INTRODUCTION

This paper purports to offer a concise definition of modern marketing orientation (concept) and an analysis of its adoption by managers in Turkey.

Strategy researchers have challenged themselves to discover the most important tactics to gain and retain industry leadership. Nelson et al. (1982) proposed that successful firms can be understood in terms of a hierarchy of practiced organizational routines, comprised of lower order co-ordination of organizational skills, and related higher order decision procedures. These practiced routines define the set of core organizational capabilities, or those things the firm is capable of doing confidently. However, simply producing a given set of products with a given set of processes does not ensure long-term competitive advantage. Dynamic capabilities are reflected in the firm's capability to innovate and to profit from innovation (Nelson 1991).

An important strand of strategy research has emerged in the study of market orientation. Based upon the marketing concept, market-oriented firms "seek to understand customers' expressed and latent needs, and develop superior solutions to those needs" (Slater et al. 1999)p.1165). A firm's market orientation builds upon three dimensions: the organization-wide acquisition, dissemination, and co-ordination of market intelligence (Jaworski et al. 1993).

Market orientation is an important theme in the marketing literature, and there is a substantial literature on it. Most marketing researchers have supported the view that market orientation is positively associated with firm performance, using both financial and market indicators (described in Figure 1). Market orientation clearly contributes to a firm's competitive advantage through its demonstrated relationships with financial performance and innovation. For example, Deshpande et al. (1993) and Jaworski et al. (1993) specifically tested for superior performance relative to competitors.

Although this literature is replete with theoretical and empirical studies describing the importance of market orientation to firm performance at an organizational level of analysis (e.g., Farrell 2000; Han et al. 1998; Jaworski et al. 1993; Narver et al. 1990), the literature contains divergent opinions on the nature of both the nature and focus of the orientation. Specifically, researchers have debated whether a firm's market orientation includes a focus upon customer, competitor, profit, or other external market indicators (Lafferty et al. 2001). Market orientation researchers are also divided in their definition of market orientation, alternatively explained as a managerial phenomenon (Kohli et al. 1990), a cultural phenomenon (Narver et al. 1990), and a systems phenomenon (Becker et al. 1999).

Despite some discussion of market orientation as a firm capability (Day 1994), the literature does not adequately reflect potential fit within the Resource-based View of the Firm (RBV), specifically as a dynamic capability. RBV assumes that firms can be conceptualized as bundles of resources, those resources are heterogeneously distributed across firms, and resource differences persist over time (Eisenhardt & Martin, 2000; Penrose, 1959;Wernerfelt, 1984). Wernerfelt (1984, p. 172) defines a resource as "anything which could be thought of as a strength or weakness of a given firm… those tangible and intangible assets which are tied semipermanently to the firm". To be market-oriented supersedes the capability to generate and understand the implications of market information, it also requires the dynamic capability to coordinate interfunctional strategic responses that reinforce a firm's competitive advantage in the marketplace (Jaworski et al. 1993; Rueckert 1992). When viewed as dynamic capabilities, individual behaviours or routines can set a benchmark for expected market oriented behaviours across the firm.

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Figure 1

Performance indicators positively linked to market-orientation

Category	Performance Measure	Studies
Financial	ROA or ROI	(Farrell 2000; Narver et al. 1990; Slater et al. 1994)
	New Product Success	(Baker et al. 1999; Farrell 2000; Li et al. 1998; Pelham et al. 1996; Slater et al. 1994)
	Profit	(Deshpande et al. 1993; Han et al. 1998)
Market	Market Share	(Baker et al. 1999; Deshpande et al. 1993; Pelham et al. 1996)
	Sales Growth	(Deshpande et al. 1993; Farrell 2000; Greenley 1995; Grewal et al. 2001; Pelham et al. 1996; Slater et al. 1994)
	Customer satisfaction, Customer value, Customer retention[*]	(Farrell 2000; Homburg et al. 2000)
Product Related	Product Quality	(Pelham et al. 1996)
	Innovation	(Atuahene-Gima 1996; Han et al. 1998)

(Schlosser, McNaughton,2004, p. 2)

[*] Farrell (2000) tested only customer retention

What does the marketing concept really mean? Different authors have described the marketing concept in various ways, as summarized below:

- Felton (1959) defined marketing as " a corporate state of mind that insists on the integration and coordination of all the marketing functions. For the basic objective of producing maximum long –range corporate profits"(p.55).
- Barksdale and Darden (1971) noted that the marketing concept is based on two fundamental notions: the consumer and profit.
- Kotler and Zaltman (1971, p.5) stated that " the marketing concept…[efforts have] to be spent on discovering the wants of a target audience and then creating the goods and services to satisfy them."
- McNamara (1972,p.51) stated that "the marketing concept is a philosophy of business management, based upon a company – wide acceptance of the need for customer orientation, profit orientation and the recognition of the important role of marketing in communicating the needs of the market to all major corporate departments".
- McCarthy and Perreault (1984, p.35) pointed out that "the marketing concept means that an organization [should] aims all its efforts at satisfying its customers- at a profit".
- The American Marketing Association (1985) developed the following definition: "Marketing is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives".

While the latter definition is one of the mostly wide used and accepted, each of the other definitions makes their own contribution to the marketing concept.

Two main characteristics could be highlighted from all of the above definitions: customer orientation (i.e.satisfy customer needs) and measurement of business performance (e.g. profit, market share, sales growth rate, organizational objectives). In terms of modern marketing thought, these principles are referred to as customer orientation, profit direction and integrated effort.

Above all else, the traditional marketing concept identifies that firms need to supply the wants and needs of their customers (Lusch&Laczniak, 1987). Neverthless, the marketing concept does not tell the marketer to disregard his/her unique capabilities and resources when deciding how to serve the customer's needs and wants (Houston, 1986).

However, this concept has not been fully implemented.Many MNCs might believe in the marketing concept, but when it is time to apply it there are some doubts about its efficiency.In a 1971 survey, Barksdale and Darden (1971) found that over 57% of all respondents agreed or strongly agreed that there are frequent conflicts between consumer orientation and profit objectives; more than 40% agreed that profits would be the overriding consideration in order to resolve the conflict. Perceptions of marketing may differ at different organizational levels.

This paper attempts to present a comprehensive analysis of the modern marketing concept/orientation throughout its historical evalution in Chapter One.

The second chapter offers an empirical analysis of the level of marketing orientation among KOBİ managers in Turkey.

Since awareness and practice of the modern marketing concept is an antecedent for successful marketing performance, it is important to find out any deficiencies in this respect that may be prevalent among Turkish managers. Due to limitations in terms of time and access, the empirical research was constricted to a small sample of KOBİ managers as will be described in the methodology section. The survey instrument is also presented in that section alongside the findings.

CHAPTER ONE

Historical Evolution of the Modern Marketing Concept (Orientation)

Prior to the 1950's, the terms marketing and selling were synonymous in business. The marketer's mission was to sell whatever the business could make, and profitability was based on sales volume. The emphasis was on products rather than customers, hence the sales people had to sell whatever the company produced. Marketing emphasis was short-term and centered on the sales process. The principal function of marketing was to convince customers that they needed the goods the factory was producing. (Webster, 1988)

Following World War II , the U.S. economy evolved into a consumer society as war-time scarcity was supplanted by an abundance of goods chasing the dollars of increasingly affluent consumers. Sellers began to realize that focusing on volume, price, and promotions was less profitable than orienting on the needs of customers, and thus the marketing concept was born. It is difficult to pinpoint exactly who to credit with the origin of the idea of a marketing concept. Peter Drucker provided "one of the first statements of the marketing concept as a management philosophy" (Webster,1988, p. 31). Drucker (1954) discussed a "concept of marketing.... as the whole business seen from the point of view of its final result, that is, from the customer's point of view" (p.39). He placed marketing responsibility in every area of a business, using the General Electric Company as an example. GE's policy, developed over a period of years, was to consider and cater to customer wants, beginning with product design and continuing on through the final sale (Drucker, 1954). The 1952 GE Annual Report (General Electric [GE] , 1952) contains the following statement:

> In 1952 your Company's operating managers were presented with an advanced concept of marketing, formulated by the Marketing Services Division. This, in simple terms, would introduce the marketing man at the beginning rather than the end of the production cycle and would integrate

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> marketing into each phase of the business. Thus marketing, through its studies and research, will establish for the engineer, the designer, and the manufacturing man what the customer wants in a given product, what price he is willing to pay, and where and when it will be wanted. Marketing would have authority in product planning, production scheduling and inventory control, as well as in the sales distribution and servicing of the product. This concept, it is believed, will tighten control over business operation and will fix responsibility, while making possible greater flexibility and closer teamwork in the marketing of the Company's products. (p. 21)

McKitterick (1957), GE's Manager-Marketing Research Service, noted that thirty years ago businessmen talked about paying attention to customer's interests, but seldom followed through—their focus remained on profit. He went on to say that over the ensuing thirty years to the present, he observed a change in philosophy as businessmen increasingly spoke of the customer "in terms of an end rather than in terms of a means.... [instead of simply] the chap that you sent the bill to" (p. 72). The focus was shifting from profit to the interests of customers, "and we became so impressed with the results of focusing on what would be better for the customer rather than merely cheaper that we invented a now familiar phrase —'the marketing concept'—to describe this triumph of innovation over productivity capacity". McKitterick (1957) acknowledged that the primary marketing function is "conceiving and then making the business do what suits the interests of the customer" (p. 78), but went on to say that in defining the marketing concept, it is not sufficient to say only that the "business must constantly think of the customers' best interests or put supremacy in marketing functions foremost" . He noted that merely being skillful at marketing and paying attention to customer needs will not be enough to succeed against a firm that brings an innovative new product to market. He described the "crux of the marketing concept" as a concentration on growth with a continuing emphasis on expanding markets. When a company focuses on stimulating sales by using research and intuition to establish new markets, according to McKitterick, it has implemented the marketing concept. He concluded his definition of the marketing concept by saying:

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> A company committed to the marketing concept focuses its major innovative effort on enlarging the size of the market in which it participates by introducing new generic products and services, by promoting new applications for existing products, and by seeking out new classes of customers who heretofore have not used the existing products. (p. 78)

Felton (1959) noted that following World War II, American business adopted a number of fads, the latest of which was the marketing concept, which he also called integrated marketing and defined as:

> A corporate state of mind that insists on the integration and coordination of all the marketing functions which, in turn, are melded with all other corporate functions, for the basic objective of producing maximum long-range corporate profits. (Felton, 1959, p. 55)

Felton (1959) labeled the marketing "state of mind" as the most important ingredient to marketing success and further asserted that it must emanate from top management. He expressed concern, however, that companies would attempt to implement the marketing concept without fully understanding its implications, and end up significantly worse off as a result. He cautioned that "for a company to suddenly consider itself 'customer oriented', is just as apt to create marketing overemphasis now as was the danger in the past to create production or financial overemphasis" (p.56), with resulting degradation of profit. In his widely acclaimed <u>Harvard Business Review</u> article, “Marketing Myopia”, Theodore Levitt(1960) reinforced the idea of the marketing concept when he wrote:

> To produce ...customers, the entire corporation must be viewed as a customer-creating and customer-satisfying organism. Management must think of itself not as producing products but as providing customer-creating value satisfactions. It must push this idea (and everything it means and requires) into every nook and cranny of the organization.... In short, the organization must learn to think of itself not as producing goods or services

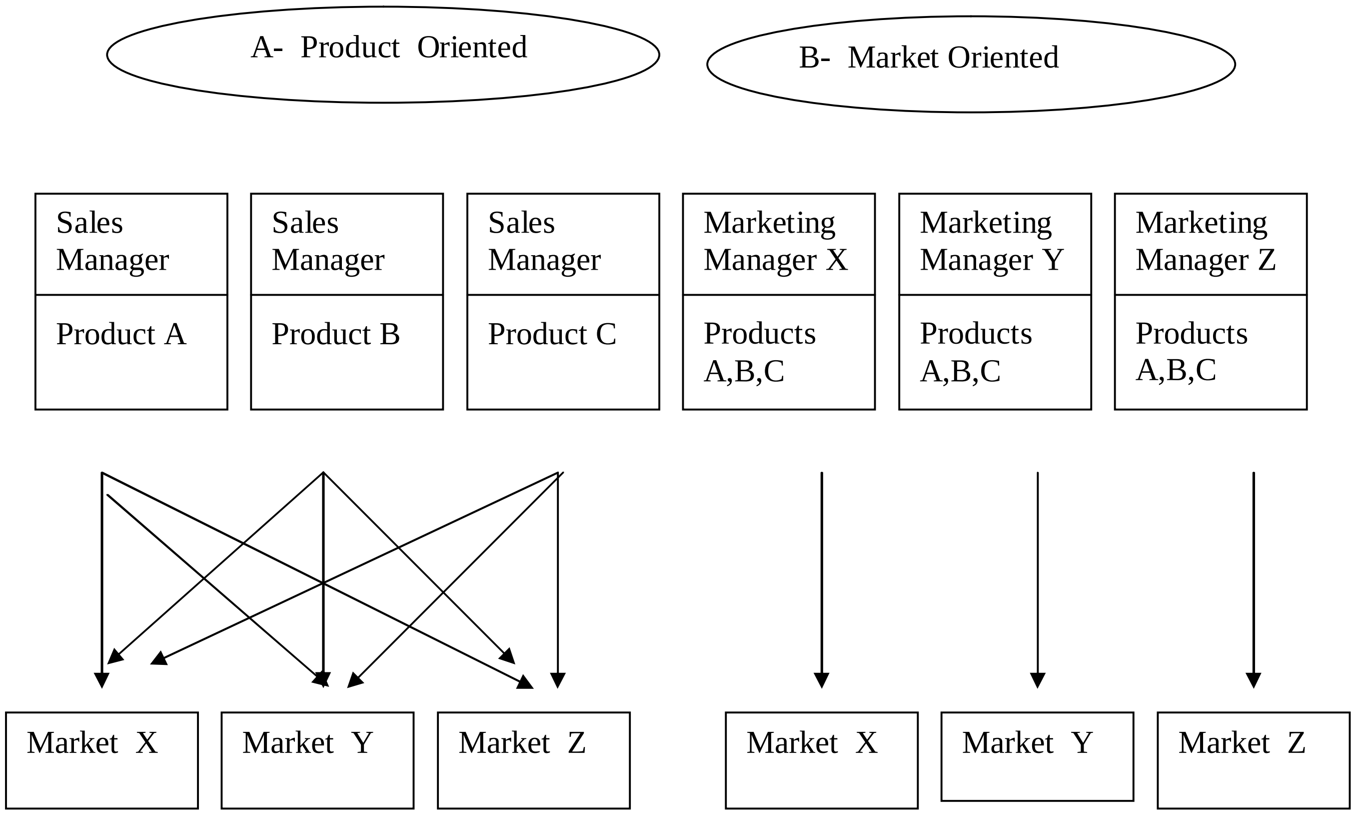
but as buying customers, as doing the things that will make people want to do business with it. (p. 56)

Levitt criticized management executives who fail to recognize that "there is no such thing as a growth industry.... only companies organized and operated to create and capitalize on growing opportunities" (p. 47). It's this marketing myopia, according to Levitt, that leads companies believing in the -growth industry fantasy to adopt a product orientation instead of a customer orientation. They define their mission too narrowly, and the market eventually passes them by. The classic example is the buggy whip industry. Levitt noted that it possibly could have survived had it defined its purpose as facilitating transportation, or something similarly broad, instead of just the production of buggy whips. In summary, Levitt described the marketing concept, as did Drucker (1954), as business being first concerned with the customers' needs; then working backwards to establish the means for delivering satisfaction and the production of the means of satisfaction in that order.

Keith (1960) was another early proponent of the marketing concept. He described the consumer as being "at the absolute dead center of the business universe. Companies revolve around the customer, not the other way around" (p. 35). He used the Pillsbury Company as an example, tracing the company's development from a production to sales to marketing orientation, where "marketing plans and executes the sale" (p. 39) from product conception through development, production, and distribution, to purchase by the end-user. Keith added a fourth stage in which the company's marketing orientation shifts from a short-term to a long-term focus that encompasses all areas of management. Lear (1963) made one of the earliest, if not the first, references to the term "market orientation", which was later defined by Shapiro (1988), Webster (1988), Kohli and Jaworski (1990), Narver and Slater (1990), and others as the state of having implemented the marketing concept. Lear's definition of "market orientation", however, does not describe a firm that has implemented the from-the-customer-backwards marketing concept as defined by earlier writers such as Drucker (1954), McKitterick (1957), Felton (1959), Levitt (1960), and others. What Lear described was simply a more efficient organization of sales people to sell products to customers, as opposed to a philosophy of "conceiving and then making the business do what suits the interests of the customer" as stated by McKitterick (1957, p. 78). Lear's definition of "market orientation" is more descriptive of a "sales orientation", wherein the company organizes with sales as the governing factor (Webster, 1988). This is clear in Lear's example of the difference between product orientation and market orientation shown in Figure 2, below. As Lear explained in Figure 2, B-Market Oriented, each salesperson handles all three products so each market can deal with a single representative for all three products, thus making it easier for the customer. This will facilitate sales (sales orientation) , but says nothing about identifying customers needs and designing/developing products to meet them.

Figure 2

Structures for Selling



(Lear, 1963, p. 54)

Kotler and Levy (1969) acknowledged the importance of the marketing concept. They reiterated Levitt's (1960) call for a broad definition of company mission and a long-run focus on meeting customer needs to avoid "marketing myopia". They decried the fact that marketing people make no attempt to "examine whether the principles of...[the marketing concept] in traditional product areas are transferable to the marketing of services, persons, and ideas" (p. 10). They made the case that the marketing concept has application for all organizations—not just businesses.

Barksdale and Darden (1971) indicated that the principal ideas of the marketing concept were not new in the 1950's, that they had already been known and practiced by numerous successful businesses outside the US. They did, however, place the marketing concept's first appearance in the US business world in the early 1950's, and labeled it virtually unquestionable in principle due to its simplicity. Described variously as the "marketing philosophy, total marketing, and integrated marketing, the concept soon attracted the attention of marketing executives and educators and was enthusiastically hailed as a new manifesto for American business" (Barksdale and Darden, 1971, p. 29). The concept is grounded in two precepts—all business actions must focus on the customers; and the basis for evaluating marketing efforts is profit, not sales. Since customer needs provide the basis for company strategy formulation, marketing people must be involved in the product design stage, and all major company decisions must be viewed in terms of their impact on marketing. According to Bell and Emory (1971), the marketing concept consists of three components—customer orientation, integrated effort, and profit direction. The focus of all marketing activity should be the customer. Customers' "needs, wants, and behavior" (p. 39) must be identified, and goods/services produced to satisfy those needs and wants. Bell and Emory did not rule out the prospect that business may have to create the needs or pressure customers to purchase the goods produced for them. The second component, integrated effort, requires that marketing be integrated with all other business functions to achieve maximum firm effectiveness. Profit direction simply says the purpose of the marketing concept is to improve profitability by concentrating on profit as opposed to sales volume. Finally, Bell and Emory (1971) noted that customer satisfaction is not construed as protection of consumer welfare, but is rather a means to realize company profit goals.

Bell and Emory (1971) also argued that the marketing concept was faltering by 1971, in that it "conflicts with a company's social responsibility to consumers" (p. 37). They contended that although concern for customer welfare has been part of the concept, it extended only up to the sale. They proposed a revised concept with three elements, which seemed to offer only semantic differences from the original. They proposed "consumer concern" to replace "customer orientation", "integrated operations" to replace "integrated effort", and "profit reward" in place of "profit direction". The narrative explanation of the new terms used different words, but they did not produce a focus significantly different from the original to call it a revised concept.

According to Bell and Emory (1971), the marketing concept (customer orientation, integrated effort throughout the company, and a profit focus) is derived from efforts to operationalize a concept of marketing espoused by economists and marketing theorists. They pointed out that Adam Smith, "the father of enterprise economics" held that the function of production is to benefit consumption. As further evidence that the marketing concept was not entirely new, Bell and Emory (1971) included the following quote from a 194 6 marketing text.

> "Business functions to satisfy the needs of consumers. The first measure of the success of any business is how well it serves the consumers. If an operation is not in the interest of the consumers, it is not justified, no matter how profitable it may be to its owners. He profits most who serves best". (Converse and Huegy cited in Bell and Emory, 1971, p. 38)

Bell and Emory (1971) conceded that, while this concept of satisfying customers was not new, it was not "clearly articulated in operational business terms until the 1950's....[when] the need to look to the customer for guidance in the organization and direction of business was recognized" (p. 38). They credited marketing advisers and practitioners such as Alderson, Borch, Felton, and Keith with the first marketing literature on the operational concept, and noted that by 1965 virtually all basic marketing texts described the marketing concept. Kaldor (1971) agreed that the marketing concept, with its focus on customer needs, is the "foundation of the theory of marketing management and provides the philosophy for both the methodology and organizational structure of marketing" (p. 19). He contended, however, that the concept is not sufficient as a marketing strategy, because it fails to consider the firm's capability for creativeness. He criticized Levitt for saying that companies should define their mission broadly so as to be able to continue to respond as needs change, and cited Levitt's illustration that the buggy whip industry may have survived if it had defined itself as being in the transportation business. Kaldor implied that Levitt's idea is itself myopic (allusion to the title of Levitt's "Marketing Myopia" in which the buggy whip example appeared), because it doesn't consider the firm's capability to follow through. He noted that Levitt's buggy whip industry would have been better-defined broadly as leather goods as opposed to transportation, because leather goods were more likely than transportation to be within the company's capability. Kaldor's point was simply that in implementing the marketing concept, customer needs should be considered in terms of the company's needs and capabilities. He called it imbricative marketing (Kaldor, 1971).

Sachs and Benson (1978) described the marketing concept of the 50's-60's as simply a restatement of old ideas, "an old theme wrapped in a modern package" (p. 70). They identified roots of the marketing concept in the eighteenth century concepts of the rational man and Jeremy Bentham's utilitarianism. Bentham, cited in Sachs and Benson(1978), held that all man's actions are motivated by the quest for pleasure and evasion of pain. He proposed that pleasure and pain could be measured in terms of the utility resulting from the activity, and that utility could be likened to satisfaction. By the nineteenth century, utilitarianism migrated to the field of economics where it was employed to define consumer demand, and finally Wroe Alderson (1958) tied consumer satisfaction (pleasure) to marketing when he described marketing as the study of "hedonomics....the management of pleasure" (Alderson cited in Sachs and Benson, 1978, p. 70). Anderson (1982) agreed with Felton (1959) that the marketing concept is a "state of mind" (Anderson, 1982, p. 23), and that meeting customer needs is the key to company success. Anderson incorporated the marketing concept in his constituency-based theory of the firm. This theory delegates three activities to marketing in the strategic planning process. First, marketing must identify "customer's wants and needs...over the firm's strategic time horizon" (p. 24) . Second, using consumer, demographic, and socioeconomic research, marketing develops strategies to achieve intermediate goals. Third, marketing must convince top management and all other company elements to adopt the marketing concept strategy.

Houston (1986) differed slightly from Bell and Emory (1971) in his definition of the marketing concept. According to Houston:

> The marketing concept states that an entity achieves its own exchange determined goals most efficiently through a thorough understanding of potential exchange partners and their needs and wants, through a thorough understanding of the costs associated with satisfying those needs and wants, and then designing, producing, and offering products in light of this understanding. (p. 85)

Houston (1986) noted that by his definition, business must understand the market, but is not necessarily required to design goods to fulfill the market's demand. He further pointed out that marketing people have often mistakenly interpreted the marketing concept as requiring marketers to take their direction from the stated needs and desires of consumers. He agreed with Kaldor (1971) who said consumers do not always know what they need. Hence the marketing concept should be taken as an "incomplete prescription....[that] focuses the marketer's attention on the customer but does not tell the marketer to disregard his/her unique capabilities and resources when deciding how to serve the customer's needs and wants best" (Houston, 1986, p. 86). For example, according to Houston, consumers probably can not reliably predict their needs in the distant future and have little "insight into the possible value of major technological innovations" (p. 86); hence the marketing concept does not require business to rely on consumer input to guide new product research. He concluded that it is not enough simply to "recognize and understand the consumer's needs and wants" (p. 86); management must also be willing to make changes in the marketing mix components in order to satisfy them. And, finally, he suggested that the marketing concept is not the only solution to the marketing question; it is simply one possibility, along with sales and production orientations, that may be best for the company in a particular situation.

Lusch and Laczniak (1987) compared the marketing concept with the stakeholder concept, which holds that "actions of an organization should take into consideration all the publics of a business firm including customers, employees, suppliers, the host community, the general public, etc". They concluded, after surveying 103 Fortune 500 marketing vice presidents, that the philosophy of the marketing concept, rather than being different from the stakeholder philosophy, is a part of it.

McGee and Spiro (1988) proposed a variation of the typical definition of the marketing concept. They labeled the most common definition (customer orientation, integrated effort, and profit direction) as marketing philosophy. The marketing concept, on the other hand, according to McGee and Spiro, "is the operational implication of the philosophy, the specific techniques by which one seeks to identify and satisfy consumer needs" (p. 41). They explained that the concept includes what is known as the "marketing mix, the marketing tools that the manager combines in a specific way to deal with a specific market situation" (p. 41). These tools include product plans, pricing strategy, promotional efforts, service, market analysis, and distribution according to Borden . McGee and Spiro (1988) concluded that the marketing concept was intended only to assist marketers in making marketing decisions, rather than govern the company.

Webster (1988) argued that the marketing concept's focus on customers and the offering of carefully tailored products, based on customer wants and needs, changed the heretofore routine short-term tactical orientation of marketing to a long-run strategic orientation. Webster further suggested that long-term customer satisfaction is the key to profitability—not short-term sales volume. Webster (1988) summed it up this way:

> The firm that analyzed its markets carefully, selected groups of customers whose needs matched up best with its capabilities, and tailored its product offerings to do the best job of satisfying those needs was rewarded. This firm realized not only better profit margins and repeat purchases but also the cost efficiencies of more focused marketing efforts. (p. 31)

In summary, it appears that while the idea of paying attention to the needs of customers may have originated as far back as Adam Smith in the 1700's or even earlier (Bell and Emory, 1971), the marketing concept as we know it today evolved from the early 1950's as business began a new era following World War II (Barksdale and Darden, 1971; Bell and Emory, 1971; Bennett and Cooper, 1979;

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Drucker, 1954; McKitterick, 1957; Webster, 1988). While there are varying shades in the definition of the marketing concept as it has evolved, there are several common threads. Some call it a state of mind (Anderson, 1982; Felton, 1959); some call it philosophy (Barksdale and Darden, 1971; Drucker, 1954; Lusch, Udell, and Laczniak, 1976; McGee and Spiro, 1988; Sachs and Benson, 1978); but most seem to agree that it involves paying attention to the needs/wants/desires of customers—customer orientation; integrating the marketing function with all business organizational elements in the process from product design to production to promotion to the after-sale follow-up—integrated effort; and focusing on profit rather than sales volume as the overall objective of the firm—profit direction (Barksdale and Darden, 1971; Bell and Emory, 1971; Felton, 1959; McGee and Spiro, 1988; McNamara, 1972).

Kotler (1977) described a format for measuring marketing effectiveness. The activities he measured include those commonly included in the marketing concept—customer orientation, integrated effort of all company elements, and a profit focus. Kotler didn't use the term market orientation to describe the outcome; he referred to it instead as marketing orientation. Payne (1988) referred to Kotler's (1977) marketing effectiveness measure in terms of how a firm can achieve what Payne called alternately marketing orientation and market orientation.

Shapiro (1988) pointed out the difference between marketing orientation, which some firms were interpreting to mean getting the marketing department more involved; and market orientation, which "represents a set of processes touching on all aspects of the company" (p. 120) .

Kohli and Jaworski (1990) finally did what Kotler (1977), Shapiro (1988), and others had stopped short of. They specifically related the terms marketing concept and market orientation—the former being a business philosophy, the latter meaning implementation of the marketing concept. "Hence, a market-oriented organization is one whose actions are consistent with the marketing concept" (Kohli and Jaworski, 1990, p. 1). After examining the literature, they concluded that there was not yet a clear definition of market orientation, and then set about to develop an operational definition using marketing literature and findings from their own field interviews with managers in different functions, levels, and organizations. On

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examining the literature, they found three core themes (pillars) of the marketing concept—customer focus, coordinated marketing, and profitability— but no clear delineation of the actions that transform the marketing concept into a market orientation. However, based on the literature, Kohli and Jaworski (1990) felt it reasonable to describe a market-oriented firm as one which exhibits the three pillars of the marketing concept described above. Their field observations confirmed these, but with slight modifications. For example, while all interviewes agreed on customer focus as the principal element of market orientation, comments suggested that a customer orientation means acting on market intelligence rather than stated customer opinions only . They found that coordinated marketing, the second pillar, applies only when it is related to market intelligence. The third pillar, profitability, was found to be a result of market orientation instead of part of it. Additionally, they discovered a need to change the term "marketing orientation" to "market orientation" in order to involve all company departments in acting on market intelligence, instead of just the marketing department. The end result was the following definition:

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

In developing a market orientation construct that could be tested for validity, Narver and Slater (1990) surveyed sustainable competitive advantage (SCA) and market orientation lirerature. The result was a description of market orientation similar to that advanced by Kohli and Jaworski (1990). "Market orientation is a business culture that most effectively and efficiently creates superior value for customers.... [it] consists of three behavioral components—customer orientation, competitor orientation, and interfunctional coordination—and two decision criteria--long-term focus and profitability" (Narver and Slater, 1990, pp. 21 & 22). They subsequently dropped long-term focus and profitability from the definition, as a result of their 1990 study finding that these are consequences of, rather than antecedents to, market orientation. Narver and Slater's (1990) concept of market orientation also built on Day and Wensleys (1988) description of the key elements of competitive advantage, one of which is a "balance of customer-focused and competitor-centered methods" . "A market orientation is an externally focused business culture that makes creating superior value for buyers its top priority" (Slater and Narver, 1994-b, p. 27). Market orientation describes the firm that has implemented the marketing concept.

In their 1996 article, Jaworski and Kohli review the four most common definitions of market orientation Narver and Slater, 1990; Kohli and Jaworski, 1990; Deshpande, Farley, and Webster, 1993; and Day, 1994. They propose their own updated working definition as: "the organization wide generation, dissemination, and responsiveness to customer and competitor intelligence.... [and note that it captures] the essence of the behavioral perspective adopted by Kohli and Jaworski (1990), Narver and Slater (1990), and Day (1994)" (p. 122).

A most recent addition to the modern marketing concept has been 'social responsibility.' From a social viewpoint, marketing's role may be seen a 'delivering a higher standart of living.' This has burdened marketing managers with responsibilities toward ecological and consumer protection. Social responsibility embraces the idea that

a) new more sustainable products, services etc. will have to be marketed successfully if the current environmental crisis is to be turned from a threat to an opportunity, and

b) consumers' rights and safety must be considered. In other words ' the organizational task is to determine the needs, wants and interests of target markets and to deliver the desired satisfactions more effectively and efficiently than competitors in a way that preserves or enhances the consumer's and the society's well being.'(Kotler,2003;p.27) This definition calls upon marketers to build social and ethical considerations into their marketing practices.

Social responsibility has entailed a variety of approaches.Henion and Kinnear (1976) contributed the term 'ecological marketing' definition it as

'concern with all marketing activities that have served to help cause environmental problems and may serve to provide a remedy for environmental problems.'

Peattie (2001) defined ecological marketing as a

'narrowly focused initiative which concentrated on reducing our dependence on particularly damaging products.'

'Green marketing' (Ottoman, 1992;Peattie, 1992) was used to describe marketing activity that seeks to create competitive advantage by convincing consumers that particular brands are in some way less harmful to the environment than others.

Kotler (2006) summarizes the social responsibility dimension as including

- corporate social marketing: supporting behaviors change campaigns
- cause marketing: promoting social issues though efforts such as sponsorships, licensing, advertising
- cause – related marketing: donations to specific causes
- corporate philanthropy: making money, goods, on time to help nonprofit organizations, groups, or indibviduals
- corporate community involvement: volunteer services to community
- socially responsible business practices: protecting the environment, and human and animal rights.

The preceding historical analysis indicates that the current interpretation of the modern marketing concept includes four major components:

- customer focus
- Inter- functional coordination and integration
- Profitability
- Social responsibility

Marketing orientation is not simply a concern of the marketing department but should be company wide. In this view, marketing becomes everybody's job, which potentially diffuses the marketing function's role but increases marketing's influence (Greyserm 1997). As McKenna(1991, p.68) notes, ' Marketing is everything and everything is marketing', or as Haeckel (1997,p.ix) states, 'Marketing's future is not a function of business, but is the function of business'.

Furthermore, market orientation is the organizational culture and climate (Deshpande and Webster, 1989) that most effectively encourages the behaviors that are necessary for the creation of superior value for buyers and, consequently, continuous superior profit for the business (Aaker, 1988; Kotler, 1984;Kotler and Andreasen, 1987; Peters and Austin, 1985; Peters and Waterman, 1982; Shapiro,1988; Webster,1988).The content of market orientation is consistent with implementation of the marketing concept.

CHAPTER II

METHODOLOGY AND FINDINGS

A - Methodology

The research was conducted via a questionnaire consisting of thirty - one questions. The questionnaire comprised three parts:

1- Eleven questions designed to assess the degree of customer focus (Questions 8, 10, 13, 14, 15, 23, 24, 25, 26, 28, 30)

2- Nine questions designed to assess the profitability focus (1-5, 9 11, 16, 27)

3- Eleven questions designed to assess the level of inter – functional coordination and integration of the marketing activities (6, 7, 12, 17-22, 29, 31)

Alltogether, these thirty – one questions will indicate the knowledge and application of the modern marketing concept. The first twelve questions aimed at measuring managers' knowledge and awareness of modern marketing ; these questions were borrowed in slightly modified form from Dilber and Yavaş (1977). The remaining questions aim at modern marketing applications.

Each questions was evaluated on a five point Likert scale ranging from Strongly Disagree (1), Disagree (2), Undecided (3), Agree (4), to Strongly Agree (5). The ratings were obtained through personal interviews with thirty-nine managers of several small and medium sized companies reached on a convenience basis from the universe of KOBI managers.

The small size and absence of profitability sampling is a limitation of this study. However, time and financial constraints led to this methodological limitation.

B - Findings

The complete list of the results are given in Table 1. The average Likert score for each question and the deviation from an ideal score are shown in this Table. It can be seen that the average deviation is 1,27. A more meaningful analysis will be obtained by breaking the questionnaire into its three major components. Such breakdowns are given in Tables 2, 3, and 4.

Table 2 indicates the results of the Customer Focus questions. The average deviation in this group of questions is 1,16.

Table 3 indicates the results of the Profitability questions. The average deviation from the ideal in this group of questions is 1,34.

Table 4 indicates the results of Inter-functional coordination and integration questions. The average deviation from the ideal in this group of questions is 1,30.

Consequently, the deviations in the two latter groups (1,34 and 1,30, respectively) are larger than the deviations in the first group (1,16).

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TABLE 1: Results of Questionnaire

Question no		Average	İdeal	Deviations
1	Pazarlamanın tek amacı bir ürüne karşı istemi kamçılamaktır.	3,00	1,00	2,00
2	Bir ürüne karşı istem sunumundan fazlaysa o ürünün pazarlanması üzerinde durmaya gerek yoktur.	2,20	1,00	1,20
3	Pazarlama işlevleri bir ürünün satılmasıyla sona erer.	1,60	1,00	0,60
4	Pazarlama ancak yüksek rekabetin varolduğu endüstrilerde uygulanmalıdır.	1,70	1,00	0,70
5	Pazarlamanın geniş ve kapsamlı bir tanımlaması saldırgan satıcılık olarak yapılabilir.	1,90	1,00	0,90
6	Bir işletmede pazarlama müdürü üretim ya da muhasebe müdürleriyle eş düzeyde olmalıdır.	3,20	5,00	1,70
7	Ürün geliştirme konusundaki fikirler sadece teknik personelden elde edilmelidir.	1,80	1,00	0,80
8	Pazarlamacı elden geldiğince tüketici gereksinmelerini saptamaya çalışmalıdır.	4,20	5,00	0,80
9	İşletmelerin amacı ürettiklerini satmak olmalıdır.	3,50	1,00	2,50
10	Şirketlerin üst düzeydeki politikaları üretime değil tüketici gereksinmelerine dönük olmalıdır.	4,00	5,00	1,00
11	Yüksek nitelikteki bir ürünün üretilmesi satışların başarılı olması için yeterlidir.	2,20	1,00	1,20
12	Pazarlama faaliyetleri ürün üretilmeden önce başlamış olmalıdır.	4,00	5,00	1,00
13	Kuruluşumuzda gelecekte ihtiyaç duyacakları ürün veya hizmetleri öğrenmek için yılda en	4,10	5,00	0,90

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	az bir kere müşterilerimizle toplanırız.			
14	Kuruluşumuzda sık sık Pazar araştırması yaparız/yaptırırız.	4,20	5,00	0,80
15	Müşterimizin ürün veya hizmet tercihlerindeki değişiklikleri farketmekte yavaşız.	2,70	1,00	1,70
16	İçinde bulunduğumuz sektörde rekabet,teknoloji ve düzenlemelerdeki değişiklikleri sezmekte çok yavaşız.	2,40	1,00	1,40
17	Pazar trendi ve gelişmeleriyle ilgili olarak tartışmak için en az üç ayda bir bölümler arası toplantı yaparız.	3,60	5,00	1,40
18	Kuruluşumuzda bulunan pazarlama personeli diğer fonksiyonel(işlevsel) bölümler ile birlikte müşterimizin gelecekteki ihtiyaçlarını belirleyebilmek için müzakereler yapar.	3,90	5,00	1,10
19	Müşteri veya pazarla ilgili önemli birşeyler olduğunda, kuruluşda bulunan herkes bu durumu en kısa zamanda öğrenir.	3,70	5,00	1,30
20	Müşteri tatminiyle ilgili veriler doğru bir şekilde kuruluşun tüm bölümlerine düzenli olarak ulaştırılır.	3,60	5,00	1,40
21	Pazar gelişmesi ile ilgili olarak pazarlama ve üretim arasında minimum düzeyde haberleşme vardır.	3,00	1,00	2,00
22	Bir bölümün rakiplerle ilgili olarak önemli bir durumu ortaya çıktığında, diğer bölümlerin bu durumu kavramaları çok yavaş olmaktadır.	2,70	1,00	1,70

23	Müşterilerimizin ürün veya hizmet ihtiyaçlarındaki değişiklikleri ön planda tutmuyoruz.	2,30	1,00	1,30
24	Ürün ve hizmet geliştirme çalışmalarını düzenli olarak gözden geçirerek müşteri istek ve beklentileri ile aynı olduğundan emin oluruz.	3,70	5,00	1,30
25	İşletme planlarımız pazar araştırmalarından ziyade teknolojik gelişmelere bağlı olarak yapılmaktadır.	2,80	1,00	1,80
26	Sunulan ürün ve hizmetler pazarın gerçek ihtiyaçlarından ziyade iç politikalara bağlı olarak belirlenmektedir.	2,60	1,00	1,60
27	En büyük rakibimizin,bizim müşterimizi hedefleyen yoğun bir kampanya başlatması halinde bu duruma hemen cevap veririz.	3,40	5,00	1,60
28	Müşteri şikayetleri kuruluşda pek dikkate alınmaz.	1,60	1,00	0,60
29	Mükemmel bir pazarlama planı yapılsa bile muhtemelen bu planın zamanında yürütülmesini sağlayamayız.	2,40	1,00	1,40
30	Ürün veya hizmetimizle ile ilgili olarak müşterilerin tatmin olmadığını anladığımız zaman hemen düzeltme faaliyetini başlatırız.	4,00	5,00	1,00
31	Müşterilerin bir ürün veya hizmetin özelliklerini değiştirmemizi istediklerini anladığımızda,ilgili bölümler bu durumu gerçekleştirebilmek için gereken çabayı gösterirler.	4,30	5,00	0,70
		Average of Deviations		1,27

Tablo 2: Results of Customer Focus Questions

Question no		Average	ideal	Deviations
8	Pazarlamacı elden geldiğince tüketici gereksinmelerini saptamaya çalışmalıdır.	4,20	5,00	0,80
10	Şirketlerin üst düzeydeki politikaları üretime değil tüketici gereksinmelerine dönük olmalıdır.	4,00	5,00	1,00
13	Kuruluşumuzda gelecekte ihtiyaç duyacakları ürün veya hizmetleri öğrenmek için yılda en az bir kere müşterilerimizle toplanırız.	4,10	5,00	0,90
14	Kuruluşumuzda sık sık Pazar araştırması yaparız/yaptırırız.	4,20	5,00	0,80
15	Müşterimizin ürün veya hizmet tercihlerindeki değişiklikleri farketmekte yavaşız.	2,70	1,00	1,70
23	Müşterilerimizin ürün veya hizmet ihtiyaçlarındaki değişiklikleri ön planda tutmuyoruz.	2,30	1,00	1,30
24	Ürün ve hizmet geliştirme çalışmalarını düzenli olarak gözden geçirerek müşteri istek ve beklentileri ile aynı olduğundan emin oluruz.	3,70	5,00	1,30
25	İşletme planlarımız pazar araştırmalarından ziyade teknolojik gelişmelere bağlı olarak yapılmaktadır.	2,80	1,00	1,80
26	Sunulan ürün ve hizmetler pazarın gerçek ihtiyaçlarından ziyade iç politikalara bağlı olarak belirlenmektedir.	2,60	1,00	1,60
28	Müşteri şikayetleri kuruluşda pek dikkate alınmaz.	1,60	1,00	0,60
30	Ürün veya hizmetimizle ile ilgili olarak müşterilerin tatmin olmadığını anladığımız zaman hemen düzeltme faaliyetini başlatırız.	4,00	5,00	1,00
		Average of Deviations		1,16

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Tablo 3: Results of Profitability Questions

Question no		Average	ideal	Deviations
1	Pazarlamanın tek amacı bir ürüne karşı istemi kamçılamaktır.	3,00	1,00	2,00
2	Bir ürüne karşı istem sunumundan fazlaysa o ürünün pazarlanması üzerinde durmaya gerek yoktur.	2,20	1,00	1,20
3	Pazarlama işlevleri bir ürünün satılmasıyla sona erer.	1,60	1,00	0,60
4	Pazarlama ancak yüksek rekabetin varolduğu endüstrilerde uygulanmalıdır.	1,70	1,00	0,70
5	Pazarlamanın geniş ve kapsamlı bir tanımlaması saldırgan satıcılık olarak yapılabilir.	1,90	1,00	0,90
9	İşletmelerin amacı ürettiklerini satmak olmalıdır.	3,50	1,00	2,50
11	Yüksek nitelikteki bir ürünün üretilmesi satışların başarılı olması için yeterlidir.	2,20	1,00	1,20
16	İçinde bulunduğumuz sektörde rekabet,teknoloji ve düzenlemelerdeki değişiklikleri sezmekte çok yavaşız.	2,40	1,00	1,40
27	En büyük rakibimizin,bizim müşterimizi hedefleyen yoğun bir kampanya başlatması halinde bu duruma hemen cevap veririz.	3,40	5,00	1,60

Average of Deviations 1,34

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Tablo 4: Results of Inter- functional coordination and integration Questions

Question no		Average	Ideal	Deviations
6	Bir işletmede pazarlama müdürü üretim ya da muhasebe müdürleriyle eş düzeyde olmalıdır.	3,20	5,00	1,80
7	Ürün geliştirme konusundaki fikirler sadece teknik personelden elde edilmelidir.	1,80	1,00	0,80
12	Pazarlama faaliyetleri ürün üretilmeden önce başlamış olmalıdır.	4,00	5,00	1,00
17	Pazar trendi ve gelişmeleriyle ilgili olarak tartışmak için en az üç ayda bir bölümler arası toplantı yaparız.	3,60	5,00	1,40
18	Kuruluşumuzda bulunan pazarlama personeli diğer fonksiyonel(işlevsel) bölümler ile birlikte müşterimizin gelecekteki ihtiyaçlarını belirleyebilmek için müzakereler yapar.	3,90	5,00	1,10
19	Müşteri veya pazarla ilgili önemli birşeyler olduğunda, kuruluşda bulunan herkes bu durumu en kısa zamanda öğrenir.	3,70	5,00	1,30
20	Müşteri tatminiyle ilgili veriler doğru bir şekilde kuruluşun tüm bölümlerine düzenli olarak ulaştırılır.	3,60	5,00	1,40
21	Pazar gelişmesi ile ilgili olarak pazarlama ve üretim arasında minimum düzeyde haberleşme vardır.	3,00	1,00	2,00
22	Bir bölümün rakiplerle ilgili olarak önemli bir durumu ortaya çıktığında, diğer bölümlerin bu durumu kavramaları çok yavaş olmaktadır.	2,70	1,00	1,70

29	Mükemmel bir pazarlama planı yapılsa bile muhtemelen bu planın zamanında yürütülmesini sağlayamayız.	2,40	1,00	1,40
31	Müşterilerin bir ürün veya hizmetin özelliklerini değiştirmemizi istediklerini anladığımızda,ilgili bölümler bu durumu gerçekleştirebilmek için gereken çabayı gösterirler.	4,30	5,00	0,70

Average of Deviations 1,30

Table 5: Results of Questionnaire

Question no		Deviations
3	Pazarlama işlevleri bir ürünün satılmasıyla sona erer.	0,60
28	Müşteri şikayetleri kuruluşda pek dikkate alınmaz.	0,60
31	Müşterilerin bir ürün veya hizmetin özelliklerini değiştirmemizi istediklerini anladığımızda,ilgili bölümler bu durumu gerçekleştirebilmek için gereken çabayı gösterirler.	0,70
4	Pazarlama ancak yüksek rekabetin varolduğu endüstrilerde uygulanmalıdır.	0,70
8	Pazarlamacı elden geldiğince tüketici gereksinmelerini saptamaya çalışmalıdır.	0,80
7	Ürün geliştirme konusundaki fikirler sadece teknik personelden elde edilmelidir.	0,80
14	Kuruluşumuzda sık sık Pazar araştırması yaparız/yaptırırız.	0,80
5	Pazarlamanın geniş ve kapsamlı bir tanımlaması saldırgan satıcılık olarak yapılabilir.	0,90
13	Kuruluşumuzda gelecekte ihtiyaç duyacakları ürün veya hizmetleri öğrenmek için yılda en az bir kere müşterilerimizle toplanırız.	0,90
10	Şirketlerin üst düzeydeki politikaları üretime değil tüketici gereksinmelerine dönük olmalıdır.	1,00
12	Pazarlama faaliyetleri ürün üretilmeden önce başlamış olmalıdır.	1,00
30	Ürün veya hizmetimizle ile ilgili olarak müşterilerin tatmin olmadığını anladığımız zaman hemen düzeltme faaliyetini başlatırız.	1,00

18	Kuruluşumuzda bulunan pazarlama personeli diğer fonksiyonel(işlevsel) bölümler ile birlikte müşterimizin gelecekteki ihtiyaçlarını belirleyebilmek için müzakereler yapar.	1,10
11	Yüksek nitelikteki bir ürünün üretilmesi satışların başarılı olması için yeterlidir.	1,20
2	Bir ürüne karşı istem sunumundan fazlaysa o ürünün pazarlanması üzerinde durmaya gerek yoktur.	1,20
19	Müşteri veya pazarla ilgili önemli birşeyler olduğunda, kuruluşda bulunan herkes bu durumu en kısa zamanda öğrenir.	1,30
23	Müşterilerimizin ürün veya hizmet ihtiyaçlarındaki değişiklikleri ön planda tutmuyoruz.	1,30
24	Ürün ve hizmet geliştirme çalışmalarını düzenli olarak gözden geçirerek müşteri istek ve beklentileri ile aynı olduğundan emin oluruz.	1,30
16	İçinde bulunduğumuz sektörde rekabet,teknoloji ve düzenlemelerdeki değişiklikleri sezmekte çok yavaşız.	1,40
17	Pazar trendi ve gelişmeleriyle ilgili olarak tartışmak için en az üç ayda bir bölümler arası toplantı yaparız.	1,40
20	Müşteri tatminiyle ilgili veriler doğru bir şekilde kuruluşun tüm bölümlerine düzenli olarak ulaştırılır.	1,40
29	Mükemmel bir pazarlama planı yapılsa bile muhtemelen bu planın zamanında yürütülmesini sağlayamayız.	1,40
26	Sunulan ürün ve hizmetler pazarın gerçek ihtiyaçlarından ziyade iç politikalara bağlı olarak belirlenmektedir.	1,60
27	En büyük rakibimizin,bizim müşterimizi hedefleyen yoğun bir kampanya başlatması halinde bu duruma hemen cevap veririz.	1,60
6	Bir işletmede pazarlama müdürü üretim ya da muhasebe müdürleriyle eş düzeyde olmalıdır.	1,70

22	Bir bölümün rakiplerle ilgili olarak önemli bir durumu ortaya çıktığında, diğer bölümlerin bu durumu kavramaları çok yavaş olmaktadır.	1,70
15	Müşterimizin ürün veya hizmet tercihlerindeki değişiklikleri farketmekte yavaşız.	1,70
25	İşletme planlarımız pazar araştırmalarından ziyade teknolojik gelişmelere bağlı olarak yapılmaktadır.	1,80
21	Pazar gelişmesi ile ilgili olarak pazarlama ve üretim arasında minimum düzeyde haberleşme vardır.	2,00
1	Pazarlamanın tek amacı bir ürüne karşı istemi kamçılamaktır.	2,00
9	İşletmelerin amacı ürettiklerini satmak olmalıdır.	2,50
	Average of Deviations	1,27

Table 5 lists the deviations of all thirty - one questions ranked in order of deviations ,minimum deviations are found, respectively, for questions 3 and 28 (0,60) and for questions 31 and 4 (0,70). Maximum deviations are found for questions 21 and 1 (2,00) and question 9 (2,50).

More detailed information about the three components of modern marketing orientation can be obtained from Tables 6, 7, and 8. Table 6 lists in order the deviations from the ideal for customer focus questions. The biggest problems in this category (those with largest deviations) are :

- 25 "İşletme planlarımız pazar araştırmalarından ziyade teknolojik gelişmelere bağlı olarak yapılmaktadır".(1,80)
- 15 "Müşterimizin ürün veya hizmet tercihlerindeki değişiklikleri farketmekte yavaşız".(1,70)
- 26 "Sunulan ürün ve hizmetler pazarın gerçek ihtiyaçlarından ziyade iç politikalara bağlı olarak belirlenmektedir".(1,60)

These indicate that the major problem in this category centers around lack of marketing research and demands which is a must for modern marketing orientation.

Tablo 6: Results of Customer Focus Questions

Question no		Deviations
28	Müşteri şikayetleri kuruluşda pek dikkate alınmaz.	0,60
8	Pazarlamacı elden geldiğince tüketici gereksinmelerini saptamaya çalışmalıdır.	0,80
14	Kuruluşumuzda sık sık Pazar araştırması yaparız/yaptırırız.	0,80
13	Kuruluşumuzda gelecekte ihtiyaç duyacakları ürün veya hizmetleri öğrenmek için yılda en az bir kere müşterilerimizle toplanırız.	0,90
10	Şirketlerin üst düzeydeki politikaları üretime değil tüketici gereksinmelerine dönük olmalıdır.	1,00
30	Ürün veya hizmetimizle ile ilgili olarak müşterilerin tatmin olmadığını anladığımız zaman hemen düzeltme faaliyetini başlatırız.	1,00
23	Müşterilerimizin ürün veya hizmet ihtiyaçlarındaki değişiklikleri ön planda tutmuyoruz.	1,30
24	Ürün ve hizmet geliştirme çalışmalarını düzenli olarak gözden geçirerek müşteri istek ve beklentileri ile aynı olduğundan emin oluruz.	1,30
26	Sunulan ürün ve hizmetler pazarın gerçek ihtiyaçlarından ziyade iç politikalara bağlı olarak belirlenmektedir.	1,60
15	Müşterimizin ürün veya hizmet tercihlerindeki değişiklikleri farketmekte yavaşız.	1,70
25	İşletme planlarımız pazar araştırmalarından ziyade teknolojik gelişmelere bağlı olarak yapılmaktadır.	1,80
	Average of Deviations	1,16

Table 7 lists in order the deviations from the ideal for profitability questions.

The largest deviations are found for

Q.9 "İşletmelerin amacı ürettiklerini satmak olmalıdır". (2,50)

Q.1 "Pazarlamanın tek amacı bir ürüne karşı istemi kamçılamaktır". (2,00)

These indicate that managers lack basic notions about modern marketing orientation in this dimension. Product orientation seems to override customer orientation ; marketing is regarded as a tool to sell or to create demand for what is already manufactured by the production department. Modern marketing orientation, on the other hand, requires that not the product but consumer demand should be taken as the starting point.

Tablo 7: Results of Profitability Questions

Question no		Deviations
3	Pazarlama işlevleri bir ürünün satılmasıyla sona erer.	0,60
4	Pazarlama ancak yüksek rekabetin varolduğu endüstrilerde uygulanmalıdır.	0,70
5	Pazarlamanın geniş ve kapsamlı bir tanımlaması saldırgan satıcılık olarak yapılabilir.	0,90
11	Yüksek nitelikteki bir ürünün üretilmesi satışların başarılı olması için yeterlidir.	1,20
2	Bir ürüne karşı istem sunumundan fazlaysa o ürünün pazarlanması üzerinde durmaya gerek yoktur.	1,20
16	İçinde bulunduğumuz sektörde rekabet,teknoloji ve düzenlemelerdeki değişiklikleri sezmekte çok yavaşız.	1,40
27	En büyük rakibimizin,bizim müşterimizi hedefleyen yoğun bir kampanya başlatması halinde bu duruma hemen cevap veririz.	1,60
1	Pazarlamanın tek amacı bir ürüne karşı istemi kamçılamaktır.	2,00
9	İşletmelerin amacı ürettiklerini satmak olmalıdır.	2,50

Average of Deviations 1,34

Table 8 lists in order the deviations from the ideal for the integration questions. The two highest deviations are found in

- “Pazar gelişmesi ile ilgili olarak pazarlama ve üretim arasında minimum düzeyde haberleşme vardır”. (2,00)
- “Bir işletmede pazarlama müdürü üretim ya da muhasebe müdürleriyle eş düzeyde olmalıdır”. (1,80)

These are indicative that the marketing function and the marketing department are currently being regarded as secondary to other departments and are not consulted for market development.

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Tablo 8: Results of Inter- functional coordination and integration Questions

Question no		Deviations
31	Müşterilerin bir ürün veya hizmetin özelliklerini değiştirmemizi istediklerini anladığımızda,ilgili bölümler bu durumu gerçekleştirebilmek için gereken çabayı gösterirler.	0,70
7	Ürün geliştirme konusundaki fikirler sadece teknik personelden elde edilmelidir.	0,80
12	Pazarlama faaliyetleri ürün üretilmeden önce başlamış olmalıdır.	1,00
18	Kuruluşumuzda bulunan pazarlama personeli diğer fonksiyonel(işlevsel) bölümler ile birlikte müşterimizin gelecekteki ihtiyaçlarını belirleyebilmek için müzakereler yapar.	1,10
19	Müşteri veya pazarla ilgili önemli birşeyler olduğunda, kuruluşda bulunan herkes bu durumu en kısa zamanda öğrenir.	1,30
20	Müşteri tatminiyle ilgili veriler doğru bir şekilde kuruluşun tüm bölümlerine düzenli olarak ulaştırılır.	1,40
17	Pazar trendi ve gelişmeleriyle ilgili olarak tartışmak için en az üç ayda bir bölümler arası toplantı yaparız.	1,40
29	Mükemmel bir pazarlama planı yapılsa bile muhtemelen bu planın zamanında yürütülmesini sağlayamayız.	1,40
22	Bir bölümün rakiplerle ilgili olarak önemli bir durumu ortaya çıktığında, diğer bölümlerin bu durumu kavramaları çok yavaş olmaktadır.	1,70
6	Bir işletmede pazarlama müdürü üretim ya da muhasebe müdürleriyle eş düzeyde olmalıdır.	1,80
21	Pazar gelişmesi ile ilgili olarak pazarlama ve üretim arasında minimum düzeyde haberleşme vardır.	2,00
	Average of Deviations	1,30

SUMMARY OF FINDINGS

While it is encouraging to find that the deviations from ideal are less than 1,5 for 22 out of 31 questions, it is apparent that modern marketing orientation is not accepted in its entirely by the sample managers. Both in terms of awareness and knowledge as well as practical applications, these seem to be deficiencies as shown in the specific analysis of the three components.

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CONCLUSION

A brief review of marketing literature has shown that to be successful within the current framework of intensive competititon and a buyers' market, marketers have to adapt a modern marketing orientation with its four major dimensions of customer focus, profitability, interfunctional coordination / integration, and social responsibility.

The personal surveys conducted with KOBİ managers have shown that neither the concept of modern marketing nor its practice has been fully adapted. The findings are helpful in pointing out those areas where the level of awareness and practice deviate relatively highly from the ideal.

It has to be recognized, nevertheless, that this survey was limited in terms of size of the sample, the convenience basis of sample selection and for not including the social responsibility dimension in the questionnaire. If these shortcomings are overcome in a future research more valid and reliable results can be obtained.

QUESTIONNAIRE

	Aşağıdaki ifadelere katılma derecenizini, yandaki kutularda bulunan yargılara göre işaretleyerek belirtiniz.	KESİNLİKLE KATILIYORUM(5)	KATILIYORUM(4)	NE KATILIYORUM NE KATILMIYORM(3)	KATILMIYORUM(2)	KESİNLİKLE KATILMIYORUM(1)
1	Pazarlamanın tek amacı bir ürüne karşı istemi kamçılamaktır.					
2	Bir ürüne karşı istem sunumundan fazlaysa o ürünün pazarlanması üzerinde durmaya gerek yoktur.					
3	Pazarlama işlevleri bir ürünün satılmasıyla sona erer.					
4	Pazarlama ancak yüksek rekabetin varolduğu endüstrilerde uygulanmalıdır.					
5	Pazarlamanın geniş ve kapsamlı bir tanımlaması saldırgan satıcılık olarak yapılabilir.					
6	Bir işletmede pazarlama müdürü üretim ya da muhasebe müdürleriyle eş düzeyde olmalıdır.					
7	Ürün geliştirme konusundaki fikirler sadece teknik personelden elde edilmelidir.					
8	Pazarlamacı elden geldiğince tüketici gereksinmelerini saptamaya çalışmalıdır.					
9	İşletmelerin amacı ürettiklerini satmak olmalıdır.					
10	Şirketlerin üst düzeydeki politikaları üretime değil tüketici gereksinmelerine dönük olmalıdır.					

11	Yüksek nitelikteki bir ürünün üretilmesi satışların başarılı olması için yeterlidir.					
12	Pazarlama faaliyetleri ürün üretilmeden önce başlamış olmalıdır.					
13	Kuruluşumuzda gelecekte ihtiyaç duyacakları ürün veya hizmetleri öğrenmek için yılda en az bir kere müşterilerimizle toplanırız.					
14	Kuruluşumuzda sık sık Pazar araştırması yaparız/yaptırırız.					
15	Müşterimizin ürün veya hizmet tercihlerindeki değişiklikleri farketmekte yavaşız.					
16	İçinde bulunduğumuz sektörde rekabet,teknoloji ve düzenlemelerdeki değişiklikleri sezmekte çok yavaşız.					
17	Pazar trendi ve gelişmeleriyle ilgili olarak tartışmak için en az üç ayda bir bölümler arası toplantı yaparız.					
18	Kuruluşumuzda bulunan pazarlama personeli diğer fonksiyonel(işlevsel) bölümler ile birlikte müşterimizin gelecekteki ihtiyaçlarını belirleyebilmek için müzakereler yapar.					
19	Müşteri veya pazarla ilgili önemli birşeyler olduğunda, kuruluşda bulunan herkes bu durumu en kısa zamanda öğrenir.					
20	Müşteri tatminiyle ilgili veriler doğru bir şekilde kuruluşun tüm bölümlerine düzenli olarak ulaştırılır.					
21	Pazar gelişmesi ile ilgili olarak pazarlama ve üretim arasında minimum düzeyde haberleşme vardır.					

22	Bir bölümün rakiplerle ilgili olarak önemli bir durumu ortaya çıktığında, diğer bölümlerin bu durumu kavramaları çok yavaş olmaktadır.					
23	Müşterilerimizin ürün veya hizmet ihtiyaçlarındaki değişiklikleri ön planda tutmuyoruz.					
24	Ürün ve hizmet geliştirme çalışmalarını düzenli olarak gözden geçirerek müşteri istek ve beklentileri ile aynı olduğundan emin oluruz.					
25	İşletme planlarımız pazar araştırmalarından ziyade teknolojik gelişmelere bağlı olarak yapılmaktadır.					
26	Sunulan ürün ve hizmetler pazarın gerçek ihtiyaçlarından ziyade iç politikalara bağlı olarak belirlenmektedir.					
27	En büyük rakibimizin,bizim müşterimizi hedefleyen yoğun bir kampanya başlatması halinde bu duruma hemen cevap veririz.					
28	Müşteri şikayetleri kuruluşda pek dikkate alınmaz.					
29	Mükemmel bir pazarlama planı yapılsa bile muhtemelen bu planın zamanında yürütülmesini sağlayamayız.					
30	Ürün veya hizmetimizle ile ilgili olarak müşterilerin tatmin olmadığını anladığımız zaman hemen düzeltme faaliyetini başlatırız.					

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31	Müşterilerin bir ürün veya hizmetin özelliklerini değiştirmemizi istediklerini anladığımızda,ilgili bölümler bu durumu gerçekleştirebilmek için gereken çabayı gösterirler.					

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