

The Influence of Cooperative Organizational Characteristics on Market Orientation and Performance: The Case of Agri-Food Cooperatives in Greece

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Abstract

Merits and determinants of market orientation are well known for Investor-Owned Firms (IOFs), but not for cooperatives. Particularly, empirical research regarding the role of market orientation in agri-food cooperatives that retain a traditional organizational structure is lagging much behind theory. Our research will show how cooperative organizational characteristics influence market orientation and brand orientation. Moreover, we study whether market and brand orientation contribute to performance of traditionally organised cooperatives or not. Based on recent theoretical advances in marketing and cooperative economics we develop a model that relates cooperative organizational characteristics to market orientation, brand orientation and performance. To test our model a questionnaire will be mailed to all Greek second-order cooperatives (cooperative associations) and first-order ones (local cooperatives) that sell at least part of their production directly to final customers. Contact details of 150 potential respondents have been obtained. Results and implications will be presented at the conference.

Keywords: cooperatives, market orientation, brand orientation, performance, Greece

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