role? Are they trained for this?</p>	
<p>How do people typically communicate in the organisation? How do you address managers and colleagues within the organisations?</p> <p>Tell me about some of the ways the company gets repeat business/renewals? How does the company deal with customer complaints? Explain how the company communicates with customers? What type of customer loyalty systems are in place? Tell me how customers give feedback.</p> <p>In your opinion is the language used on the website, friendly or formal?</p> <p>In your opinion is the language used in the company communications, friendly or formal?</p> <p>In your opinion is the language used in the employee handbook, friendly or formal?</p>	
<p>Script: Thank you so much for taking the time out of your busy day. Before I turn of the recorder to you have any to add. That's great thank you for you time. If you require I will send a copy of the transcript to you when it is transcribed. If you have any questions at all, please do not hesitate to contact me. You have my email address and office phone number. Thanks again.</p>	

Appendix 4: Summarised Version for Participants

Interview Themes	
<i>General questions about organisation and interviewee</i>	<ul style="list-style-type: none"> ➤ Tell me how the organisation got started? ➤ Tell me about the experience you've had working for this organisation. ➤ What roles/projects have you been involved in? ➤ What have been some of the highlights? ➤ Is this company customer focused? In what way? ➤ Do you look for any particular qualities when recruiting employees that will be interacting with customers?
<i>Physical elements</i>	<ul style="list-style-type: none"> ➤ Do you have a mission statement, if so where is it displayed? ➤ Is there an employee handbook available for all employees, if so where can it be found? What information is supplied in the handbook? ➤ Do you reward employees and if so are awards on display? ➤ Is there a dress code in your organisation, if so does this matter and why? ➤ Describe the layout of the organisation? ➤ Where do you meet with your customers and employees in the building?
<i>Stories</i>	<ul style="list-style-type: none"> ➤ Tell me about people who have made their mark in the organisation. ➤ What are some of the ways your organisation celebrate success? ➤ What are the indicators of success in the company? ➤ Do employees receive recognition for outstanding performance?
<i>Routines</i>	<ul style="list-style-type: none"> ➤ Tell me about times employees from your company might meet up with customers. ➤ What kind of reward systems for employees do you have? ➤ Is training and development emphasised here?
<i>language</i>	<ul style="list-style-type: none"> ➤ How do people typically communicate in the organisation? ➤ Does the company have a complaints procedure? ➤ In your opinion is the language used in your company communications friendly or formal.

Appendix 5: Initial letter sent by Email

Dear

My name is Cynthia O' Regan and I am currently undertaking a Masters by Research at the Institute of Technology Carlow. The research is investigating customer focused businesses in the South East of Ireland.

As a Carlow Chamber of Commerce award winner your company is extremely relevant to my study. The research process would involve a limited number of interviews with members of your organisation, conducted in a manner that causes the minimal amount of disruption. All data collected would be for the sole purpose of the research and treated in a confidential manner.

I would be extremely grateful if your company was willing to participate in this research. You can contact me at cynthia.oregan@itcarlow.ie or by phone 059 9175976 if you are interested in finding more out about my research.

Your participation would be a very valuable contribution to the completion of my Master's degree and would be greatly appreciated.

Yours sincerely,

Cynthia O Regan

Postgraduate Researcher

Information Sheet

Purpose

The purpose of the research is to examine the culture of customer focused organisations.

Research

- The research study will involve an interview(s) with members of your organisation undertaken at a time that is convenient to your organisation.
- Access to non-sensitive company documents that are relevant to the research may be requested. These documents may include for example mission statements and customer communications.
- Permission may be sought to take a limited number of photographs of the physical layout of your organisation. These photographs may include for example awards displayed; suggestion boxes; posters; notice boards; signs into building; reception area; communal areas and point of sale material. These photographs will not include employees.
- Your organisation will be provided with copies of any reports or other publications arising from their participation.

Confidentiality

- Any data obtained in connection with this study that can identify members of your organisation will remain confidential and will be disclosed only, with your permission.
- Any audio recordings related to the interviews will not be accessible by anyone unconnected with the study. The recordings will be retained/destroyed in line with IT Carlow's Data Protection and Freedom of Information Policies & Procedures. These policies are publicly available on the IT Carlow website.

- The researcher will use the data collected in a dissertation and other relevant academic publications.

Participation and withdrawal

- Your participation is completely voluntary, and you have the right to withdraw at any point at any time without consequence. There are no costs and no identified risks to participating in the research.

Researcher

If you have any questions or concerns about the study, please contact: Cynthia O'Regan, Institute of Technology Carlow, The Dargan Building, Kilkenny Road, Carlow. Email: cynthia.oregan@itcarlow.ie. Phone: 059 9175976.

Appendix 5: Organisational Awards List for Case Study Organisations

Autolaunch/Magna Organisational Awards
GM Supplier of the Year Awards 2018
Best Place to work Forbes Magazine 2017
Most innovative automotive supplier 2017
Nominee Carlow Business of the Year award 2017
Exporter of the Year Carlow Business Awards 2016
Automotive Innovators Award 2016

Netwatch Organisational Awards
The Deloitte Best Managed Companies Award 2018
Business of the Year award Carlow Business Awards 2018
The Deloitte Best Managed Company 2017
Deloitte Technology Fast 50 Award 2016
The Business and Finance Enterprise of the Year Award 2015
The European Business Awards for Customer Focus 2014
Best New Service in the Best in Biz Awards 2012 US 2013
National Champions in the European Business Awards 2012
Excellence in Customer Service from The Towns of Excellence Institute 2011

Carlow Dental Practice Organisational Awards.
Highly Commended 2018 Irish Dentistry Awards 2017
Outstanding Dental Business Achievement of the Year Award Irish Dentistry Awards 2017
Carlow Customer Service - Professional Service 2017 Chambers award
Customer Service – Professional Services at Carlow Chamber Business Awards 2015

Wright Insurance Organisational Awards
Broker of the Year Award at MyIBA Broker awards 2018
Carlow Best Place to Work Awards Carlow Chamber Business Awards 2017
Wexford's Large Company of the Year in the Wexford Chamber Awards 2016
Wexford Large Company of the Year Award, Carlow Chamber Business Awards 2012

Arboretum Organisational awards.
Retail Excellence Garden Centre of the Year 2017
National Public Champion of Ireland, RSM European Business Awards 2017
Retail Excellence Company of the Year 2016
Carlow Chamber Venue of the Year 2016
Irish Restaurant Association: Best Casual Dining in Co. Carlow 2015
Retail Excellence Ireland National Store of The Year 2015
Bord Bia: Best Customer Service and Marketing 2014/2015

Bord Bia: Garden Centre of The Year 2014
Bord Bia: Five Star Gold 2014
Bord Bia: Best Customer Service and Marketing 2013/2014
Bord Bia: Garden Centre of The Year 2013/2014
Bord Bia: Five Star Gold 2013/2014
Irish Restaurant Association: Best Casual Dining in Co. Carlow 2013
Arboretum Gardener of the Year 2012 Awards
Bord Bia: Best Customer Service 2012
Bord Bia: Best Customer Service 2012
Rachel Doyle Graine d'Or European Personality of The Year 2011
Bord Bia: Best Customer Service 2011
Bord Bia: Garden Centre of The Year 2011
Retail Excellence: Finalist Store of The Year 2010
Bord Bia: Best Customer Service 2010
Bord Bia: Garden Centre of The Year 2010
Bord Bia: Five Star Gold 2010
Retail Excellence: FBD Finalist in Best Store 2009
Retail Excellence: FBD Finalist in Company of The Year 2009
Bord Bia: Best Customer Service 2009
Bord Bia: Five Star Gold 2009
Bord Bia: Garden Centre of The Year 2008
Bord Bia: Best Customer Service 2008
Carlow Chamber of Commerce: Best in Business Excellence 2008
Rachel Doyle Image Magazine Entrepreneur of the Year 2008
Bord Bia: Customer Service Award 2007
Bord Bia: Garden Centre of The Year 2007 & 5 Star Rating
Bord Bia: Best Product & Information Signage 2007
Carlow Chamber of Commerce: Best in Business Award 2007
Carlow Chamber of Commerce: Finalist in Best Eating Establishment 2007
Crest Retail: Finalist in Best Customer Service Award 2007
Bord Bia: Garden Centre of The Year 2006
Bord Bia: Special Award for Best Plant Merchandising & Best Product Information & Signage 2006
Bord Bia: Garden Centre of The Year 2005
Bord Bia Five Star Garden Centre 2005
Carlow Chamber of Commerce: Human Resources Development Award 2005
FAS: Excellence Through People Human Resource Standard 2004
Bord Glas: 4 Star Rating 2004
Bord Glas: Garden Centre of The Year 2004
National Small Business Awards: Gift Retailer of The Year 2004
Bord Glas: Garden Centre of The Year Award 2003
Bord Glas: Best Customer Care Award 2003
Bord Glas: Best Customer Care Award 2002
Bord Glas: Best Customer Care Award 2001

Walsh Whiskey Organisational Awards
The Irishman – Single Malt in winning no less than four awards at the 2018 London Spirits Competition.
The overall ‘Spirit of the Year’ award at the 2018 London Spirits Competition.

Whiskey of the Year at the 2018 London Spirits Competition.
Best in Show from Ireland at the 2018 London Spirits Competition.
The best Irish cask strength whiskey at The Irish Whiskey Awards 2017
The best Irish single cask whiskey at the Irish Whiskey Awards 2017
The best Irish blended whiskey at the Irish Whiskey Awards 2017
The best Irish single malt whiskey at the Irish Whiskey Awards 2017
Exporter of the Year at the 2017 Carlow Business Awards 2017
Writers' Tears Copper Pot won Gold in the International Spirits Challenge 2017.
Writers' Tears – Red Head, was awarded Gold in the 'Premium Single Malt' category in the Irish Whiskey Masters 2016
Gold Award in the 2016 Whiskies of the World Awards for Writers Tears Copper Pot 2016
Best Irish Whiskey Brand of the Year in the highly accredited New York International Spirits Competition 2015
Exporter of the Year at the 2015 Carlow Business Awards
The Irishman Cask Strength wins Gold at the prestigious International Spirits Competition 2014
International Spirits Challenge 2013
3 Gold awards at the Worlds Spirits Competition 2013
Jim Murray Whiskey Bible Award 2013
Whiskey Masters 2012 -London
Gold Medal at the International Spirits awards in Germany acclaiming it as the Best Irish Malt in 2012.
The Irishman Founder's Reserve was the winner of the 'Master' award and selected as the overall winner in the 'Irish Category' at The Spirit Masters in London 2011
The Irishman Cask Strength" was a premium Gold Medal winner 2011
The Emerging Markets Exporter of the year for 2010" by The Irish Exporters Association.
The Irishman Irish Cream Liqueur was awarded a Silver Medal in The Cream Liqueur category at the World Spirits Competition 2010- San Francisco.
The Irishman Founder's Reserve was voted 'Exceptional Best Buy' and awarded Gold at Beverage Tasting Institute – Chicago 2008.
The Irishman Single Malt was awarded Gold at Beverage Tasting Institute – Chicago 2008.
Double Gold for Best Irish Malt at World Spirits Competition 2008 – San Francisco
The Irishman Superior Irish Whiskey Founder's Reserve was awarded the Silver medal at the "International Spirits Challenge" 2007
Two Silver medals at the International Wine & Spirits Competition 2007

Appendix 6: Photographs Taken in Organisations.

A. Carlow Dental Reception Desk



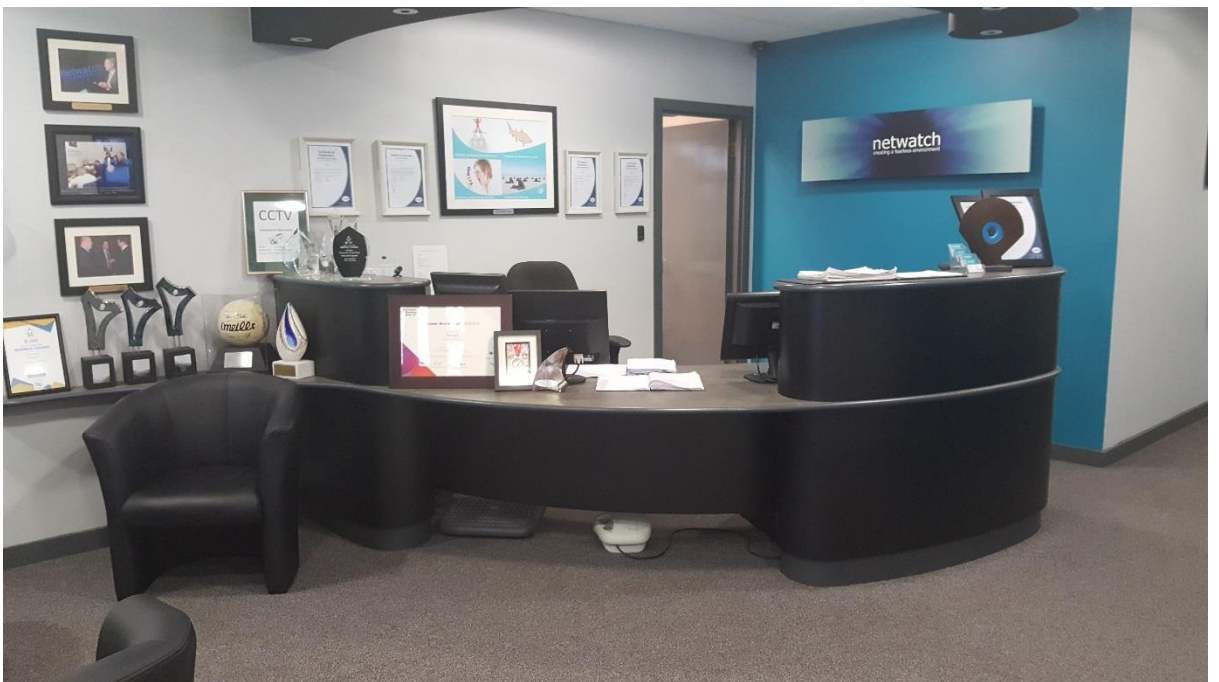
B. Walsh Whiskey Reception Desk



C. Wright Insurance reception desk



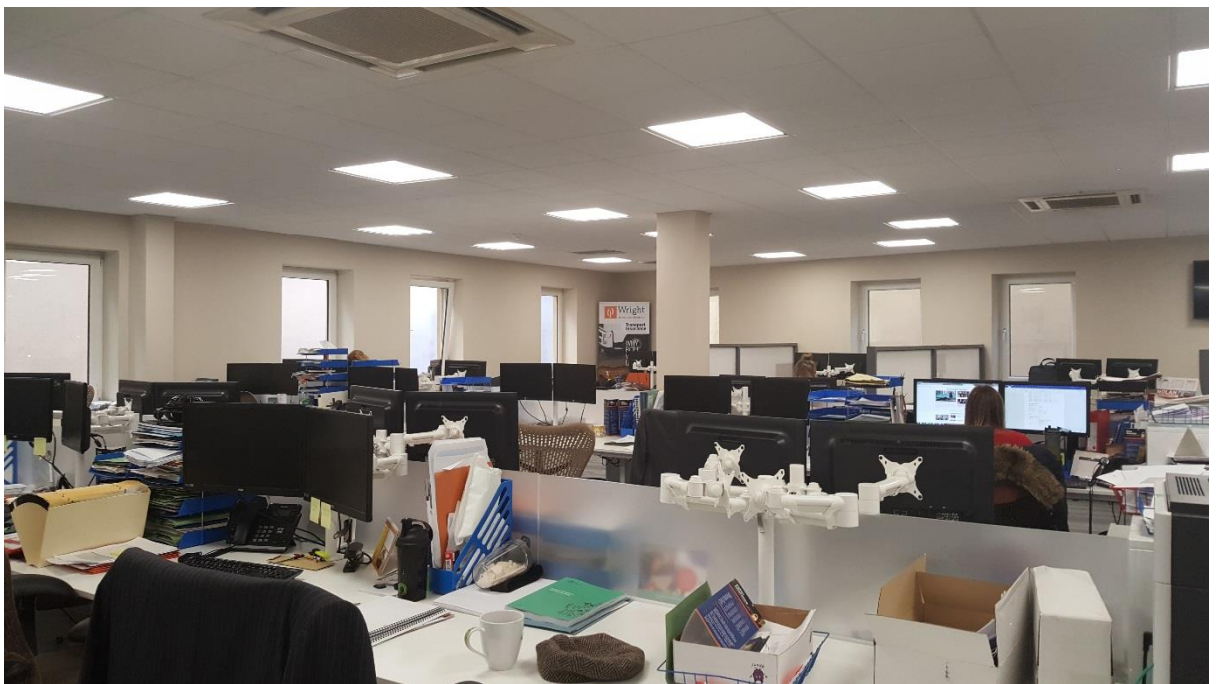
D. Netwatch reception desk



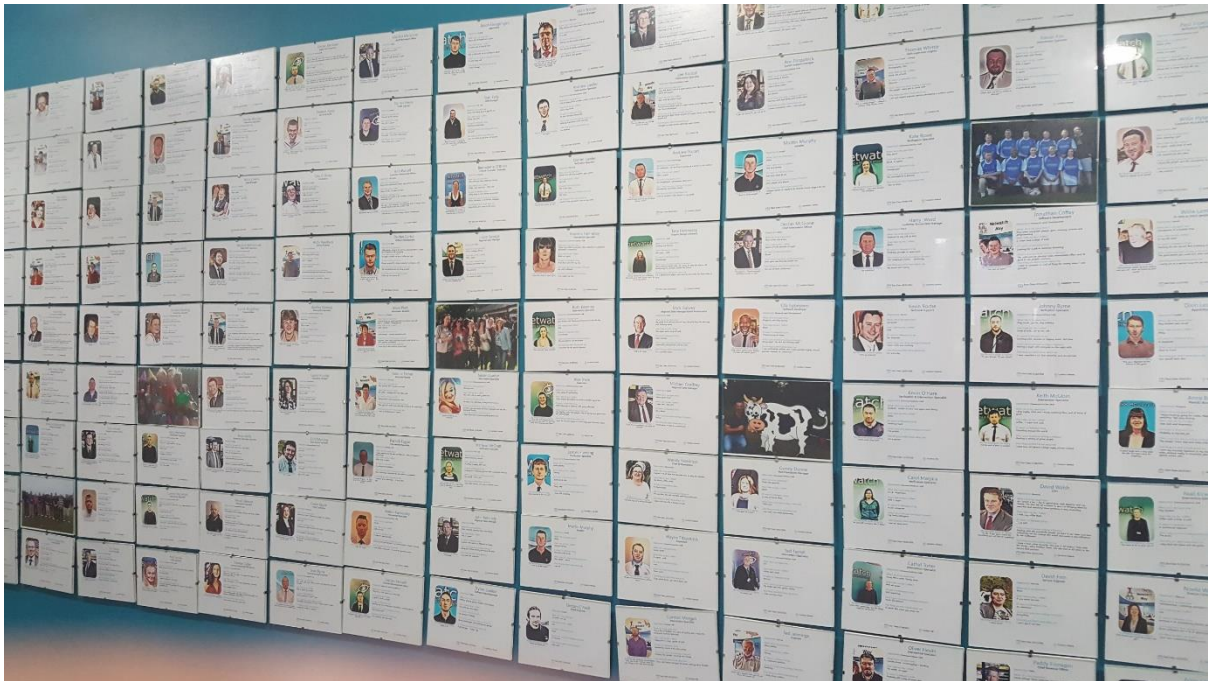
E. Autolaunch meeting room



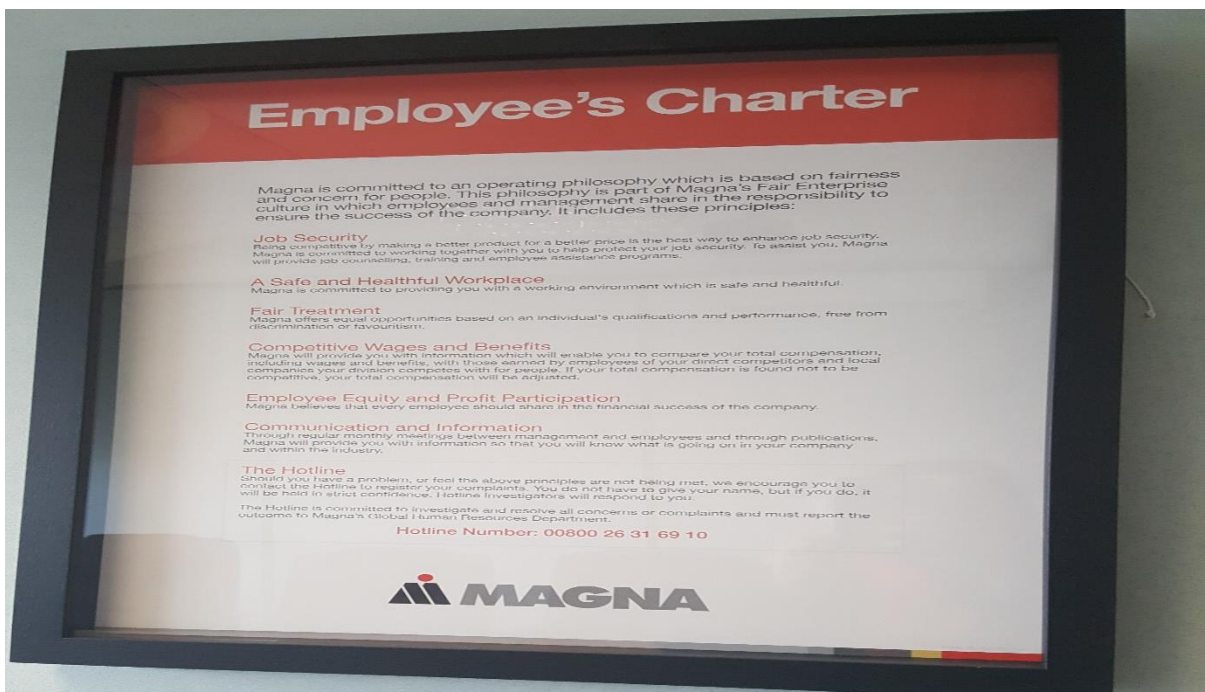
F. Wright Insurance open-plan office



G. Netwatch employee profiles



H. Autolaunch employee charter



I. Netwatch mission statement



J. Awards Displayed in the Arboretum



K. Netwatch awards for customer service



L. Carlow Dental customer service award



Appendix 7: Qualitative designs.

Common qualitative designs, their key characteristics and their level of applicability to this piece of research.		
Research Design	Key Characteristics	Applicability? Low/Medium/High
Narrative Research	<ul style="list-style-type: none"> • The study of one or more individuals. • Individuals are asked to provide stories about their lives. • Using primarily interviews and documents. • Analysing data using chronology. 	Medium
Phenomenology	<ul style="list-style-type: none"> • Using primarily interviews. • Researcher describes the essence of the experience of the individual. • Analysing data for significant statements and meanings. 	Low
Grounded Theory	<ul style="list-style-type: none"> • Using primarily interviews with 20-60 individuals. • Process involves multiple stages of data collection. • Generating theory. • Analysing data through coding. 	Low
Ethnography	<ul style="list-style-type: none"> • The study of culture groups and their lifestyles, understanding and beliefs. • It requires the researcher to spend a considerable amount of time in the field. • Routine and normal aspects of everyday life is the research data collected. • Understanding things from the point of view of the people involved. • Becoming an accepted member of group and participating in its cultural life. 	High
Case study	<ul style="list-style-type: none"> • Developing a detailed analysis of one or more cases. • Cases are bound by time and activity. • Data collection using a variety of sources i.e. interviews; observations; documents; artifacts. • Analysing data through description of the case and emerging themes. • Very relevant when the focus of the study is on extensively exploring and understanding rather than confirming and quantifying. • Data based on participants' experiences. 	High

(Created by the researcher from Yin, 2009, 2013; Denscombe, 2010; Creswell, 2012, 2013; Tiernan, 2015; Bryman and Bell, 2016).

Appendix 8: Strengths and Weaknesses of Research Methods

Table 3.5: Strengths and weaknesses of research methods as a source of evidence		
Source of Evidence	Strengths	Weaknesses
Documentation	<ul style="list-style-type: none"> • Stable – repeated review. • Unobtrusive – exist prior to case study. • Exact – names etc. • Broad coverage – extended time span. 	<ul style="list-style-type: none"> • Retrievability • Biased selectivity. • Reporting bias – reflects author bias. • Access – may be blocked.
Archival Records	<ul style="list-style-type: none"> • Same as above • Precise and quantitative. 	<ul style="list-style-type: none"> • Same as above. • Privacy might inhibit access.
Interviews	<ul style="list-style-type: none"> • Targeted – focus on case study topic. • Insightful – provides perceived casual inferences. 	<ul style="list-style-type: none"> • Bias due to poor questions. • Response rate. • Incomplete recollection. • Reflexivity – interview expresses what interviewer wants to hear.
Direct observations	<ul style="list-style-type: none"> • Reality – covers events in real time. • Contextual – covers event context. 	<ul style="list-style-type: none"> • Time-consuming. • Selectivity – might miss facts. • Reflexivity – observer’s presence might cause change. • Cost – observers need time.
Participant Observation	<ul style="list-style-type: none"> • Same as above. • Insightful into interpersonal behaviour. 	<ul style="list-style-type: none"> • Same as above. • Bias due to investigator’s actions.
Physical Artifacts	<ul style="list-style-type: none"> • Insightful into cultural features. • Insightful into technical operations. 	<ul style="list-style-type: none"> • Selectivity. • Availability.

(Adapted by the researcher from Tellis, 1997; Yin, 1994)

Appendix 9: Types of Interviews

Table 3.6: Types of interviews, their key characteristics and advantages/disadvantages as a research method			
Interview Types	Key Characteristics	Advantages	Disadvantages
Unstructured interviews	<ul style="list-style-type: none"> • Equivalent to guided conversations. • Conducted in conjunction with the collection of observational data. • The interviewer elicits information about observed behaviour, interactions, artifacts and rituals. • Interviewees are encouraged to speak freely. 	<ul style="list-style-type: none"> • Greater flexibility and freedom is offered to both sides. • The participant's thoughts and interests to be explored in depth, which, in turn, generates rich data. 	<ul style="list-style-type: none"> • Can be difficult and time-consuming because it involves bringing together similar statements from different participants and links are often difficult to make. • Can be unsuitable for the novice researcher due to researcher bias.
Semi-structured interviews	<ul style="list-style-type: none"> • Often considered as the sole data source for a qualitative research study. • Scheduled in advance • Organised around a set of predetermined open-ended questions • Interviewer has an interview guide that serves as a checklist of topics to be covered. • Questions can be modified based on the flow of information. 	<ul style="list-style-type: none"> • Allows the interviewer to delve deeply into social matters. • More flexible than the structured interview. • Allows for in-depth probing. • Provides an opportunity for the interviewer to delve further while keeping within the parameters of the study. 	<ul style="list-style-type: none"> • Cannot guarantee honesty of participants when answering questions. • Cannot prove cause and effect. • Open-ended questions are difficult to analyse. • Can be time consuming to collect and analyse data.
Structured interviews	<ul style="list-style-type: none"> • Fixed questions in a pre-decided order with standardised wording. • Responses must be selected from a list of alternatives. • Mainly yes or no responses. • Similar too self-administered questionnaires. 	<ul style="list-style-type: none"> • Standardisation because each participant is given the same questions. • The pre-coded answers offered to respondents ensures data analysis is relatively easy. 	<ul style="list-style-type: none"> • Interviewer and interviewees have very little freedom. • No room for elaboration. • Mainly used to elicit sociodemographic data.

(Created by the researcher from Bloom et al., 2006; Denscombe, 2010; Robson, 2011; Creswell, 2013; Alshenqeti, 2014)

Appendix 10: Types of case studies

Table 3.4: Types of case studies	
Type of Case Study	Key Characteristics
Explanatory	<ul style="list-style-type: none"> • Are used to explain how and why a series of event occurred. • Are complex and can cover an extended period of time. • To understand by looking beyond descriptive features and studying surrounding context. • Where existing theory is used to understand and explain what is happening.
Exploratory	<ul style="list-style-type: none"> • Are used to explore those situations in which the intervention being evaluated has no clear, single set of outcomes. • The researcher attempts to explain why certain behaviours occurred by determining causes and effects. • The case study goal is to prove that more investigation is needed. • Research questions usually contain words such as does or if so how often.
Descriptive	<ul style="list-style-type: none"> • Are used to describe an intervention or phenomenon and the real-life context in which it occurred. • The objective is to describe current practices.
Multiple-case Studies	<ul style="list-style-type: none"> • Enables the researcher to explore differences within and between cases. • Researcher can predict contrasting results based on a theory. • Enables the researcher to find similarities across cases.
Intrinsic	<ul style="list-style-type: none"> • Are undertaken to understand the particular case in question. • The case is pre-selected. • The researcher has an intrinsic interest in the case. • To researcher attempts to solve problems of a specific case.
Instrumental	<ul style="list-style-type: none"> • Examine a particular case in order to gain an insight into an issue or a theory. • To understand something. • The researcher selects a small group of subjects in order to examine certain patterns of behaviour.
Collective (Same as Multiple Case studies)	<ul style="list-style-type: none"> • Each case is instrumental but there will be coordination between each of the studies. • The researcher coordinates data from several different sources to gain a fuller picture.

(Created by the researcher from Stake, 1995; Yin, 2003, 2009; Zainal, 2007; Baxter and Jack, 2008; Creswell, 2014; Bryman and Bell, 2016).

Appendix 11: Criteria for assessing qualitative research

Table 3.8: Criteria for assessing qualitative research		
Trustworthiness Criteria	Explanation	Provisions taken to ensure data quality
Credibility	<p>Refers to the question of how congruent the findings are with reality.</p> <p>Does the study have internal validity; does it measure what it is supposed to measure?</p>	<ul style="list-style-type: none"> ▪ The adoption of research methods that are well established in qualitative research. Methodological approach and design discussed in section 3.4. ▪ The use of different research methods to ensure triangulation. Interviews, observations and document analysis was utilised. See section 3.5. ▪ Familiarity with the culture of participating organisations prior to data collection. A full literature review was conducted with a focus on market-oriented culture See Chapter 2. All ethics were adhered to, such as giving the participants the right to withdraw. See section 3.9.
Transferability	<p>Refers to external validity, can the findings be applied to another study.</p>	<ul style="list-style-type: none"> ▪ A thick description of the phenomena under investigation was outline in section 1.1. ▪ The scope of the research was outlined in section 1.7. ▪ No transferability inferences were made.
Dependability		<ul style="list-style-type: none"> ▪ The process (Research Design) of the research study was discussed in detail in section 3.4.2.

	Refers to the issue of reliability. With the same research methods and the same participant would the results be the same.	
Confirmability	Refers to the question of objectivity.	<ul style="list-style-type: none"> ▪ The researcher's beliefs underpinning decisions made and methods adopted were clearly outlined in section 3.5. ▪ The reasons for favouring one approach when others could have been taken was outlined in section 3.5.
Authenticity Criteria		
Fairness	Does the research allow for different viewpoints among participants?	<ul style="list-style-type: none"> ▪ A multi-informant approach was taken which included marketing managers, human resource managers and customer facing employees.
Ontological authenticity	Does the research help members come to a better understanding of the research phenomena?	<ul style="list-style-type: none"> ▪ Practical and theoretical implications of this study are outlined in section 6.3
Educative authenticity	Does the research help the members get better perspectives of other members in their social setting?	<ul style="list-style-type: none"> ▪ Recommendations based on the key conclusion of this study were outlined in section 6.2 for managers wishing to implement a market-oriented culture.
Catalytic authenticity	Has the research stimulated some form of action?	<ul style="list-style-type: none"> ▪ Practical implications of the study are outlined in section 6.3.
Tactical authenticity	Has the research empowered members to take necessary steps for engaging in action.	<ul style="list-style-type: none"> ▪ Research findings and recommendations were disseminated at two conference proceedings. However, it is not known if members took necessary steps for engaging in action.

(Created by the researcher from Guba and Lincoln 1994; Shenton, 2004, pp. 64-67; Bryman and Bell, 2016, p. 400)