Building an argument – 1

**A. Building an argument**

It is important to build a rationale for your research or area of focus. One common and effective way of doing this is to construct a logical argument by *exemplifying*, *adding, summarizing* and *rephrasing*. Use the words in the box below to complete the paragraph.

|  |
| --- |
| accordingly put simply in other words to illustrate furtherconsistent with this similarly |

Returning to the dimensions of market orientation described by [Jaworski and Kohli (1993)](http://www.sciencedirect.com/science?_ob=ArticleURL&_udi=B6V7S-48R1YNM-1&_user=7438725&_origUdi=B6V7S-3YS39B5-9&_fmt=high&_coverDate=01%2F31%2F2005&_rdoc=1&_orig=article&_acct=C000009959&_version=1&_urlVersion=0&_userid=7438725&md5=a000fc6bad51de7a905ead5f8767c7a0#bib23), it is apparent that these dimensions capture the amount or degree to which each market intelligence process is undertaken. There is little indication, however, as to whether the market information generated is guided by the firm's strategic vision or not.(1) \_\_\_\_\_\_\_\_\_, there is no indication whether information is selectively distributed (e.g., for a timely market response), or whether the information is ‘filtered’ by the entrepreneur's perspective on where the firm is heading. (2)\_\_\_\_\_\_\_\_\_, the *quality* with which these processes are performed is unknown.(3) \_\_\_\_\_\_\_\_\_, a situation may occur where intelligence is disseminated broadly, but the team or department for whom it is most important is last to receive it. (4)\_\_\_\_\_\_\_\_\_, organizations that generate large amounts of market data may still only develop incremental product innovations when a more substantial product innovation is required to compete in the market. Knowing what information to seek, and from whom, is more valuable than the capacity to generate simply a greater amount of information than competitors. [Atuahene-Gima and Ko (2001, p. 56)](http://www.sciencedirect.com/science?_ob=ArticleURL&_udi=B6V7S-48R1YNM-1&_user=7438725&_origUdi=B6V7S-3YS39B5-9&_fmt=high&_coverDate=01%2F31%2F2005&_rdoc=1&_orig=article&_acct=C000009959&_version=1&_urlVersion=0&_userid=7438725&md5=a000fc6bad51de7a905ead5f8767c7a0#bib5) contend that “several of the measures of market orientation …reflect a reactive approach to collecting, disseminating, and responding to market information”. (5)\_\_\_\_\_\_\_\_\_, [Alvarez and Busenitz (2001, p. 762)](http://www.sciencedirect.com/science?_ob=ArticleURL&_udi=B6V7S-48R1YNM-1&_user=7438725&_origUdi=B6V7S-3YS39B5-9&_fmt=high&_coverDate=01%2F31%2F2005&_rdoc=1&_orig=article&_acct=C000009959&_version=1&_urlVersion=0&_userid=7438725&md5=a000fc6bad51de7a905ead5f8767c7a0#bib2) argue that, unless it is coordinated, organizational knowledge or intelligence “is often dispersed, fragmented, and sometimes even contradictory.” (6)\_\_\_\_\_\_\_\_\_, there is a need to attach meaning to, and provide a context for, market orientation processes. (7)\_\_\_\_\_\_\_\_\_, it is not necessarily the case that ‘more is better’.