

## **ABSTRACT**

In view the importance of the hotel segment for the tourism and for the economy of countries such as Portugal, the objective of this study was to measure level of orientation for the market of the largest hotel groups of Portugal. This investigation initially emphasized the importance of the marketing for the organizations, mainly the orientation for the market. After a brief explanation on the hotel segment in Portugal an empiric study was presented, of quantitative, exploratory and traversal character, performed with the largest groups of 20 hotels of Portugal, using as an instrument of collection data, the traditional Markor scale (market orientation) adapted to the hotel sector. After analyzing the data, it was found in the investigated organizations a good capacity to generate market information and response to the market, which formed two of the three constructs of Markor scale. However the results obtained with the construct of the dissemination of market information were below the expectations. It was possible to conclude that marketing professionals of the large hotel groups in Portugal are well oriented to the market, something not shared by other investigated departments of the hotels. So the current challenge for the main networks of hotels in Portugal is to improve the internal dissemination of information that marketing professionals gathered at the market.

**Keywords:** Marketing Management, Orientation to the Market, Markor, Hotel Sector in Portugal.

## **1. Introduction**

The awakening of the consumption brought economical, politics, social changes, where previously they governed the forms of production and administration of small scales, typical from the centuries XVIII and XIX. With the mass production to assist to the growing consumers' needs around the globe appeared the marketing inside of the organizations (Kohli and Jaworski 1990), after all the first function of any company is to maintain its activity, being this way, necessary to generate and to maintain consumers (Levitt 1986). In the first two decades of the XX century, the marketing had as function the facilitation of the trade and distribution of products (Bartels 1988). From 1920, the marketing starts to try to understand the reasons that took the consumers to acquire products and services, something that only solidifies from the 1940's.

Thereafter, it started to be fundamental for the companies the implementation of the marketing not only as one more organizational function, but mainly as a philosophy that includes the whole company, in all of the hierarchical levels (Narver and Slater 1990).