



Yeditepe University
Social Sciences Institute
Graduate School in Business Administration

**THE USE OF MARKETING TECHNOLOGY IN SYNTHESIZING
STRATEGIC IMPERATIVES FROM CUSTOMER'S ADVISORY**

A Thesis in Marketing
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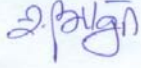
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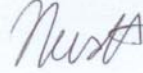
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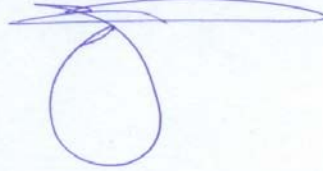
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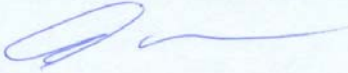
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“cogito ergo sum”

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ABSTRACT

In the beginning of global higher-competition decades, organizations were forced to analyze and revise their processes for optimization. They needed to reinvent better ways to execute their core businesses. This challenge was linked to the ever-changing needs based on the dynamism in buyer behavior in parallel to increasing variety of offers in market place. From this perspective, the focus of innovativeness to remain competitive enforced firms to develop new perspectives in consumer behavior analysis, whereby the “customer’s advisory” is the core to pull this stakeholder group to the process of creativity.

This research aims to determine the factors that are effective in understanding customer’s advisory used in achievement of strategic imperatives composed of superiority quest in financial success and value proposed to customers in various Turkish organizations. Therefore, a research model was constructed and a questionnaire conducted based on a field research with a target population composed of decision-makers.

According to the findings of this research, Turkish organizations were found as open and capable of using customer’s advisory through knowledge interpretation capability, better utilization of information and insights derived from customer, human resource advantages and innovativeness in corporate thinking.

ÖZET

Küresel rekabetin yükseldiği yılların başlarında, organizasyonlar iş süreçlerini analiz edip gözden geçirme zorunluluğu duydular. Temel iş alanlarını güçlü şekilde yürütebilmek için de yeni yöntemleri keşfetmek ihtiyacındaydılar. Bu zorluklar aynı zamanda tüketici davranışlarındaki dinamiklik ile pazardaki ürün ve servislerin çeşitliliğine paralel olarak sürekli değişen gereksinimlerle bağlantılıydı. Bu açıdan bakıldığında, rekabetçi kalabilmek için yenilikçilik odaklanmasındaki firmalar, tüketici davranışları analizi konusunda yeni perspektifler geliştirme yolunda ilerlerken, “müşterinin tavsiyeleri”ni bu yaratıcılık sürecinin merkezinde değerlendirmelidirler.

Bu araştırma Türkiye’deki çeşitli kurumlardaki finansal performans ve müşteriye sunulan değer bileşenlerinden oluşan stratejik gerekliliklere ulaşmada kullanılabilecek “müşterinin tavsiyeleri”nin anlaşılmasındaki etkin faktörlerin saptanmasını amaçlamaktadır. Bu sebeple bir araştırma modeli hazırlanarak, organizasyonlarındaki karar verici rollerdeki kişilerden oluşan hedef kitle üzerinde saha çalışması ile ankete dayanan nicel bir araştırma yürütülmüştür.

Çalışmanın sonuçlarına göre Türkiye’deki organizasyonların bilgi uyarlama kapasitelerini, yenilikçi kurumsal düşünme biçimini, insan kaynakları avantajlarını ve müşteri davranışlarından oluşturulan bilgiyi daha iyi kullanarak, duyarlı oldukları “müşteri tavsiyeleri” ile servislerini geliştirebilecek kabiliyette oldukları bulunmuştur.

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1 INTRODUCTION

In today's globally competitive market, organizations are in need of cultivating an enhanced customer-centric culture. By strategically using customer feedback, the organizations are able to improve interactions across all possible customer touch points, extend customer relationship and lifetime value through better communication and become able to guide product innovation to match emerging market values and demand, so as to assure long term market existence and profitability.

The prolonged, traditional understanding of production in organizations was symbolized as a group of interacting processes which take inputs as resources and efficiently turn them into outputs as products. Following product-oriented and sales-oriented eras, this mechanical model was seriously challenged by the focus in market-orientation for competition (Shapiro, 1988; Kohli and Jaworski, 1990; Jaworski and Kohli, 1993; Narver and Slater, 1990; Slater and Narver, 1994, 1995; Ruekert, 1992; Day, 1999). Later, the threat is amplified by the perfection in production systems and the ease of imitation besides the increasing number of global marketing challenges (Stephens, 1996; Labib and Yuniarto, 2005). One of the forthcoming ideas to eliminate these kinds of threats is assuring differentiation by focusing on the involvement of customers.

From the organizational point of view, the process of “customer acquisition” (Ang and Buttle, 2006) in competitive consumer markets necessitates satisfaction of higher value expectations set by the consumer community (Voss and Voss, 2008). It also encompasses delving into higher barriers built by many competitors through increasing number of additional services provided. The consumer is getting more mobile and interactive by each technological advance. It gets harder to be recognized and remembered among messages the buyer is exposed so that it becomes more important to stay upfront in consumer’s mind.

Therefore, organizations are forced to become sophisticated organisms rather than mechanical allies. As organizations are in need to reinvent better ways to execute their core businesses, they realize that it is becoming harder to stay competitive if innovativeness is not incubated into the organizational culture. Although this idea is affirmative, giving way to creative mindset (Heracleous, 1998), innovative thinking and evaluation capability within an existing system are the most prominent internal drivers for organizations. They are supposed to be well connected with their surroundings like the supplier network and customer community. Ideally, the organizations are moving in the direction of superiority by turning their relationships with “actors” (customers, employees, partners, and suppliers) in their environment into an essential part of product and service innovation and evaluation. A very basic part of these relations is the request of organization for customer involvement. Some important aspects of service evaluation capability for organizations were underlined by Williams (2001) as being skilled, knowledgeable, to be able to learn and attach meaning to overcome strategic “puzzling”. Hence to cope with market dynamics and changes in competition factors via innovativeness, requires a new perspective to “consumer behavior” to retain advantage from its kinetics thorough understanding of a new approach, namely the “customer’s advisory” in the field of marketing.

1.1 Background of the Study

Motivations and justifications about the selection of this topic are various. First of all, the struggle of the organizations facing the global competition in their markets is to increase. Second, customer’s advisory is yet an under-credited concept as a driver of innovation in service evaluation. Finally, such a study has not been done so far in Turkish Universities (see 1.2, Table 1.1 and Table 1.2 for details). The details about each of the motivating factors are discussed below:

1.1.1 The Struggle of Organizations

Turkish organizations face three main challenges to remain competitive: In the local markets there is the growing competition stimulated by the domestic firms on the one side, and the international competitors widening their market environments in a variety of ways on the other. In markets abroad they face other challenges of competition such as the requirement to understand market dynamics to be able to respond in time. These challenges were existent for a long time but they became more apparent as the globalization fostered them. Firms which are up to date, following the needs and requirements in the market and adapting themselves to these changes seem to respond better to challenging situations and remain competitive. This in a way reflects their focus on a modernist approach. Therefore, for a better understanding of this situation it is good to drill into how a contemporary organization is constituted. From a general perspective, an organization focuses on three conceptual dimensions: organizational development, customer development, and service development (Figure 1.1).

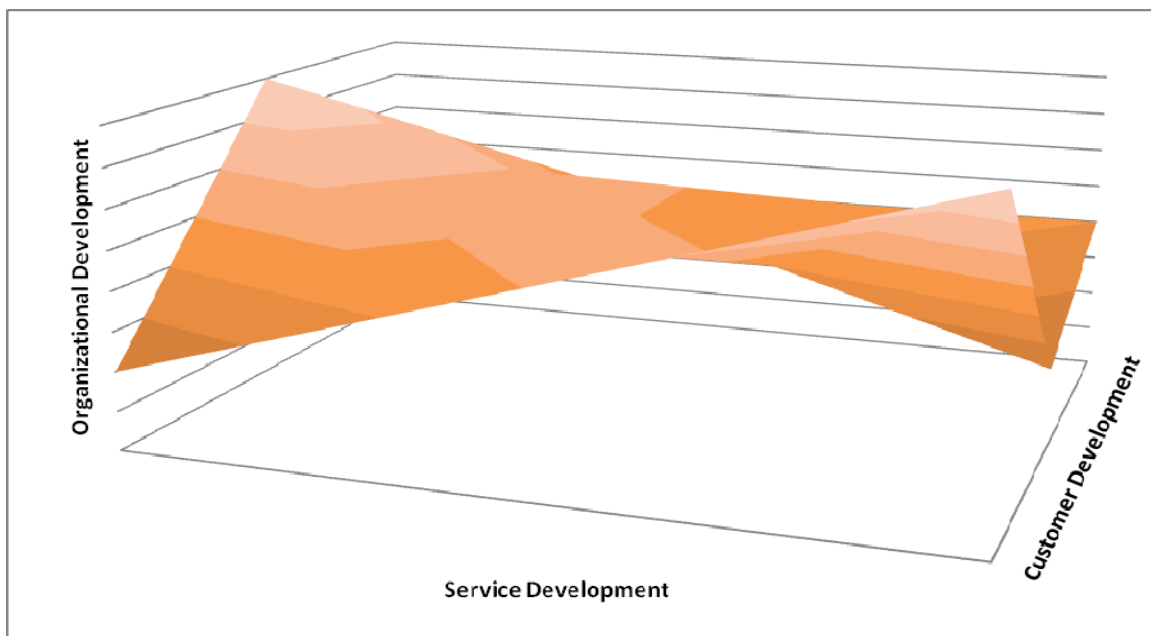


Figure 1.1 Three focus dimensions of modern organization

Source: This figure is developed by the researcher based on contemporary readings from academia and business

The first one, based on the ideas of Lusch and Vargo (2004), is represented by the foundations of service dominant logic of marketing (SDLM) as: “the composition of service”. Service is not a static mean of proposition by the activities of organization but it includes the value co-created with the customer and inherits the knowledge in previous experiences of organization. These include increasing product quality (Jacobson and Aaker, 1987) and service quality (Carman, 1990; Babakuş and Boller, 1992; Cronin and Taylor 1994; Buttle, 1996; Zeithaml et al., 1996; Parasuraman et al, 1985, 1988, 1991b and 1994, Chenet et. al, 1999), learning about consumer decision-making (Erasmus et al., 2001; Stone, 1998), and sustainability in the life of customer relationships (Morgan and Hunt, 1994; Koslowsky, 2001). Studies on Turkish market (Yavas and Bilgin, 1996; Shemwell et al, 1998; Yurtkoru and Sipahi, 2005) present the adaptation of service quality scales to the Turkish setting. In Figure 1.1, this first dimension is named as “*service development*”.

The second one is related with organizational behavior. An organization is not a solitude monolithic construction, anymore. It has capabilities of learning and changing (Emerson, 1976; Levitt and March, 1988; Senge, 1990), adaptation and expansion (Hammer and Champy, 1993), and collapsing or revolving (Gibson, 1996). These abilities are making a dynamic nature available for organizational development. Many studies (Gummesson, 2002; Parasuraman and Grewal, 2000b; Cooper, 2000; Walker and Ruekert, 1987) cover the analysis of managerial strategies and organizational dynamics, all of which symbolized as “*organizational development*” in Figure 1.1.

The third aspect, which is one of the foremost discussion matters of the last several decades, can be defined as “*customer development*”. Customer development includes increasing the number of customers and their interactions with the organization by providing consistent and sustainable, all-round integrated messages as well as comprehensive support of the services. As Gobé (2002) pointed out, “...the true dynamic to trust [between organization and customer] is based on a continuous,

reciprocal ‘give and take’ principle that recognizes the very powerful, active role of the consumer on a continual basis” (p.47).

Porter (2008) underlines this issue from competition and value interrelationship point of view and he addresses an important opportunity of differences in customer strategies affective on superior performance: “...differences in customers, suppliers, substitutes, potential entrants, and rivals that can become the basis for distinct strategies yielding superior performance. In a world of more open competition and relentless change, it is more important than ever to think structurally about competition” (p.14).

Every modern organization, like an organism, has a momentum of evolution in these dimensions over time axis by the effects of environmental forces, competition factors, and changing customer expectations. For each dimension of the modern organization there is enforcement for permanent dynamic structuring to remain and surge benefits from the competitive markets. In Figure 1.2, the organization’s status for that moment in the time axis is represented with different shapes. This iteration symbolizes that any dimension would be relatively high or low in accordance to the changes in the market, consumer expectations, advancements or failures in any organizational operation.

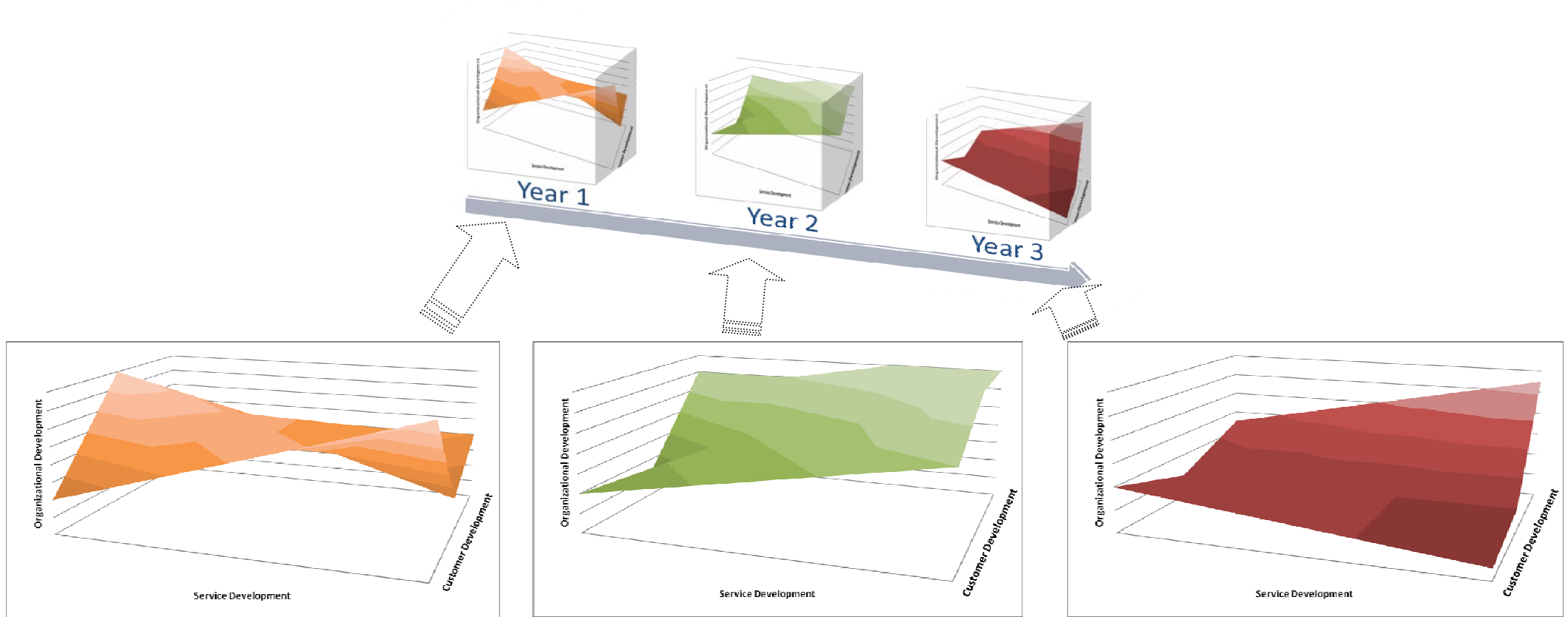


Figure 1.2 Three dimensions of modern organization with time axis

Source: This figure is developed by the researcher based on contemporary readings from academia and business

1.1.2 Customer's Advisory as a Driver of Innovation

Customers are affected daily by thousands of messages (Fisk, 2006; Tek 2006) and their attitudes are reshaped in accordance to many sublime impulses (Zaltman, 2003). On the other hand, almost every market-oriented organization is able to collect data about dynamics of customer behavior. Nevertheless, just by the collection of similar information from the markets, a detailed analysis of fundamental strategic capabilities of the firm leaves lesser space to maneuver for differentiation. Therefore, it is more critical to derive insights from the responses of the customers by placing them right in the core. Organizations are adapting themselves to better listening and sensing the future expectations, by relying on customer's advisory referred through all active channels.

In parallel with the challenge stated above, the technological renaissance that powered consumer in communication and decision-making also opens a new window for innovation and evaluation of products and services. A drive of customer-orientation and relationship management movement led the organizations to set priorities to build appropriate technological advancements for communication with customers like toll-free phone lines, web sites, and call centers. However, these developments were brought by a managerial strategy of taking customer complaints into account rather than orientation of a strategy around all round satisfaction of customer. Therefore, their outcomes were generally results of a top-down managerial design directed to customers, with the aim of informing them about the organizational side and product-service side of the organization, and listening to some extent to complaints. But today market dynamics require rather a bottom-up approach¹: listening to expectations and perceptions of customers from a new perspective to reshape and reformulate the

¹ Bottom up approach in market dynamics have been rather discussed under “agent-based modelling”, relevant for many scientific areas by Whitman et al. (2001), Chen and Yeh (2001), and Bonabeau (2002).

business strategies; and even more, using their unconditionally given feedbacks to innovate new products and services.

In a customer-oriented organization, the ultimate goal is providing superior customer value (Weinstein and Johnson, 1999) and gaining competitive advantage (Huber et. al 2001). The value can also be assured by focusing on the service failures as a learning process to avoid them in the future (Khanh and Kandampully, 2004). In the 21st century, satisfaction of higher expectations of customers is based on detailed focus of customer contacts, customer data, and relationships with the organization. In parallel with the requirements to meet such expectations, marketing technology tools evaluated from foundational concepts and definitions first addressed by Bartels (1965). For the last decades, marketing technology is getting more integrated into enterprise resource planning and management through business intelligence tools and covers also customer relationship management solutions, the use of the Internet on both internal and external information sharing.

Beyond listening to the customers to analyze their complaints and evaluations, it became more and more important to involve the customer into the process of marketing. The activities to support customer involvement and to capture distilled advisory are more critical processes of modern organization than before. Market driven organizations (Cravens, 1998; Day, 1999; Vorhies et al., 1999) are becoming more and more customer driven (Jamieson, 1994; Wysocki et. al, 2000). In a business to consumer market, challenged by competition factors, innovative services are accustomed to the needs of various minor segments of customers. These segments are required to be understood, very well communicated and even build by the interaction so as to serve for a better brand equity, which in turn can assure higher level of recognition to the organization. For a general abbreviation, organizations analyze the market, anticipate the needs, design, shape and provide solutions though their understanding. Generally, their main issue is waiting for responses like complaints as a feedback to activate an innovative system. However, there are possibly more valuable comments to listen to and build into

the strategy process, if the communication would be started by the customer towards the organization regarding the evaluation of the product and service. This, in brief, is called “customer’s advisory”.

Customer’s advisory is a general term for capturing the responses and advises of customers for evaluation of products and services that the organization is offering. It requires technological focus to capture and analyze responses, it is based on responsiveness and empathy in organizational culture, and it fosters the capability of product and service evaluation. The responses and advisory of customers can be critically supportive for evaluation and innovation within the organization. In Figure 1.3, cyclic factors of innovation of Berkhout and van der Duin (2006) include two important aspects such as “society oriented science cycle” and “customized service cycle” those intrigue the issue of customer’s advisory and innovation relationship. One of the most important characteristics of this model is its shape. The cyclic design indicates that innovation can start in any factor in this cycle and revolves to other factors. This approach in the model underlines that implementing an innovative organizational thinking is not a subsequent chain of actions such as research and development department starts it up and customer ends. Instead, innovation in the evaluation of services could possibly be started by the customer in “customized service cycle” if the organization has the capability and openness.

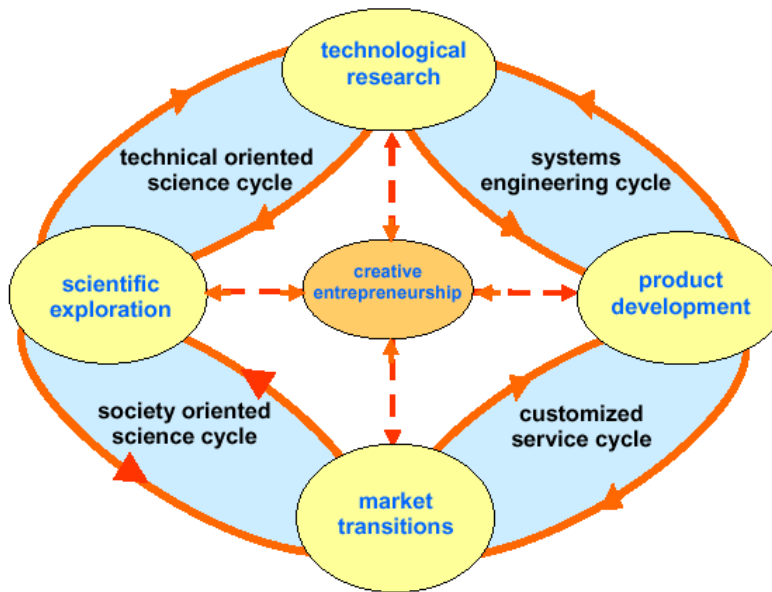


Figure 1.3 Cyclic innovation model

Source: Berkhout and van der Duin (2006), “New ways of innovation: an application of the Cyclical Innovation Model to mobile telecom industry”

In addition, Bonabeau et al. (2008) define the monolithic process of new product development for the companies as in two stages, early and late: In the early stage, where the company focused on the evaluation of prospects and elimination of “bad bets” [of product idea], as Bonabeau et al. (2008) stress, the common mistake of managers is ignoring evidences that indicate possible failure of their assumptions about a new service. In the late stage, where company tries to maximize the potentials of the candidates, the common error is termination of the project prematurely because of improper projections. Bonebeau et al. (2008) further observed such conditions in real-life examples; they address the problems belonging the process of product or service development from inside-out the organization. Still in this issue, an outside-in view from “customer’s advisory” would help to overcome problems in each stage with some probability. If evaluation of prospects is backed up with “customer’s advisory” then most prominent prospects would become apparent and the number of bad bets would be lesser than expected. In addition, effective interpretation of “customer’s advisory”

would also decrease the improbability of the projections about the new product development projects.

These extensions in customer oriented strategies are backed up with the inventions in tools of marketing communications and have important effects in the future of marketing strategies of the organizations. From this perspective, the background of this study is based on the marketing strategy framework with a focus on relationship marketing, integrated marketing communication and consumer behavior domains. It is aimed at demystification of the impacts of this changing and improving role of the customer in the service evaluation. Assessment of the understanding of changing role of the customer is subjected to be investigated through the identification and analysis of the effects in strategic imperatives.

1.2 Significance of the Study

The significance of the study was discussed in two different aspects, below: the existence of the concepts in the Turkish research domain and the theoretical foundation of the idea leading to this dissertation.

First of all, following the general outlook of research subjects in marketing listed in previous section, a deeper analysis about the relieve concepts to this dissertation subject those were under the spotlight of the researchers in Turkey from 1980 to 2007 were investigated.

An analysis of previous researches listed in the theses database provided by Council of Higher Education in Turkey (YÖK, Yüksek Öğretim Kurumu) has encountered that there were Master's and PhD graduate students approaching different aspects of the subject matter in various perspectives. After a detailed keyword search² on the web site, examples found in the dissertation topics were listed such as: institutional and marketing activities adaptiveness, customer focused marketing strategies for competition, customer intimacy in creation of relationship marketing and customer value, measurement process of integrated marketing communications, and CRM in banking sector. This analysis resulted with a significant unavailability of a research about the definition and the measurement of “customer's advisory”. A collection of related research is presented in the tables below:

² The keyword search for “marketing” (“pazarlama” in Turkish) was entered for all the fields including keywords, subject area, and title covering all universities and all graduate (Master's and Phd) programs from 1980 to 2007. This database provided by YÖK contained theses starting from 1980 to 2007, and it does not cover any theses of the year 2008.

Table 1.1 Master's and PhD theses in marketing in Turkish Universities (1980-2007)

<i>Year</i>	<i>Master's</i>	<i>PhD</i>	<i>Total</i>	<i>Year</i>	<i>Master's</i>	<i>PhD</i>	<i>Total</i>
1980	0	1	1	1994	56	12	68
1981	0	2	2	1995	78	6	84
1982	0	0	0	1996	81	13	94
1983	0	1	1	1997	74	11	85
1984	0	2	2	1998	69	16	85
1985	5	2	7	1999	83	21	104
1986	7	3	10	2000	68	14	82
1987	13	2	15	2001	81	8	89
1988	15	4	19	2002	148	26	174
1989	22	5	27	2003	123	26	149
1990	41	8	49	2004	74	13	87
1991	35	7	42	2005	59	12	71
1992	31	5	36	2006	75	11	86
1993	49	7	56	2007	57	16	73
				Total	1344	254	1598

Source: <http://tez2.yok.gov.tr>

Table 1.2 Theses on customer advisory and related topics in Turkish Universities (1980-2007)

<i>Subject³</i>	<i>Master's</i>	<i>PhD</i>	<i>Total</i>
Customer's Advisory	0	0	0
Customer Feedback/Responses	0	0	0
Customer Voice	1	0	1
Customer Complaints	9	2	11
Customer Value	12	4	16
Marketing Technology	17	3	20
Customer Orientation/Focus	35	7	42
Marketing Strategy	121	25	146

³ including variations of Turkish and English syntax, singular and plural forms, with additional suffixes added or removed

Customer Relationship Management	124	16	140
Consumer Behavior	313	49	362
Total	632	106	738

Source: <http://tez2.yok.gov.tr>

In YÖK's database of theses in the field of the social sciences, "customer's advisory" was not even mentioned alone as a keyword. According to keyword searches and their abstracts, some related subjects were covered in related subjects separately, were classified and listed in Table 1.2. Among those, three most related concepts of "customer feedback/responses", "customer voice" and "customer complaints" were only taken into detailed research for twelve times in different contexts. A more generalized outlook of contributions including "customer value" and "marketing technology" takes up to 36 as a cumulative total of researches conducted in mostly related subjects with this dissertation topic. Hence, the majority of these were completed as Master's thesis in social sciences, generally containing limited scope by a specific industry. The approach to understand the consequent affects of "customer's advisory" for the synthesis of strategic imperatives together with the use of marketing technology was found an untapped subject in the marketing science literature and research agenda in the past.

Secondly, in a chronological order, starting with relationship marketing (Berry, 1983), market-orientation (Shapiro, 1988; Kohli and Jaworski, 1990; Slater and Narver, 1994, 1995; Ruekert, 1992; Day, 1999), customer loyalty and one-to-one marketing discussions (Reichheld, 1996), the development of the interactivity and better relationship with customer (Grönroos, 2004) were underlined as critical for organizations. In parallel with the evolution in relationship marketing underlined by Sheth and Parvatiyar (1995), other contributing factors about sales force automation to touch and conquer customer expectations are explained by Speier and Venkatesh (2002) and Yılmaz (2002).

In this perspective, six different laws and theories are discussed briefly in this study which addresses both of strategic imperatives. These are: resource-advantage theory (Hunt, 1997; Hunt and Arnett, 2003), relationship marketing theory (Berry, 1983; Sheth and Parvatiyar, 1995; Grönroos, 2004), integrated marketing communication (Kitchen and Schultz, 2003), service dominant logic of marketing approach (Lusch and Vargo, 2004, 2006), knowledge management (Tiwana, 2001) and brand communities (Muniz and O'Guinn, 2001). Therefore, theoretical foundation of this dissertation is related to the examination of three distinct advisory roles of the customer with the support of market-oriented organizations, relationship marketing, resource advantages, and service dominant approach:

- contribution to the design of service (advisor, responsive service evaluators)
- collaboration with brand community (recommender, voluntary marketers of services)
- disseminating opposition information (disliker, stoppers among consumer market)

In brief, aim of this study was conceptualized around the identification of measure and acting factors for making use of customer's advisory via marketing technology tools incorporated by Turkish organizations to evaluate or to innovate better service for the achievement of superior financial performance and superior customer value.

1.3 Purpose and Objectives of the Study

The research topic, "The use of technology in synthesizing strategic imperatives from customer's advisory in service evaluation" is a comprehensive and broader context with a marketing strategy point of view. This research contains the explanation of customer's advisory and marketing technology tools used, and how these are contributing to the

synthesis of strategic imperatives of the organization. From the marketing technology point of view, the main ambition this study builds on is the determination of the technology factors which enable better collaboration with customers. Therefore, this dissertation is also proposed to investigate the way organizations in Turkey are capable of listening to their customers for service evaluation and if they apply technological advancements to enhance this communication.

Briefly in this study, the existence of any marketing technology tool in an organization is one of the most important factors to be identified. Following that, the correlation with these installed tools is aimed to be discovered. Finally, the collection of customer's advisory, its storage, retrieval and the use in the analysis for a service evaluation and the use of technology for this are questioned. By this way, the process of moving customer's advisory starting from an external customer interface of organization into the engineering of the service and ending up with an evaluation is monitored (Brooke, 2000; Brooke and Ramage, 2001). Realization of this proposal is depending to the achievement in four objectives of this study, as follows:

1. Testing if organizations are adaptive to the responses of their customers at organizational level. (Customer supports the evaluation of the service through feedbacks or collaboration with organization's production processes and facilitates innovation.) (H₁, H₂, H₇)
2. Determining the use of marketing technology tools for customer's advisory interpretation for service evaluation in Turkish organizations. (H_{1c})
3. Finding out if marketing technology tools are used to help marketing and sales efforts through dissemination of comments and information about the experience with the service bought. (H₃, H₄, H₅, H₆)
4. Development of an organizational level measure for customer's advisory readiness (Revised Research Model)

The goals of this study, therefore, its contributions to the marketing science conquer these issues:

- the study defines and extends the importance of customer value in general and customer's advisory specifically in Turkish business system
- the study explains the significance of brand community and service evaluation is emphasized to enhance customer's advisory and customer value in Turkish business system
- the study explores the importance of marketing technology to ease access to customers and emphasize their advisory role
- the study explains the contribution of customer's advisory to innovative thinking for shaping SDLM in Turkish business system

1.4 Scope of the Study

Following the introduction, Chapter 1, a detailed literature survey that supported the conceptualization of the research idea from marketing, technology and strategy components is presented in Chapter 2. Based on the formulation of the research idea, a conceptual model was developed after evaluation of the literature. This model is discussed with definitions of hypotheses in Chapter 3.

In Chapter 4, research design and methodology are explained. Chapter 5 contains the statistical results of the study based on various tools of analysis. This chapter is followed by Chapter 6, the discussions based on the objectives of the dissertation. Chapter 7 covers conclusions and implications of this study.

2 CUSTOMER VALUE, TECHNOLOGY AND CUSTOMER'S ADVISORY FOR COMPETITIVENESS

The bold definition of converged services and products are addressed by many marketing researchers and practitioners lately. According to the new genre of customers those born in the realization of customer-oriented era, Ridderstrale and Nordström (2000) point that "Products and services are also blurring...Atoms and bits co-exist in most modern customer offerings." (p.112), while they were analyzing the new society, its fragmentation, and its "funky" nature. There is a more serious challenge regarding the changing role of customer in the definition of service, its nature and its value. Lusch and Vargo (2004) stressed that there is a new approach to understand the dynamics of customer with services of organizations and they opened up the debate to gather most of the giant thinkers of marketing science.

Payne and Frow (2005) indicated that strategic development process which was composed of business and customer strategies was found related with value creation processes, information management processes, integration and performance assessment processes of the organization. Information management part of this strategic development included technology systems and analytical tools for customer behavior, value and social interaction analysis with the organizations, namely a better configured customer relationship management system by Payne and Frow (2005).

Moreover, the role of technology, its supportive tools are also acting upon this relationship between customer and organization's offerings. American Marketing Association (AMA) published on its web site an e-marketing bibliography⁴ including a

⁴http://www.marketingpower.com/Community/ARC/Pages/Research/Bibliographies/eMarketingBibliography_Hofacker.html (collected by Charles Hofacker, Florida State University, USA) (30.12.2008)

list of papers around electronic marketing, exchange of values, social networks and marketing technology. This list contains 1382 papers from 1986 to 2007, indicating an increase of interest in marketing and technology convergence year by year, and is presented below:

Table 2.1 Number of papers about electronic marketing

Years	Number of Papers
1986-1992	19
1993-1997	81
1998-2002	583
2003-2007	699
Total	1382

Source: E-marketing bibliography published on American Marketing Association web site (www.marketingpower.com)

From a more detailed perspective to the subject, the analysis of related concepts is discussed further in this part of the dissertation under different sections: The evaluation and effects of customer value and customer equity; the definition and the importance of customer's advisory, the use of the technology to get customer feedback and ideas; brand communities and their amplification of interaction with the brand; and the defined strategic imperatives and their synthesis. The literature survey about these concepts is explained in the following sections.

2.1 Customer Value and Customer Equity

Gale (1994) pointed out that “customer value is the most important concept and the most important target in business management” (p.23) and in order to reach goals of profitability, growth and increased shareholder value set by the organization,

exceptional customer value generation is required. In his thought provoking book “Managing Customer Value”, Gale proposed a methodology to establish better customer value that depends on three major components: (1) understanding customer needs, (2) providing superior quality in areas that matter to customers, and (3) communicating effectively with customers to ground market-perceived quality. Some other supportive researches followed his pathway. One of which was the discussion of Zeithaml et al. (1996), posing the relation of retention of customers at the aggregate level with service quality. They found out those behavioral intentions of customers show strong evidence of service quality perception and therefore influencing their retention. Another support was the study of Thomas et al. (2004), where the researchers explored the intersection of communication frequency, relationship duration and profitability. Their findings imply that there is a positive correlation between profitability and relationship with customer depending on duration of this relationship and effective communication.

Tek (2006) follows Gale’s hypothesis and defines a comprehensive “Value Package” as the whole range of benefits that an organization proposes to present its customers in harmonization. This value package contains communication, intermediation and satisfaction components. Dynamic nature of these components is like floating messages of value proposals around consumer waiting to be selected and start a relationship. According to the same author, customer equity is a sum of net present values of customer lifetime values of all customers of organization. For this reason, customer lifetime value (CLV) (Malthouse and Blattberg, 2004; Dwyer, 1997), is one of the essential keys in strategic management as it comprehends all of the elements from service quality to return on marketing investment (ROMI).

From this perspective, CLV and customer equity concepts are descriptive for better performance of organization. As Pfeifer et al. (2005) reflect, organizations prosper by learning how to capitalize on customer differences throughout the use of CLV measurement. Former approaches for calculation of CLV are discussed by Jain and

Singh (2002) from various foundational aspects such as customer migration, optimal resource allocation, and customer relationship handling. Based on these, a recent model for estimating CLV has been developed by Malthouse and Blattberg (2004). One of the latest elaborations on this estimation function is completed by Gupta and Lehmann (2005) that included retention parameters, growth margins and time horizon into formulation. In this study, some effective parameters of CLV are subject to be investigated as they bring out the possibly of having implications on customer's advisory. CLV, "The present value of future cash flows attributed to customer relationship" is by definition a derivation from relationship management (Grönroos, 2004) and it is an integral argument in the evaluation of customer equity. Looking from this angle, Lemon et al. (2001) has developed a diagnostic framework of customer equity. In their work, they combine CLV, brand equity and customer behavior analysis into customer equity pot. By this way, customer equity is an ultimate valuation determinant for organization on the long-run about management of its customer-base and contemplating better marketing strategies. Lemon et al (2001) defined the three independent drivers of customer equity as value equity, brand equity, and relationship equity. This approach is supported by the brand manifold concept of Berthon et al. (2007), Tek's (2006) abbreviation of rituals belonging to the extended relationship with brand and its consumers, and backed up with Gupta and Lehmann's (2005) calculations.

According to the literature, the most prominent components for customer equity are the building units of value, brand and relationship aspects of it. Therefore, as Ruyter and Wetzels (1998), Lemon et al. (2001), and Berry and Bendapudi (2003) underline, the key leverages of value are quality, cost, and convenience; the key customer equity specific drivers of brand are awareness, attitude, and corporate ethics; and the key levers of relationship are loyalty programs, customer treatment, affinity programs, and community-building activities.

Another extension on Gale's (1994) approach, was initiated by Lusch and Vargo (2004) where they underline in the preface section (p. xvii), relating with their previous works, that "marketing is the process in society and organizations that facilitates voluntary

exchange through collaborative relationships that create reciprocal value through application of complementary resources” and they impose that one of the essential elements of marketing is the emphasis of voluntary exchange and collaborative relationships. In fact, current definition of marketing by American Marketing Association (AMA) incorporates and emphasizes also value concept⁵ and moves away from the simple definition of an exchange.

In Lusch and Vargo’s (2004) conceptualization of SDLM⁶, service becomes one of the most important keys to ensemble better relationship with consumers to make customers out of them: Customer is the one who believes that the service is satisfactory and available at a value s/he can define. From this point of view, all others who do not believe in value proposition by the brand stay in the consumer pool and they demand more of just a product to become customer. They demand better service components which comprise the product. SDLM defines that the service is an aggregate product or an ultimate product and completes the benefits that product proposes.

However, as consumers are polygamists (Tek, 2006) by nature, it is fairly hard to build a long-lasting relationship with a customer unless brand moves in harmonization with the tides of psychographic matters. A customer is loosely reluctant to return back to consumer status as Dick and Basu (1994) stated, but also this loyalty schema does not imply a customer is a monogamist. Therefore, listening to market for facilitation of the customer’s advisory became crucial for organizations, if they want to turn consumers into customers and keep them out from rivals. Organizations prefer committed relationships rather than one-time basis because of higher cost of acquisition investment made for a new customer. For a solution to this commitment problem, the role of customer relationship management (CRM) became important as for the controlling and

⁵ <http://www.marketingpower.com>

⁶ Service Dominant Logic of Marketing as stated on page 3

evaluation the progress of creating better customer equity. Payne and Frow (2005) formulated the context of CRM as “a strategic approach that is concerned with creating improved shareholder value through the development of appropriate relationships with key customers and customer segments...” (p.168); hence CRM is an essential marketing technology tool for enabling relationship assets. Admitting that customers and relationships are assets, the management of this asset is required. CRM, if properly configured with truly customer-centric mindset, supports acquisition of new customers from consumer mass, enhances the value of existing customers, retains profitable customers, maximizes customer profitability, and supports customer satisfaction. It enables customer life-cycle analysis, CLV measurement, customer profitability measurement, and better business intelligence.

As a final discussion for this section, the sum of interrelation between CLV, SDLM and CRM can be reflected as follows: an advising customer is a more valuable asset. The capability of organization to capture customer's advisory and reading between the lines of this commentary, and to put it back into the production system in plain and neatly explained way is critically important. As a result of collecting such data, an analysis by “imperatives” upon dimensions discussed in Figure 1.1 is becoming possible. By this way, reengineering these commentaries to design new features, to elaborate services and to refurbish existing products is a lot easier. This process as a whole is the key to build new marketing strategies optimized for the organization. These customer's advisory based strategies would flatter various affects on the units of organization for: benchmarking, product development, complaint management, as well as managerial-operational strategy evaluation.

2.2 Customer's Advisory and the Use of Technology

Customer's advisory is a result of modern approach in organizations (in Figure 1.1 and Figure 1.2) and it is an intersecting area of three dimensions, namely service, organizational and customer development. It is one of the most influential dominating factors of development where customer plays the leading role. There is a momentum of dynamism in customer's interpretation of alternatives. Thus, is dependent on the factors of irrationality, subconscious affections and intimate decision-making (Zaltman, 2003), but mostly is effected by gravity of its social networks. Therefore, if the organization is listening to the responses and customer's advisory properly, it fosters a great potential to develop new or elaborated, better functionalizing, customized, and direct service for its markets. Organizations are on the verge of implementing tools of one-to-one social ties with their customers through tools such as integrated emailing, chat servers, blogs, digs, social networking sites, commentaries, and forums. These tools let marketing communication became a comprehensive way of dialogue for listening to the responses and comments, capturing ideas and depicting the requirements for new features in product and service; named as "customer's advisory". According to American Marketing Association⁷, the list of marketing hot topics includes seven items where five of them are directly related with globalization and marketing technologies: CRM, Competitive Affairs, Global Marketing, Integration of Sales and Marketing, Multicultural Marketing.

Dedication to customer-oriented service is supported by some of the "interlocked enablers" which show the trend in behavioral dynamics of consumers for the last decades. These were emerging from the effects of globalization and "technological renaissance", where consumers reached a higher level of communication with every

⁷ www.marketingpower.com

other party. A prominent collection of these enablers are presented below in a general chronological order:

- Customer loyalty became a critical element in the competition. (Reichheld, 1996)
- Consumer-rights are getting more important than in previous decades and some of the basic legal amendments⁸ are already completed in favor of defending customers against abuse.
- Consumer consciousness increased. Consumers are more interested in the ingredients of products as well as environmentally friendly and ethical production and marketing activities (Borak, 1992, 1995). In addition, the Internet is getting wider user base. Many new web sites provide a good medium to be informed about the product and service details as well as for a better comparison of the alternatives in the market.
- Consumer behavior is changing in the direction of becoming more post-modern (Firat et al, 1995; Christensen et al, 2005): dynamic, self-confident, variant, open, and compromising.
- Developments in technology initiated three interrelated levels of foundation: database infrastructure and user-friendliness for data storage (database management is easier than last decades and it is becoming widely used by early users of Microsoft Excel to more complicated ones), the Internet infrastructure and the web interfaces for data collection (even bloggers can save content-data online without interference of any technical assistance), wireless networking infrastructure (from Bluetooth⁹, and WiMax¹⁰ to 3G¹¹ and CDMA¹²) and mobile

⁸ Consumer protection act: 4077 (tüketiciinin korunması hakkında kanun) in Turkey, dated: 23.02.1995; amendment act 4822 dated: 06.03.2003

⁹ Definition by www.bluetooth.org special interest group and Wikipedia (www.wikipedia.com): “Bluetooth is a wireless protocol utilizing short-range communications technology facilitating data transmission over short distances from fixed and mobile devices, creating wireless personal area networks.”

devices for data interactivity at large (increasing number of smart phones and portable computers).

- With the support of personalized and easier-to-use technological improvements (the Internet, the web, and call centers), customer started to talk directly to the members of supply chain in accordance to the service each of them provide.

According to the changes in the communication medium and their effectiveness, customers are more responsive and taking part in the evaluation of the service themselves. The Internet, its infrastructural integration to many personal devices, and its ability for interactivity break the old walls between organizations and customers and create new forms of dialogue.

There are some interesting examples of customer's advisory to mention: Many of the news and discussion TV-shows are delivering emails of their consumers directly to the computer in front of the moderator of the show, and let them participate, involve and evaluate the show presented. This method is the premier of this level customer involvement in the services. From this point on, customers are more into the shaping of a service. A second example is related with the design of a public service. The results

¹⁰ WiMax Forum (www.wimaxforum.org) defines WiMax as "WiMAX is a standards-based technology enabling the delivery of last mile wireless broadband access as an alternative to wired broadband like cable and digital subscriber line (DSL)."

¹¹ 3G is the third generation of mobile phone standards and technology, superseding 2.5G. It is based on the International Telecommunication Union (ITU, www.itu.int) family of standards under the IMT-2000.

¹² CDMA development group (www.cdg.org) explains: "Code Division Multiple Access (CDMA) is a spread spectrum technology, allowing many users to occupy the same time and frequency allocations in a given space. CDMA consistently provides better capacity for voice and data communications than other commercial mobile technologies, allowing more subscribers to connect at any given time, and it is the common platform on which 3G technologies are built."

for TMME (Türkiye Müşteri Memnuniyeti Endeksi) Survey 2006¹³ indicated that Istanbul City Fatih District Municipality of Istanbul City (İstanbul Fatih Belediyesi) is on the lead for the satisfaction index over all local governmental bodies. In an interview¹⁴ on the television, Mayor Mr. Mustafa Demir of Istanbul City Fatih District Municipality gave explained how the municipality enabled an enhanced information system for their productivity where there is a plan of any project on the table, the project team calls in potential users to comment and contribute to this service. The municipality develops a service based on their comments and their propositions. A final example, as referred in its web site¹⁵, is the strategy followed by Zara Inditex Fashion Company (Zara) when textile industry was having trouble in the late 1990s. First, Zara got focused and made its business model around the customer. Second, Zara changed its slogan to “Offers dressing ideas, trends and tastes” to imply its closeness to customer expectations, its respect to individuality and its ability to be a part of the ideas and trends driven by customers. Third, Zara built an information system distributed in every store and working through the Internet by which sales force is connected directly to designers online to deliver market feedback about the fashion clothes. Zara still maintains this strategy as shown on their website: “... the customer is the centre of our particular business model, which integrates design, manufacture, distribution and sales through its network of shops. All processes, from creation of product, share the same objective: giving the customer the fashion they expect. Every day, Zara interprets, adapts and takes trends to millions of people...”

These examples are implying that reengineering the customer responses, involving them into the service design, letting them talk to the organization direct and listening them in

¹³ Turkish Quality Association (Kalite Derneği, KALDER) supports the publishing of Turkish Customer Satisfaction Index (TMME), a result of survey among 26,600 participants. The survey applies a scientific research model based on measures of similar researches developed in National Quality Research Centre at University of Michigan.

¹⁴ 23rd August 2007, CNNTurk, “GeceGörüşü” TV Show participant, noted by the researcher

¹⁵ Zara Inditex Fashion Company Web Site: www.zara.com, “the company” link

detail, conquering the real wisdom that ignites innovation in service and use of this as knowledge are important for better achievement. However, these are not so easy to implement without an appropriate information system infrastructure that is based on the marketing technology tools and configured for the enhancement of organizational decision making. As a matter of fact, innovation is the key to enable new ways of thinking, producing and presenting of value to customers. The most affirmative solution to competition challenges comes from the idea of innovation. As, referred by Prof. Russell L. Ackoff in an interview article (Allio, 2003), Prof. Dr. Albert Einstein puts it, “Without changing our patterns of thought, we will not be able to solve the problems we created with our current patterns of thought”, thinking-out-of-box and innovativeness are critical capabilities to remain competitive for any organization acting in the global markets.

Innovative corporate-thinking encompasses everything from derivation of meaningful customer insights to developing entirely new business models. For this reason, creation of an innovative mind-set starts at the strategic level decision-making. If innovative-thinking is appropriately captivated by people of the organization, it becomes a sustainable structure that delivers a better consumer experience and brings the rewards of loyalty and advisory. It supports the extension of loyal customer-base and capturing of new consumer markets. Apparently, it should therefore be a permanently dynamic internal process of organization in parallel with the delicately reception of changes in demand structures of the markets. Thus, makes innovative corporate-thinking to be considered in the elements of the model this research proposes.

2.3 Brand Communities as part of Customer's Advisory

The other component of the initial research model, brand community and its connection with service evaluation to strengthen the customer value and advisory role also requires attention. If customer's advisory is an important element of service evaluation, brand equity is one another because of the status it retains before the "lens" of the customer (Johnson and Gustafsson, 2000). In fact, brand community is the linkage between brand equity and customer's advisory. Gobé (2002) mentions that issue with a good rephrase: "...It is about igniting the passion of customers so that they want to talk to the brand and to their friends about the brand. Once this passion is ignited, all the brand has to do is listen and act on what it learns from people! This model makes so much more sense because it means finding people who are really and truly interested in what the brand has to offer- it is a win-win situation" (p.199). For a better understanding, some more of the background of this particular subject is needed to be explored:

Brands are contemplated expositions of organizations. Unfortunately, brands are not merely belonging to organizations indeed, as Fisk (2006) underlined, brands are crafted by customers. They are sensitive to the impact on their customers' lives and make it their responsibility to enhance those lives in order to stay in there.

The awareness set of alternatives in the mind of consumer is expected to contain brands that consumer feel more accustomed to because of:

- semiotic subconscious information stored (Zaltman, 2003),
- believed in its satisfactory services as presented in integrated communication messages (Kitchen and Schultz, 2003)
- or had differentiated from others in the market by other means. (Porter, 1985)

These constraints push forward that getting the attention and staying there for longer require stimulation of internal information resources that consumer has a tendency to build a bonding relationship. For this purpose, by reversing the point of view to consumer insight, brands became matters of common interests shared by targeted audience who are willing to be customers. If brand is a medium of exposition of a comprehensive message from a service, then brand community is a group of customers that use, share interest, evaluate, recommend, advise and even admire, love, or advocate the brand. This community associates itself with brand and increases the brand equity as stressed by Aaker (1998).

Another importance of brand equity is the extension of brand anticipation to get appropriate positioning in consumer mind through presenting the associated values of brand and even virtues that it stands for (Ries and Trout, 1981). These are more important remarks that resemble in the mind of consumer that makes her a customer. The process of reaching to consumers with good timing and appropriate messages, painting a proper brand image in their minds and leaving a resemblance to stand until purchase decision, is getting harder without meaningful propositions of virtues or remarks of positive experience with brand.

Following the ideas of Silvie and Fetzer (2005) on community networks, other academicians focused on this concept for branding. Brand signification and its emphasis in community, conversation and cultural change have critical importance in the management of brand meaning, accumulated as “brand manifold” by Berthon et al (2007). The same concept is explained by Tek (2006) from a different perspective as “rituals” that have an important role for dissemination of information about how to experience that brand’s value proposition better. Rituals, generally symbolic, are used by customers to create new perceptions, associate new meanings, relate old habits, or even build cultural connections with brand.

Muniz and O'Guinn (2001) defined brand community as non-geographically specialized social relations of admirers of brand. As a matter of fact, brand community, besides their definition, is dependent of brand manifold and rituals, connections, beliefs and traditions, and sharing information to and from brand. Moreover, it poses a continuum because brands have pasts, presents and futures in the mind of customer.

From this perspective, since customers could become recommenders or voluntary marketers of services, advisors or responsive service evaluators (Sullivan et al. 2002; Abma and Widdershoven, 2008), and on the contrary, become dislikers or stoppers, an organization would need to understand its customers' needs and habits by employing effective marketing technology. This further helps to stop them turning into a disliker. Therefore, building the brand community for an elevation in brand equity is an additional contributing factor to the model of this study. Brand community with its connection with service evaluation to strengthen the customer value and advisory role, strongly related with co-creation of value defined in service dominant logic of marketing approach (SDLM) by Lusch and Vargo (2004).

Customer's advisory presents an opportunity to scrutinize the contradiction of value-in-use and value-in-exchange (Proctor, 1991; Svoboda, 2006; Woodruff and Flint, 2006; Grönroos, 2008) discussed in the foundational premises of SDLM. For a comprehension, directions about the organization's limitations discussed for SDLM and issues debated by noteworthy scholars around the customer's co-creation of the value in the exchange are inductively related with evaluation of service. Moreover, with this point of view, the organization's single most ability is the proposition of value, not the value itself. Value of the service is defined by the customer, according to the ultimate utility that service resembles in its mind. By this way, customer acts so as it names the value of, consumes and disposes, advises and recommends the service. Even more, evaluation of service is also a service that customer executes in co-creation of value of the actual service.

2.4 Strategic Imperatives for Competition

Competitiveness of firms is highly based on the strategic imperatives. Firms pay great attention to attain customer satisfaction and loyalty while competing for better revenue margins and higher shareholder value. These two conflicting constraints are explained in the literature as superior customer value (Weinstein and Johnson, 1999) as first stated in the introduction (p.8) and superior financial performance (Hunt, 1997). Superior customer value refers to understanding and satisfying the needs of customers by solid interaction and collaboration, whereas superior financial performance is the outcome of corporate objectives with a focus on increasing market share, improving profitability, and attaining revenue growth. Both superiorities are the drivers to sustain competitive advantages for an organization.

As a result, superior customer value and superior financial performance are closely related and are amplified together if they are treated as constitutional blocks of innovative corporate-thinking for service evaluation. In Figure 1.1, the three dimensions of modern organization were stated. Further on this issue, acquaintance of superior financial performance is a formulation of service development and organizational development where as superior customer value assessment is basically a function of service development and customer development as abbreviated below in Figure 2.1.

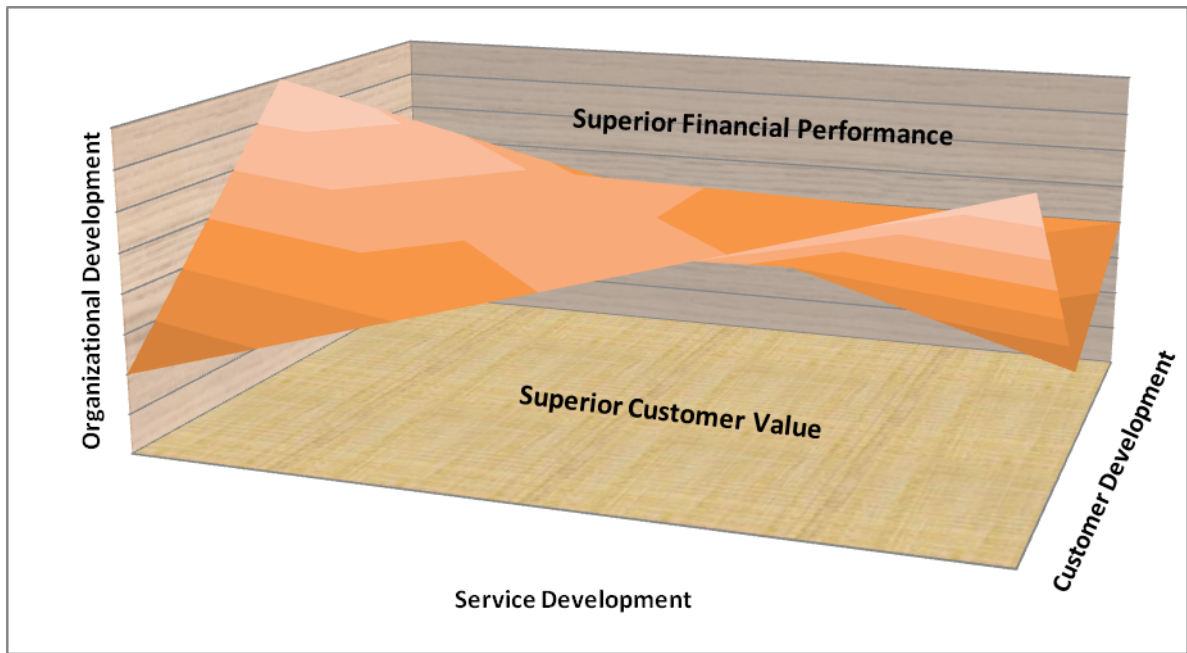


Figure 2.1 Three dimensions of modern organization including strategic imperatives

Source: This figure is developed by the researcher based on the discussion above.

Customer's advisory is critical in competition for the next generation of customers those are more responsive to services market. As the product is getting more bundled with the service and responsibility of making difference in the market is more depending on the variety of services, quality and value are stressed more often. Gale (1994) defined a four stages model to make quality in services a strategic weapon for organizations. In his framework, total quality management and customer value management are integrated stepwise. He emphasized that market-perceived quality and value is relative to competitors in the market and therefore quality perceived by the customers is a key to customer value management.

On the other hand, according to Weinstein and Johnson (1999), superior customer value depends on perceived quality of service and also relative cost of it: There are various factors effecting on perceived quality imperative such as performance, attributes, aesthetics, reliability, durability, safety, better communication manners, easy and timely transaction, and post-purchase experience. As the organizations make value

propositions, it is strategically important to associate such proposition with perceived quality and its relative cost.

Lusch and Vargo (2004) further compromise and extend the relationships of service and customer, as well as organizational knowledge development and quality management in the service dominant logic of marketing (SDLM) approach. As a matter of fact, for the effectiveness of customer's advisory interpretation for organizations, there are several key factors from SDLM. The first one is, indicated by "goods are distribution mechanisms for service provision", related with how good goods are rendered by services. Those activities of the organization as to render the good with service are important to interact with customer. The second one is related with acceptance of the customer as a co-creator of value. Lusch and Vargo (2006a) emphasized in several of the debates throughout their book and placed as the sixth foundational premise of SDLM: "the customer is always co-creator of value" (p.4, p.18, p.44, and p.412). Their indication was that there are intervening factors between resources, resistances and collaboration. What they offer is a set of value co-creation activities, "to market with customers" rather than "to market to" (p.413), in: value proposition, service offering, processes for networking and dialogue in between organization and its customers.

With this premise in mind; if the customer defines the value at the time of consumption based on previous experience and perception, then involvement of customer becomes more critical to service evaluation. Moreover, according to Rosen (2000), innovative services create higher involvement than the ones that are not.

In addition, resource-advantage theory (Hunt, 1997) stresses that organizational learning and innovation is endogenous as the organizations and customers have imperfect information in the market. As organizational, informational and relational resources are heterogeneous and imperfectly mobile (Hunt, 1997), the organization is in need of customer's advisory for better relationship building with customer-base, learning from

the experiences and retaining innovative ideas from at a lower cost. In connection with micro-specialization (Lusch and Vargo, 2004) and advantages of better resources, the organization develops the capability of better performance (Hunt and Morgan, 1997).

The competition is bringing forward the problems related with differentiation, focusing, finding niches and out-of-box thinking. Customer-oriented strategies address the importance of perceived quality that conquers product, associated service and experience, the importance of customer lifetime value that inhabits co-creation of value “to market with customers” and the importance of brand communities which is a contemporary form of controlling the word-of-mouth. Strategic imperatives of superior customer value and superior financial performance are assessed through use of marketing technology tools and reception of customer’s advisory for evaluation of services with innovative corporate thinking.

2.5 Marketing Technology and Synthesis of Strategic Imperatives

The rapid movement of the market conditions with globalization challenges, increasing number of actors entering competition and dynamism in consumer behavior generate a vortex of uncertainty in markets (Fisk, 2006). Thus, the responses of decision-makers and consumers trigger more reciprocal responses in a complex web with halo effect. While consumers are affected by many messages, and are exposed to many sources, they also have effects on others more than before with the support of more advanced communication tools. These tools are technology based and provide an extended way of understanding the market than before.

The challenge for organizations is a result of technological advancements which empower ordinary consumer to become intelligent and questioning, responsive and

lauder in the classical word-of-mouth communication. Ridderstrale and Nordström (2000) mentioned: “The Web enables total transparency. People with access to relevant information are beginning to challenge any type of authority. The stupid, loyal and humble customer, employee, patient or citizen is dead” (p.102). It is clear that, Internet brings out an opportunity for organizations having detailed conversations with customers, listening to their comments about services offered, collection of their feedbacks about fulfillment of the service, and even how to improve the service to reach a superior customer value.

Lusch and Vargo (2004) also underline how knowledge is essential for organizations as a component of differentiation and source of competitive advantage. According to Tiwana (2001), “knowledge management lets you challenge what you know, and redesign and reconfigure existing products and services to radically transform their value proposition to meet new customer needs” (p.43). From this point of view, knowledge management opens a new gateway from what is collected as data to transformation of service for customer. Even more, it facilitates a change in the service for the untapped market. Therefore, integration of knowledge management practices into relationship management processes brings out the possibilities of success in closer customer interaction, customized product design and configured service.

As a matter of fact, marketing runs on technology. Nevertheless, most marketing and technology organizations are separately evolved and not very well aligned to work together effectively. These two organizations plan and budget differently, measure success differently, and have widely different cultures. Many customer-driven organizations need new ways to align marketing and information technologies to develop better targeted marketing campaigns, integrated efficient systems and detailed customer analytics. In their findings, Thomas et al. (2004) identify that relative impact of retention versus acquisition investments on customer is a complicated question of finding the right balance. They indicate that reaching the optimal balance is more important than finding the optimum amount to invest for profitable customer groups.

It is not only gathering reliable information about the internal processes of the organization for better measurement, but also using it to "out-think" rivals is important. Analytics, which is the acronym for sophisticated quantitative and statistical analysis and predictive modeling, is one of the most powerful tools to make managerial decisions. The Internet and its impact on the change of every day devices in ordinary customer's life, brings out many opportunities to collect data impossible to deliver a few years ago. According to Gobé (2002) and Payne and Frow (2005), this will only continue to grow as the process becomes even more streamlined and refined. Therefore, organizations are faced to build their competitive strategies around data-driven insights that in turn generate impressive results. Some examples of using analytics have been mentioned by Davenport and Harris (2007): identification of the most profitable customers and offering them right price, acceleration of product and service innovation, optimization of supply chains, and identification of the true drivers of financial performance. Payne and Frow (2005) have also mentioned the anticipation of profitable customers for determination of right price as a result of an analysis about the likelihood of the customer to respond an offer by the organization. Several studies in Turkish setting (Aydın et. al, 2000; Güngör and Aktoluğ, 2007) have also focused on the supply chain optimization, financial drivers of performance in customer-driven supply chains and calibration of attributes and messages for offerings to elicit synchronization in unified demand planning process of cascaded supply chains.

Turning information collected from customers to organizational wisdom is not an easy task. It is dependent on various factors from the operational view such as an organizational culture that listens to customers critically, covering the right compound of rational and emotional needs of customer, observation and logging, and understanding ethnographic reasons (Whitney, 1989; Salem, 2008).

Many of the organizations collect data in discrete systems. Some of them combine those sources of data and build data warehouses. And some of those even build data mining

and in-depth analysis tools for their business intelligence (Frey, 2001). All of these are technically acceptable but true contribution of these analyses comes from the right questions to be asked by marketing or management teams to such systems. Moreover, these systems are mostly based on statistics, only some of them provide stochastic analyses. Holistic and expert system approaches are fairly new (Soyuer et al. 2007; Aramburu and Saenz, 2007).

Even more organizations are in need of collecting responses from customers in various forms, storing them in classified groups of data before drilling into it. A query about the mean of customer age is simple and easy to retrieve. But, there is much to do with this data such as reading its context to set up a semantic search into it to determine what the customer really meant about the service in between the lines of its writing or voice recording (Daconta et al., 2003; Uren et al., 2007).

In such circumstances, organizations are in need of demystification of both open and hidden commentary in customer responses to make them decision-making arguments. Implementation of marketing technology tools for complex decision-cubes requires good modeling of organizational needs, good assembly of customer touch points and good modeling for knowledge management of comprehensive data warehouses and intelligent business tools to synthesize the strategic imperatives from customer's advisory for innovative service evaluation.

From inside the core to the outside brand communities, the organization incorporates critical technological components (Bolisani and Gottardi, 2005) that make a comprehensive marketing decision support system (Wierenga et al., 1999; Van Bruggen et al., 2001): data warehousing, database marketing tools, enterprise resource planning tools, human resource management systems, supply chain management tools, customer relationship management tools, business intelligence systems and call center management systems. Supporting easier collection of internal and external data and

enabling visual presentation in different user environments, web based solutions are in the mainstream: intranets, extranets, internet web sites, blogs, and emailing tools. Although each specialized marketing technology tool could act standalone, they are capable of being integrated seamlessly to act as a decision support system. Therefore, the implementations of these tools are independent from the size of the organization as they are scalable in accordant to the need.

In sum, it can be stated that in customer-oriented approach, the basic premise is providing better customer value and it is hardly mistakable to remain competitive. SDLM emphasize that co-creation of value with customer helps both to increase customer satisfaction, higher involvement of brand communities. The use of marketing technology for “customer development” and the analysis of customer’s advisory provide the capability to adaptive organizations for efficient communication processes that bring out valuable results to improve their services.

For a better understanding the domain of the study, third chapter presents the conceptual model with its relevant literature.

3 CONCEPTUAL MODEL

3.1 The Antecedents to Capture and Make Use of Customer's Advisory

Contribution of customers to organizational value development is in form of customer involvement and customer's advisory. Cram (2001) describes customer involvement as the act of customers as a form of personal advertisement, voluntary unofficial sales-force, and referrer on organization's behalf. This definition explains the direction of involvement: Customer is not generally considered as a part of the organization and as an outsider. Customer involves in brand, product or service of the organization and disseminates information about these to other customers. From Cram's perspective, such customers are also assets and to capitalize on these assets, a systematic information flow must be assured. Customer involvement is an important marketing tool for the organization to keep up, but on the other hand customer's advisory is another one that takes a step further for the evaluation of services and brings in reverse direction of involvement into brand, product or service.

There is a critical difference of customer's advisory from customer involvement: customer's advisory has the power to trigger dynamics of the organization from inside out. Its impact in the evaluation of service is more direct to pass in all dimensions of modern organization simultaneously. Gobé (2002) characterizes this as "active consumerism" to define the attitude of customers who personally involve in the equity of brand by positive responses. This, as he underlines, is a result of encouragement for active engagement of customers. Customer's advisory is related with "active consumerism" as it is an enhancement of customer involvement put to action.

In this study, the core concept stands for the understanding of organizational capabilities for using marketing technology tools to formulate their strategic imperatives (superior

customer value and superior financial performance) through customer's advisory. Making use of customer's advisory necessitates focusing on two main elements: being open to listen to customers (Openness), and being capable of service evaluation (Capability). The use of "customer's advisory" in an organization depends on the existence of these two components.

3.1.1 Openness (being open to customers, listening to their advisory and analyzing their responses)

Organizations are required to be listening to the customer if they are supposed to collect valuable responses and derive insights from customer's advisory. A comprehension of such openness is related with three major organizational behaviors: organization is willing to listen to the markets, organizational culture is appropriate, and technology is enabled for customer's advisory reception. Berry and Parasuraman (1997, p.65) address the issue as "To improve service, companies must use multiple research approaches among different customer groups to ensure that they are hearing what customers are saying and responding to their suggestions."

Parasuraman and Grewal (2000b) also indicate that there is a need for effective management of organization, employee and customer relationships together with technology. In correspondence to the pyramid model Parasuraman proposed in 1995, they extend the discussion with the analysis of linkages between technology and customer, technology and employee, and technology and company. Based on this approach, listening to the customer is related with three constructs to be taken into consideration: responsiveness, empathy and technology focus. The first two are related with the service quality measure to close the gap of communication between customers and the organization, and the third one is related with systematic capturing and analysis customer responses.

- a. Responsiveness: willingness to help customers
- b. Empathy: Individualized attention the organization provides to customer

Zeithaml et al. (1996) address five dimensions of service quality measurement, SERVQUAL, as: tangibles, reliability, responsiveness, assurance, and empathy. SERVQUAL aims to measure the gap between customer expectations and experience through a sequential series of smaller gaps proposed in Parasuraman et al (1991a). As these authors pointed out, from those gaps, the fourth one is related with effectiveness of communication with customer. Responsiveness and empathy are considered from this perspective and the measures developed by Parasuraman et al. (1991a) are adopted for this study. The definition of responsiveness put forward as “the willingness to help customers and provide prompt service”, and empathy is explained as the care and individualized attention provided by an organization to its customers. It is apparent that for any organization to be open to its customers, responsiveness and empathy are the essential components.

- c. Technology focus¹⁶ to capture and analyze customer responses

Following the insights from the definition by Bartels (1965), decision support systems for marketing managers was stressed by Little (1979). As

¹⁶ Parasuraman (2000a) defines technology readiness index (TRI) for the consumer side. According to TRI, a scale for measurement of customer reactions to technology described and constructed. In this study, “technology focus” indicates the readiness of the organizations to gather and make use of information through appropriate marketing technology tools as being open to customers, and “technology capability” indicates the capacity and the ability of the organizations to facilitate information gathered, to make use of information.

organizations develop the ability to learn and transform that learning into action rapidly, technology focus becomes the best competitive advantage. Serving for this aim, the number of different marketing decision support system tools incorporated in an organization affects collection, analysis and in turn listening to valuable customer responses. There are two major distinctions: first, internally configured to collect, store and execute as marketing decision support system tool (depicted as technology capacity of the organization for service evaluation); second, externally configured to present information and collect direct responses from customers online as e-business tool. The list of marketing technology tools states the details about the technological focus of the organization to capture and analyze customer responses were grouped as E-Business, below:

- E-Business (for Direct Communication with Customer) Tools

Nambisan and Nambisan (2008) discuss “virtual customer environment initiatives” that offer benefits beyond the innovation outcomes and shape customer and organization relationships under product related issues and the brand itself. They determine this requirement as follows: “the benefits of engaging customers in product development, product support and related activities are increasingly visible. Having the right technology-based system can enhance the customer experience and help companies improve both their innovation and customer relationship management capabilities” (p.53).

Following this issue, the right technology-based system consists of elements belonging both MDMSS and latent E-Business interaction facilitation tools to be incorporated for this purpose:

i. Web sites

Web sites are generally designed to express the vision and the functions of the organization to the public (Li, 2004). Together with these, web sites are used for marketing and sales operations, interactive relationship with customers and partners, sharing information about organizational development, public relations, and social networking (Cheung et al, 2003; Garrity et al, 2005; Marsden, 2008). Web sites contain most of the functionalities of organization in physical world. Moreover, they carry out the extensions (such as entertainment, file sharing, digital communities, worldwide mobility of data distribution) brought by the features of virtual world (Grenci and Todd, 2002; Gudigantala et al., 2008).

ii. Direct communication tools

E-Business is the representation of business activities of any organization on the virtual worlds of communication. The most common platform for e-business is the Internet but mobile platforms and digital broadcasting platforms are also new mediums for e-business activities. The functions provided over these various platforms are generally have the same content with different interfaces:

- Interaction with brand communities
- E-Mailing

Organizations use complex e-mailing tools to comprehend text based messaging with

customers, partners, and other parties (Bachmann et al, 1999; Kurtzberg et al. 2005). Organizations provide information to outer parties and customers through inexpensive e-mailing tool. One of the most common uses of e-mailing is low-density dialogue-based information exchange among people (Schaefer and Dillman, 1998; Bachmann et al, 1999). Another important use of e-mailing is push and pull marketing communication. The drawback of e-mailing is many uninteresting e-mail content that is pushed to people without permission which decreases effectiveness of each new e-mail message (Merisavo and Raulas, 2004).

- Chat messaging (Clauser, 2001)

A better form of dialogue on the Internet is free of charge chatting in different forms: text-based, voice based or visual based. Organizations use these marketing technology tools for interactive messaging with customers and partners (Dellarocas, 2003; Mayzlin, 2006; Van Dolen et al., 2007)

- Customer Forums (Nambisan and Nambisan, 2008)

Electronic forums are used for sharing information over a discussion topic with a group of customers or partners (Gopal et al,

2006). There are two types of electronic forums (Bickart and Schindler, 2001): controlled and uncontrolled. The former one is maintained by the organization itself. The benefits of controlled forum are (Dellarocas, 2006): an easy way to collect views about services and it serves for building focus groups in low-cost and in many different locations at the same time.

Uncontrolled forums exist on the Internet and the organization could not act to set rules for the content (Harrison-Walker, 2001). The benefits of uncontrolled forum are: monitoring the discussions of consumer community about the brand and capturing the clues for the evaluation of services (Bickart and Schindler, 2001).

- Blogging out the organization's services and support of brand manifold (Berthon et al., 2007)

Blogging is one of the newest ways people and organizations are using to express themselves out to an audience all over the world (Dwyer, 2007; Rickman and Cosenza, 2007). Organizations use blogging to build intimacy with consumer community generally in the form of presenting their employees' daily talks about services or CEO's confessions and

unconditional projections (Luo, 2007; Thelwall, 2008).

According to their presence and use in the organization, the number of different marketing technology tools is incorporated, and these independent variables are hypothesized in H_{Ic} based on their interrelations with core concept, “customer’s advisory”.

3.1.2 Capability (of service evaluation)

Prior researches (Menon and Varadarajan, 1992; Maltz and Kohli, 1996; Kang et.al., 2007) indicate that product and service knowledge utilization and evaluation within organization were depending on characteristics of organization such as having computerized information systems, increased personal contacts, innovation orientation, market intelligence dissemination effectiveness, interpersonal trust, and communication between marketing and engineering units. As a compromise, Fisher et al. (1997) found two significant measurement constructs in their study for evaluation capacity of organizations that indicate communication effectiveness in marketing and production units, which bring in an understanding opportunity for organizational readiness to the changes in market conditions. These two constructs were also tested by Massey and Kyriazis (2007) with an integrative structural model:

- a. Bidirectional information-sharing in marketing and production / engineering units
- b. Frequency in information use by production / engineering units for service evaluation

Furthermore, facilitation of information sharing between organizational units depends on installment of appropriate marketing technology tools to set proper capacity of information flow and storage. For this reason, a third construct called “technology capacity” was considered in the research model.

- c. Technology capacity of the organization to evaluate services and innovation

Internal tools for setting up organizational capacity for service evaluation were grouped as Marketing Decision Making Support Systems (MDMSS), and listed below.

- Marketing Decision Making Support Systems (MDMSS)

Van Bruggen et al. (2001) conclude, while explaining the marketing and technology relationship that, over the years sophisticated tools were developed in both information technology and marketing science and started to be used by marketers. They were called marketing management support systems (MMSS), a combination of information technology, analytical capabilities, marketing related data and marketing knowledge interpretation. These systems started as marketing information systems in 1960s (Van Bruggen et al., 2001) and extended to marketing knowledge-based systems and marketing neural nets of 1990s.

On the other hand, as defined by AMA web site¹⁷, a decision support system from marketing research point of view is “A coordinated collection of data, system tools, and techniques with supporting software and hardware by which an organization gathers and interprets relevant information from business and the environment and turns it into a basis for making management decisions”.

Based on the discussion of Van Bruggen et al. (2001) and AMA¹⁸ (2008), a marketing decision making support system (MDMSS) is a combination of complex sub-systems of each collect different aspects of operational data, track organizational progress, store customer transactions and relations, retain external environmental responses of markets and seamlessly integrate such discrete information when needed for a marketing decision-making process in various managerial levels. Wierenga et al. (1999) note this understanding as “...tendency towards companywide information systems with integrated modules for different functional areas such as production, logistics, marketing, and finance (so called ERP systems)” (p.205). They call this system the interdependence of marketing and research and development, stress that it is fostering the relationship between marketing strategy and technology strategy.

As a matter of fact, MDMSS is composed of complex sub-systems. These sub-systems related to activation of customer’s advisory in form of reception, storage, analysis and evaluation of information

¹⁷ <http://www.marketingpower.com/mg-dictionary.php?SearchFor=decision%20support%20system&Searched=1>

¹⁸ www.marketingpower.com

from customers relate to the following areas (Wierenga et al, 1999; Van Bruggen et al., 2001; Tiwana, 2001; Holsapple, 2005; Afiouni, 2007): customer relationship management, enterprise resource planning and human resource management systems.

i. Customer Relationship Management (CRM)

CRM is a management methodology which places the customer at the center of organizational activities. It is based on the use of technologies for collection, process and analysis of information related to the customers. Stuart (2005) defines CRM as “Creating customer relationships through a consistent, relevant dialogue across multiple channels in order to maximize customer satisfaction and business results” (p.42). There are two major fractions in CRM tools: operational and analytical. Operational CRM deals with the integration of the front office organizational processes that are in contact with customer where as analytical CRM uses data mining techniques over the information related with the customers of the organization. A latest approach of collaborative CRM is emerging through the integration with business processes with customer relations where operational and analytical CRM functionalities are used extensively. Typical CRM software includes customer data management, contact and campaign management, proposal and order management, sales force automation, and marketing resource management features. In many of CRM technologies today, database marketing is embedded as functionality for targeted marketing activities. According to Stuart

(2005), the most popular CRM components in the order of the level of commitment are data analytics for customer research, marketing and sales automation, channel integration, email response management, sales force automation and website personalization from the user's point of view.

ii. Enterprise Resource Planning (ERP)

ERP consists of one or a set of software applications that integrate information and processes across the several organizational functions. Typically, ERP integrates planning, procurement, sales, marketing, customer relationship, finance and human resources. Van Bruggen et al. (2001) claim that organization wide information systems such as ERP enhance inter-departmental information sharing. By this way, marketers get access to data from production and vice versa. According to Van Bruggen et al. (2001), this knowledge transmission increases the availability of data for the support of marketing decision making and marketing insights.

iii. Human Resource Management System for Performance Measurement (HRMS)

HRMS is the strategic and coherent approach to the management of an organization's people who individually and collectively contribute to the achievement of the objectives of the organization. Roos et. al. (2004) underline the relationships between

strategic intent, cultural behavior and business processes in an organization, performance measurement is placed in the intersection of all three. Afiouni (2007) extends this approach with its linkages to resource-based view of the firm and knowledge management efficiency. Human resource performance measurement is the process of calculating the level of personal targets and the level of achievements in order to find how successful those personnel are for a specific period. It is closely related with organizational performance (Roos et al., 2004), and financial performance (Pietsch, 2007). Pietsch (2007) discussed that the ambiguity in measurement of human capital shall be avoided by not promoting “opportunistic patterns of behavior in offering opportunities” (p.265) to the people and so that institutionalization and effective framing could be employed to standardize measures and to avoid uncertainty in added value calculation of human resources. Schiemann (2006) calls this valuation concept as “people equity” of the organization and notes that management and measurement of this equity as an investment is critical importance to the organization. From this perspective, the importance of HRMS which allow organizations to automate many aspects of human resource management with additional benefits of reducing workload of related departments as well as increasing the efficiency by standardization of processes, is obvious (Roos et. al, 2004; Afiouni, 2007; Pietsch, 2007).

Taking the arguments of Holsapple (2005) and Afiouni (2007) into consideration, HRMS convert human resources information into digitally traceable format to be added to the knowledge management systems of organization. As Bygdås et al. (2004) pointed out, “Performance measurement and management in firms where knowledge is the central strategic resource provide composite challenges. Not only are the knowledge resources tacit, collective, complex, deeply rooted in culture and hard to imitate and transfer, but the processes of value creation and their outputs are also of a more or less intangible nature”. By this way, HRMS plays an important role in ensuring easy running of an organization by tracking and analyzing the performance and work patterns of the workforce, supporting management with better information to form strategies.

- iv. Intranet System that supports sharing and discussion of customer’s advisory within the organizational units and supports feedbacks of internal customers. An Intranet system is a web based technology to be accessed by the stakeholders of the organization internally for sharing information in secure and closed-loop environment. (Jinwoo, 1998; Hussain et al. 2004; Zhao and Luo, 2005)

So, making use of customer’s advisory is related to interactions of customer with organization, organizational responsiveness and empathy by being open to customers, being technologically ready to capture customer responses, feedback and advisory prompt, being able to make it recorded correctly, and an organizational operation

capability to evaluate the service. In this perspective, the core concept can be defined in two parts as Core_A and Core_B:

1. Core_A is related to the openness of the organization for making use of customer's advisory. It is composed of three sub-concepts:
 - Organization is open to listen to its customers by being responsive which increases the ability of making use of customer's advisory.
 - Organization is open to listen to its customers by having empathy which increases the ability of making use of customer's advisory.
 - Organization is open to listen to its customers by the focus and use of technology to receive messages which increase the ability of making use of customer's advisory.
2. Core_B is related to the capability of the organization to surpass information for making use of customer's advisory. It is composed of three sub-concepts:
 - The capacity of service evaluation is higher if level of information sharing in marketing and engineering units in organization higher.
 - If the frequency of information sharing in marketing and engineering units in organization is greater, capacity of service evaluation from customer's advisory is higher.
 - The availability of technological capacity of collection, storage, flow of information by the support of marketing decision making support systems increases the capability to service evaluation.

Based on this formation of core concept and its elements there are three hypotheses developed:

H₁: the more the organization is open to listen to its customers, the higher the likelihood of making use of customer's advisory.

H_{1a}: The more the organization is open to listen to its customers through being responsive, the higher the likelihood of making use of customer's advisory.

H_{1b}: the more the organization is open to listen to its customers through empathy, the higher the likelihood of making use of customer's advisory.

H_{1c}: the more the organization is open to listen to responses via incorporation of direct communication technologies, the higher the likelihood of making use of customer's advisory.

H₂: the more the organization is capable to service evaluation, the higher the likelihood of making use of customer's advisory.

H_{2a}: the more the organization is capable of sharing information bidirectional between business units, the higher the likelihood of making use of customer's advisory.

H_{2b}: the more the organization is capable to surpass customer responses with higher frequency between business units, the higher the capability of the use of customer's advisory.

H_{2c}: the more the organization is capable of incorporating and using marketing decision support system tools, the higher the capability of the use of customer's advisory.

3.2 The Antecedents of “Openness to Listen to Customer’s Advisory” and “Service Evaluation Capability”

From customer point of view, the product is a mean of satisfaction to a need or motivation and the service is the overall presentation of the product (Lusch and Vargo, 2006). The successful evaluation in service or innovation is associated with organizational experience and learning (Sawhney et al., 2006), service observation, the study of competing services, regulative obligations, as well as careful research on the service considering customer perspectives. In fact, one of the best sources of information for evaluation of the service is the well communicated customer, i.e. the user of that service.

From the organization’s point of view, it is becoming critical to develop understanding different organizational units where the use of certain technological tools can also help for the communication with customers, by the increasing support of technology and customer’s adaptation to use this technological support better. Thus, brings us an opportunity of observing classical theories of word-of-mouth (Katz and Lazarsfeld, 1955) and halo effect, in action. The independent variables in this research are listed as:

3.2.1 Customer insight utilization

The requirement of customer-oriented strategies for organizations imposes the capabilities to extend the horizons of three dimensions in Figure 1.1. Organizations generally limit themselves with internal insights from employees and managers or past experiences while making extensions to these dimensions. However, one of the most important resources of innovation is generally untapped or under stressed: customers. Customers have experiences with the service and save them in their memories, form

engrams and distribute information about the service. They develop insights about the service. Clauser (2001, p.276) phrases this subject from strategic point of view, "... customer insight is the foundation for growing and developing consumers in the e-world and underpins brand strategy".

i. Customer lifetime value and customer retention (Reichheld, 1996; Day, 1999; Tek, 2006)

- Time length spend with the brand
- Frequency of purchase of the brand

Reichheld (1996) found these critical from the customer satisfaction angle. Later on, Day (1999) underlined this issue in detail from the market dynamics point of view. Finally, explanations of Tek (2006) about the importance of customer value and CLV for the modern organization are also very comprehensive.

ii. Co-creation of value (Lusch and Vargo, 2004)

- Value-in-Use or Value-in-Exchange (Lusch and Vargo, 2004)
- Brand communities (Muniz and O'Guinn, 2001)

One of the foundational premises of SDLM fosters the idea about the determination of value. Lusch and Vargo (2004), point out that it is always a function performed by the customer and so it is called value-in-use, rather than value-in-exchange that is embedded by the manufacturing. Supporting this idea, Grönroos (2004) explains in his discussion about customer-organization touch points, that value proposition of organization is bounded to the customer value process. With this in mind, if the value is defined by the customer,

then the customer surely would like to involve in the service and possibly contribute its evaluation.

Moreover, from the explanations of Aaker (1998) about building the brand equity to the discussions of Muniz and O'Guinn (2001) about how brand communities involve in elevation of this equity, following the ancient word-of-mouth theories of Katz and Lazarsfeld (1955), value-in-use is defined and shared with brand community more often and easier by the help of 21st century's E-business tools.

iii. One-to-one relations with customers (Grönroos, 2004)

The relation to customers can be build through two basic units in the organization where personal and one-to-one dialogue and interaction with customers are essential tasks for:

- Sales force (Speier and Venkatesh, 2002)
- Call Center agents (Beaujean et al., 2006)

As the customer calls in or visits the store, it is welcomed by sales force in general or call center agent. Grönroos (2004) indicates a framework of central processes in relationship marketing which holds interaction process as the core and a planned communication process as the distinct media towards customer's value processes to merge a relationship. Beaujean et al. (2006) emphasize that "the spark between customer and frontline staff members helps transformation of skeptical people into strong and committed brand followers". Therefore, it is presented as in the hypothesis below, the human interaction with customers is considered in merging a relationship to enable customer's advisory.

H₃: the higher the utilization of customer insight, the higher making use of customer's advisory for superior performance.

H_{3a}: the higher the utilization of customer insight, the more open the organization for making use of customer's advisory.

H_{3b}: the higher the utilization of customer insight, the more capable the organization for making use of customer's advisory.

3.2.2 Human resources advantages relative to market (Hunt 1997; Hunt and Arnett, 2003)

- i. Quality in talent of organization by education relative to the human resource market
- ii. Quality in talent of organization by experience relative to the human resource market

In Hunt's proceedings, resource-advantage theory of competition is presented, challenged, debated and explained: "social structures can be competition enhancing" (Hunt and Arnett, 2003) where specifically human resources are considered. If any organization is better equipped with human resources to listen to the customer, then this would be an advantage in the competition as well. As long as the organization gets better with learning by education and from experience (Hoch and Deighton, 1989), it attains the capability to understand its customer's advisory as well. From another perspective, Uysal (2009) underlines that knowledge level and experience level of human resources in an organization were found important factors in innovativeness regardless of the cultural and managerial differences between countries. Therefore, an additional hypothesis is presented as follows:

H₄: the more qualified the human resources of the organization, the higher making use of customer's advisory for superior performance.

H_{4a}: the more qualified the human resources of the organization, the more open the organization for making use of customer's advisory.

H_{4b}: the more qualified the human resources of the organization, the more capable the organization for making use of customer's advisory.

3.2.3 Knowledge resource interpretation and evaluation capability (Hunt 1997; Hunt and Arnett, 2003)

Hunt and Arnett (2003) also addressed informational resources as knowledge from consumer and competitive intelligence to support the constitution of competitive advantage in the marketplace. Carlucci and Schiuma (2006) underlined that organization's value proposition was bounded with its knowledge resource interpretation capability to identify casual dynamics of interdependencies in organization's environment. Another point of view was discussed by Haas and Hansen (2005) that the utilization of firm's knowledge resources to backfire incompleteness in organizational tasks and procedures. On the other hand, this indicates that the wisdom reconstructed from customer's advisory in the form of informational resource within the marketing decision support systems is subject to superior financial performance. As Griffith et al. (2006) put it, development of knowledge resources and converting these resources into "dynamic capability of market responsiveness" was found important for the organization to remain competitive. By this way, another hypothesis is presented:

H₅: the more knowledge is interpreted in the organization, the higher making use of customer's advisory for superior performance.

H_{5a}: the more knowledge is interpreted in the organization, the more open the organization for making use of customer's advisory.

H_{5b}: the more knowledge is interpreted in the organization, the more capable the organization for making use of customer's advisory.

3.2.4 Innovative corporate-thinking (Grönroos, 1996; Lusch and Vargo, 2004)

In their recent paper Bettencourt and Ulwick (2008) introduce the customer-centered innovation map with a systematic and process based point of view. They specify sub-processes a consumer executes in consummating any service and highlight possibilities of innovation in each sub-process to make consumer more satisfied. This approach opens up many chances of improvement in the services that an organization proposes value to its customers if it has an innovative-corporate thinking mindset. In-depth understanding of “customer's advisory” is more than ignition of innovation or detection of service evaluation possibilities; it fosters exploration of new attributes and challenging the functionalities of existing services and therefore incorporates the innovative-corporate thinking for making these services better fit for the customer. This customization expands:

- i. in design of service
- ii. in management
- iii. in customer relations

Investigation about better functionalities in the services of competitors, research of new attributes for enhancement of services and exploration of

new ideas are all related with innovative corporate-thinking. Grönroos (1996) underlines that relationships are important for an organization, but relationship building is not an easy task to realize successfully. As the customer behavior changes by the time or by the effects in socio-economic environment, the organization would be receptive to these changes to stay in the game of competition. Such parallel changes require innovative culture in management and design of service within organization. Another hypothesis is developed to take these into consideration in the initial research model:

H₆: the higher the innovative corporate-thinking in the organization, the higher making use of customer's advisory for superior performance.

H_{6a}: the higher the innovative corporate-thinking in the organization, the more open the organization for making use of customer's advisory.

H_{6b}: the higher the innovative corporate-thinking in the organization, the more capable the organization for making use of customer's advisory.

3.3 The Consequences of the Use of Customer's Advisory Role

The use of marketing technology for listening to customer's advisory is aimed to make use of it for the direction to achieve superior financial performance and superior customer value. These two strategic imperatives are the ultimate goals of any organization to realize in competitive global environment. As consequences, these imperatives are related with growth and long-term success of the organization.

On one hand, the use of marketing technology for relieving customer's advisory into a new feature addition to products and innovation in service design, specifically related to empowerment of customer and customer related organizational culture. As the internal drivers of the organization are captive and proactive to customer's responses, the innovative culture is able to be established in the organization. This change of the core - from processes to customer – is a major strategic movement.

On the other hand, human resources, knowledge gained from the information flow from internal and external stakeholders, building advanced relationships, increasing the effectiveness in communication are all encountered through proper implementation of required marketing technology tools. The number of these tools is increasing as the technology advances. Digitalization of many existing products like TV broadcasting, cars and white goods support the new data generation touch points where customer can instantly inform the service provider just by the use of the service. Mobility of customer brings in new opportunities of using information sources about the location and offered service where better relationship marketing strategies can be redirected promptly. All channels are gaining the capability of hearing the customer voice, understanding between the lines of customer's responses and interpretation of innovative ideas in customer's feelings and thoughts about the brand, and customer's advisory about services offered by the organization.

3.4 Moderators of the Use of Marketing Technology in Marketing Strategy

The organization's type, hierarchy structure and size are its internal factors defining overall context of the organization. According to this nature of moderating, these variables bring in the consequences acting on the core concept. Each of these taken as parametric form to be tested as intersection with independent variables:

1. Type of organization: privately owned or publicly listed.
2. Hierarchy structure of organization: flat or steep
3. Size of organization
 - a. Member of ISO 500¹⁹
 - b. Number of people
 - c. Total revenue for the last year

For the test of the moderating variables onto the dependent variables an additional hypothesis developed:

H₇: Customer insight utilization, human resource advantages, knowledge interpretation and innovative corporate thinking on the use of customer's advisory (via openness and capability of organization to service evaluation) are affective by moderation.

¹⁹ "ISO 500" is defined as a term by Istanbul Chamber of Industry (<http://www.iso.org.tr/>) to indicate Turkey's Top 500 Industrial Enterprises covering all of the cities. In this dissertation, "ISO 500" used for this notation.

(customer insight utilization)

H_{7a}: The effect of customer insight utilization on the openness to listen to customer's advisory is stronger when the organization is public.

H_{7b}: The effect of customer insight utilization on the openness to listen to customer's advisory is stronger when the organization's hierarchy is flat.

H_{7c}: The effect of customer insight utilization on the openness to listen to customer's advisory is stronger when the size of organization is bigger.

H_{7c1}: The effect of customer insight utilization on the openness to listen to customer's advisory is stronger when the size of organization's is bigger by being in top 500.

H_{7c2}: The effect of customer insight utilization on the openness to listen to customer's advisory is stronger when the size of organization's is bigger by having more employees.

H_{7c3}: The effect of customer insight utilization on the openness to listen to customer's advisory is stronger when the size of organization's is bigger by having more revenue.

H_{7d}: The effect of customer insight utilization on the capability to evaluate services for using customer's advisory is stronger when the organization is public.

H_{7e}: The effect of customer insight utilization on the capability to evaluate services for using customer's advisory is stronger when the organization's hierarchy is flat.

H_{7f}: The effect of customer insight utilization on the capability to evaluate services for using customer's advisory is stronger when the size of organization is bigger.

H_{7f1}: The effect of customer insight utilization on the capability to evaluate services for using customer's advisory is stronger when the size of organization is bigger by being in top 500.

H_{7f2}: The effect of customer insight utilization on the capability to evaluate services for using customer's advisory is stronger when the size of organization is bigger by having more employees.

H_{7f3}: The effect of customer insight utilization on the capability to evaluate services for using customer's advisory is stronger when the size of organization is bigger by having more revenue.

(human resource advantages)

H_{7g}: The effect of human resource advantages on the openness to listen to customer's advisory is stronger when the organization is public.

H_{7h}: The effect of human resource advantages on the openness to listen to customer's advisory is stronger when the organization's hierarchy is flat.

H_{7i}: The effect of human resource advantages on the openness to listen to customer's advisory is stronger when the size of organization is bigger.

H_{7i1}: The effect of human resource advantages on the openness to listen to customer's advisory is stronger when the size of organization is bigger by being in top 500.

H_{7i2}: The effect of human resource advantages on the openness to listen to customer's advisory is stronger when the size of organization is bigger by having more employees.

H_{7i3}: The effect of human resource advantages on the openness to listen to customer's advisory is stronger when the size of organization is bigger by having more revenue.

H_{7j}: The effect of human resource advantages on the capability to evaluate services for using customer's advisory is stronger when the organization is public.

H_{7k}: The effect of human resource advantages on the capability to evaluate services for using customer's advisory is stronger when the organization's hierarchy is flat.

H_{7l}: The effect of human resource advantages on the capability to evaluate services for using customer's advisory is stronger when the size of organization is bigger.

H₇₁₁: The effect of human resource advantages on the capability to evaluate services for using customer's advisory is stronger when the size of organization is bigger by being in top 500.

H₇₁₂: The effect of human resource advantages on the capability to evaluate services for using customer's advisory is stronger when the size of organization is bigger by having more employees.

H₇₁₃: The effect of human resource advantages on the capability to evaluate services for using customer's advisory is stronger when the size of organization is bigger by having more revenue.

(knowledge interpretation)

H_{7m}: The effect of knowledge interpretation on the openness to listen to customer's advisory is stronger when the organization is public.

H_{7n}: The effect of knowledge interpretation on the openness to listen to customer's advisory is stronger when the organization's hierarchy is flat.

H_{7o}: The effect of knowledge interpretation on the openness to listen to customer's advisory is stronger when the size of organization is bigger.

H_{7o1}: The effect of knowledge interpretation on the openness to listen to customer's advisory is stronger when the size of organization is bigger by being in top 500.

H_{7o2}: The effect of knowledge interpretation on the openness to listen to customer's advisory is stronger when the size of organization is bigger by having more employees.

H_{7o3}: The effect of knowledge interpretation on the openness to listen to customer's advisory is stronger when the size of organization is bigger by having more revenue.

H_{7p}: The effect of knowledge interpretation on the capability to evaluate services for using customer's advisory is stronger when the organization is public.

H_{7q}: The effect of knowledge interpretation on the capability to evaluate services for using customer's advisory is stronger when the organization's hierarchy is flat.

H_{7r}: The effect of knowledge interpretation on the capability to evaluate services for using customer's advisory is stronger when the size of organization is bigger.

H_{7r1}: The effect of knowledge interpretation on the capability to evaluate services for using customer's advisory is stronger when the size of organization is bigger by being in top 500.

H_{7r2}: The effect of knowledge interpretation on the capability to evaluate services for using customer's advisory is stronger when the size of organization is bigger by having more employees.

H_{7r3}: The effect of knowledge interpretation on the capability to evaluate services for using customer's advisory is stronger when the size of organization is bigger by having more revenue.

(innovative corporate thinking)

H_{7s}: The effect of innovative corporate thinking on the openness to listen to customer's advisory is stronger when the organization is public.

H_{7i}: The effect of innovative corporate thinking on the openness to listen to customer's advisory is stronger when the organization's hierarchy is flat.

H_{7u}: The effect of innovative corporate thinking on the openness to listen to customer's advisory is stronger when the size of organization is bigger.

H_{7u1}: The effect of innovative corporate thinking on the openness to listen to customer's advisory is stronger when the size of organization is bigger by being in top 500.

H_{7u2}: The effect of innovative corporate thinking on the openness to listen to customer's advisory is stronger when the size of organization is bigger by having more employees.

H_{7u3}: The effect of innovative corporate thinking on the openness to listen to customer's advisory is stronger when the size of organization is bigger by having more revenue.

H_{7v}: The effect of innovative corporate thinking on the capability to evaluate services for using customer's advisory is stronger when the organization is public.

H_{7w}: The effect of innovative corporate thinking on the capability to evaluate services for using customer's advisory is stronger when the organization's hierarchy is flat.

H_{7x}: The effect of innovative corporate thinking on the capability to evaluate services for using customer's advisory is stronger when the size of organization is bigger.

H_{7x1}: The effect of innovative corporate thinking on the capability to evaluate services for using customer's advisory is stronger when the size of organization is bigger by being in top 500.

H_{7x2}: The effect of innovative corporate thinking on the capability to evaluate services for using customer's advisory is stronger when the size of organization is bigger by having more employees.

H_{7x3}: The effect of innovative corporate thinking on the capability to evaluate services for using customer's advisory is stronger when the size of organization is bigger by having more revenue.

The initial research model to be tested is composed of independent variables, core concept variables, moderators and their resulting concepts. The core ideas stated so far helped to construct the model presented in Figure 3.1.

3.5 Explanatory Variables about the Use of Marketing Technology in Marketing Strategy

Apart from the effects of moderating variables over the dependent variables, this research seeks to explain if a relationship between the dependent variables and explanatory variables exists. Explanatory variables are related with the attributes of the organization. The research aims to understand if these variables are subjected to affect the behavior of the independent variables depending on their nominal state. The change of the state of any of this variable is taken into consideration separately and checked if it has affection in the relationship between independent variables and core concept.

For this reason, explanatory variables were used to make analysis and explain dichotomous effects of specific phenomenon based on differences in clusters of data. These explanatory variables to be tested by their possible affects on the core concept are:

1. Perceived competitiveness by the managers in the main sector of organization
 - a. Competition perception of the managers
 - b. Acting sector of the organization
2. Business orientation of organization: business-to-consumer, business-to-business

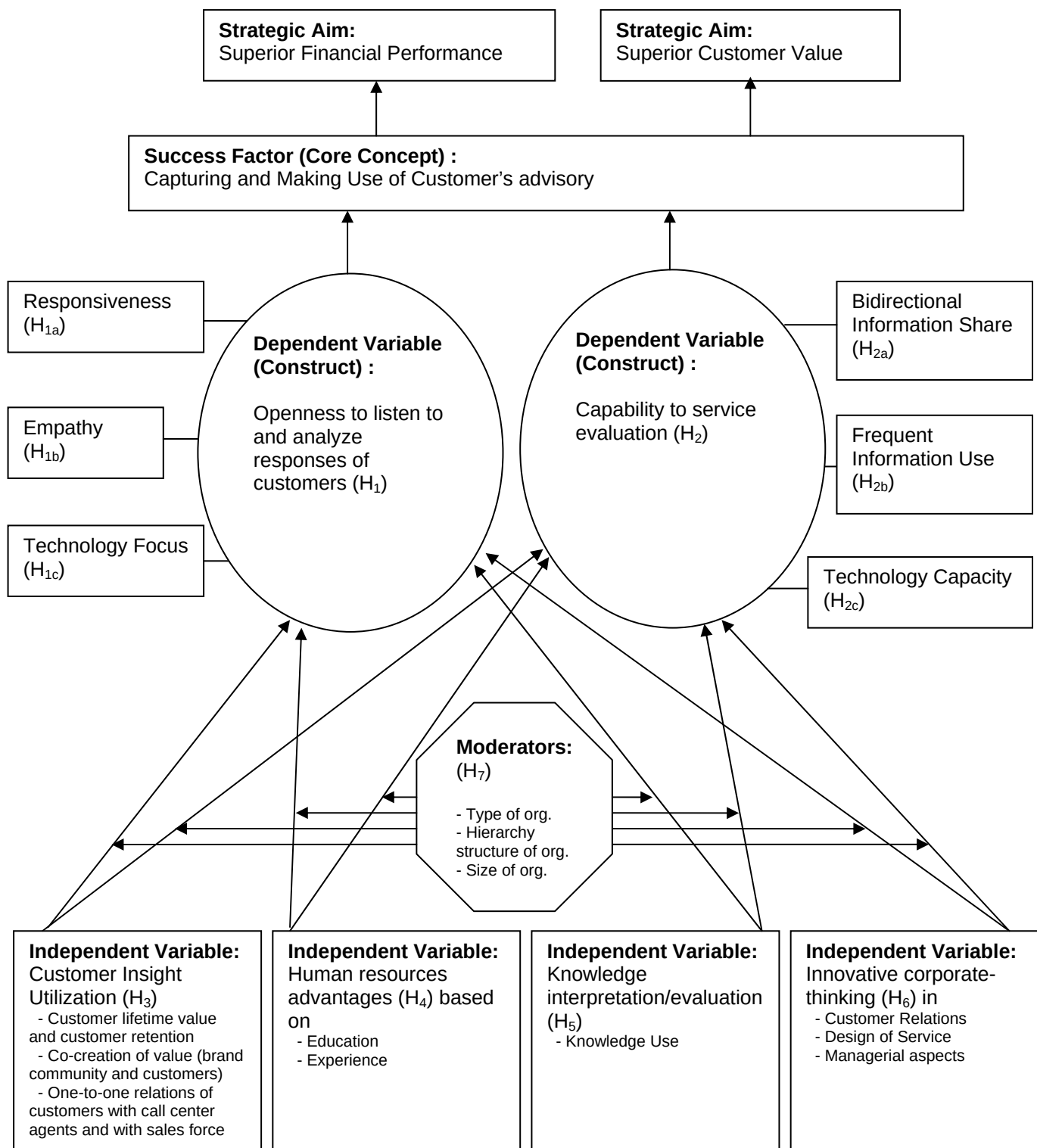


Figure 3.1 Initial research model to be tested

In summary, the organizations aim to reach two major goals together with some others. These two are, superior financial performance (Hunt, 1997) and superior customer value (Weinstein and Johnson, 1999), considered as starting points of initial research model, from a top-down design. This research aims to determine acting factors of the use of marketing technology to capture and make use of customer's advisory and seeks for the explanation of independent, moderating and explanatory variables upon such factors, the initial model represents this affection and their reliance.

A success factor for a modern organization is the efficient use of marketing technology to capture and make use of customer advisory, among other success factors. In this dissertation the upcoming importance of the customer relationship with the organization is stressed in the introduction. The reasons behind the drivers of this relationship are not only limited to strategic basis in competition but also extended to the value proposition and exchange fundamental of marketing science redefined by the works of Lusch and Vargo (2004). Customer's advisory, which has the potential to trigger innovation in the most convenient and low-cost manner, is gaining critical importance. Therefore, capturing the information belonging to customer insight and feedback, making use of it through the organization is the core concept of initial research model.

According to previous works of many scholars pointed in the literature survey, the dependent variable formation is composed of two main parts: openness to listen to customer's advisory, responses and feedback; capability to service evaluation. If any organization is able to get precisely the impulses of information from the consummators of its services, that would be the first aspect of the dependent variable. Besides, the organization is required to have the capability to evaluate its services to make better use of this wisdom coming directly from fine users of its services. The dependent variable is a component of these two major aspects where each has sub-dimensions.

Openness to listen to customer responses is a matter of responsiveness, empathy and technological focus. Organizations are sending tremendous amount of messages to their audience, and they are also receiving many messages from their customers. Their responsiveness and empathy (as defined by Parasuraman et. al 1991b in SERVQUAL constructs) are critical to anticipate problems, change requests, ideas, recommendations of their customer as well as understanding some of the changes in the consumer market. In addition, technological focus and technological capacity are also requirements for organizations to get these relationship transactions with customers and make a proper use of them for strategic benefit of organization. E-Business components such as web sites and other direct communication tools like E-mails, Blogs, and Forums were tools incorporated by the organization to establish better communication with customer community.

Over the capability of service evaluation in organizations there exist several crucial requirements to calculate if they are effective in making use of customer's advisory: bidirectional information-sharing and the frequency in information use among the engineering and marketing departments in the organization to be incorporated for evaluation of services. In addition, marketing technology tools called "marketing decision making support systems" that include CRM Technologies, ERP System, HRMS and Intranet system.

The use of customer insight utilization, human resource advantages, knowledge interpretation and innovative corporate-thinking are composite independent variables effective on the dependent. Customer insight utilization includes customer lifetime and retention, co-creation of value, and one-to-one relations with customers through sales force and call center agents. Human resources advantages of organization are measured by quality in talent pool of the organization relative to competitors in the market. This quality is dependent to the average level of education and average experience level of the personnel employed by the organization. Knowledge resource interpretation and evaluation capability addresses the ability of organization to use knowledge as a tool for

competition to understand and face with the dynamics of markets. Finally, innovative corporate-thinking is composed of three distinct paths to focus organizational innovativeness: design, management and relations.

Nevertheless, while dependent variable is under the effect of changes in independent variables, there are moderating and explanatory variables to be considered. Moderation over this affection is related with classification of organization through its type, structure and size. Explanatory variables were related with the sector of the organization, competition sought by the managers of the organization and core business orientation of the organization.

4 RESEARCH DESIGN AND METHODOLOGY

4.1 Research Focus

Context of the research is related with how organizations use marketing technology for adaptation of customer's advisory, innovation in service evaluation into their strategic imperatives. This context is based on marketing strategy and consumer behavior literature with extensions of integrated marketing communications tools, resource-advantage theory and research, SDLM directions, brand community and CLV concepts. The initial research model comprehends components of customer lifetime value, customer equity, and brand communities, elements from SDLM perspective, effective resources, innovation openness, knowledge management tools, business networks and relationships, integrated marketing communications tools as instruments. This research aims testing seven major hypotheses and affects of moderating and explanatory variables on the core concept. Assessment of this main objective applied by the responses collected through a survey conducted among middle managers in organizations acting in Turkish markets.

4.1.1 Research Questions

1. What is the importance and extension of customer value in general and customer's advisory specifically in Turkish organizations?
2. What marketing technology tools are necessary to ease access to customers and emphasize their advisory role?
3. Is there a significance of brand community and service evaluation to enhance customer's advisory and customer value in Turkish organizations?
4. Does advising customer contribute to innovative thinking for shaping SDLM in Turkish organizations?

These research questions are discussed in Chapter 5, under 5.2 respectively.

4.1.2 Research Objectives

The research objectives of this study are as follows:

1. To find out if openness to listen to customers and capability of service evaluation constitute capturing and making use of customer's advisory.
2. To detect the impact of openness to listen to customers on making use of customer's advisory.
3. To detect the impact of capability to service evaluation on making use of customer's advisory.
4. To find out if responsiveness, empathy and technology focus of the organization are contributing to the openness to listen to customers.
5. To find out if bidirectional information sharing in business units, information sharing frequency, and technology capacity in the organization are contributing to the capability of service evaluation
6. To find out if customer insight utilization is affective in making use of customer's advisory through openness to listen to customers and capability of service evaluation.
7. To find out if human resource advantages are affective in making use of customer's advisory through openness to listen to customers and capability of service evaluation.
8. To find out if knowledge interpretation is affective in making use of customer's advisory through openness to listen to customers and capability of service evaluation.
9. To find out if innovative corporate thinking is affective in making use of customer's advisory through openness to listen to customers and capability of service evaluation.
10. To detect if the size, type, or hierarchical structure of the organization are having moderating effects in making use of customer's advisory.
11. To explain if competitiveness or business orientation of the organization are showing differences in making use of customer's advisory for the organizations.
12. To develop an organizational level measure for customer's advisory readiness.

4.2 Research Design

A descriptive cross-sectional research constitutes the field survey in this study. The design of this study is cross-sectional as it takes a snapshot of the frequency and characteristics of several conditions such as type, size and structure of the organization in its target population at a particular point in time (Reisinger, 1997; Churchill and Iacobucci, 2005). In addition, it is descriptive because its primary goal has an assessment of a sample from target population (Sekaran, 1983; Churchill and Iacobucci, 2005) to test and explain hypotheses proposed about understanding the making use of customer's advisory in Turkish setting. Therefore, it aims to determine the relationship between dependent and independent variables with a quantitative research directed to this sample. The details about data collection instrument, method and process are presented in detail, below:

4.2.1 Data Collection Instrument

For this empirical study, the primary data was obtained through questionnaires administered to middle-managers in Turkish organizations. Research design used in this study was a quantitative field study based on the framework discussed as above. This questionnaire (see for details on 4.3.2) was published on the Internet through a web site developed by the researcher. As Malhotra and Peterson (2001) addressed the use of web sites for descriptive and quantitative research made: "Quick response time and the ability to target specific populations are also advantages worth nothing" (p.228). A screenshot of this site was presented in Appendix II. The survey was open to online access for more than a month to allow the best response rate. This web site was open for access to receive respondents' visits from 07 June 2008 to 20 August 2008. The design of the survey on the web site included a faster and easy to follow way of submission, indicating the item change by change of color in the line, controlling only one of Likert scaled option was selected per item through the code behind the web site presentation.

The self-administered questionnaire, which was used as data collection instrument, contained 32 statements. Respondents answered each item on a 6-point balanced and forced Likert-scale from strongly disagree (1), to strongly agree (6). Scale category is selected by the researcher for two reasons: obtaining objective data rather than expectation of skewed, and it brings in the capability to be converted into nominal form by analysis of data. Six of these 32 statements were designed in reversed form to avoid possible systematic errors by testing the reliability of respondents in answering the survey: items in the order 9, 13, 16, 19, 24, and 28 were in reversed form.

The questionnaire also included five moderating and three explanatory variables to test their effects in the managerial decision making. Three of five items representing moderating variables (items 33, 34, and 35) and two of three explanatory variables (items 36 and 37) were designed by using nominal scale whereas remaining two of five items representing moderating variables (items 39 and 40) and one of three explanatory variables (item 38) were in ratio and open-ended statement in the questionnaire.

Moderating variables were constructed by the researcher as they are related to the size and structure of the organization to determine joint impact of each one over the core concept. Explanatory variables were used to explain dichotomous effects of specific phenomenon, such as business orientation, over the core concept. They were treated as to their existence matters or not for making use of customer's advisory, and classification of the sectors for comparison.

- These 32 items could be grouped as follows:
 - 2 items core concept
 - Collection (V5)
 - Use (V19)
 - 4 items responsiveness of the organization via being
 - Promising (V1)

- Willingness (V4)
- Seriousness (V10)
- Quickness (V13)
- o 3 items empathy anticipation in the organization via
 - Explanation of options (V8)
 - Avoiding Technical Jargon (V24)
 - Understanding concerns (V27)
- o 5 items technology focus of organizations for openness
 - Use of Web Sites (V2)
 - Use of Electronic Forums (V17)
 - Use of Blogging (V18)
 - Use of Chatting online (V30)
 - Use of E-Mails (V32)
- o 6 items service evaluation capability of the organization including 4 items representing marketing technology tools for technology capacity of organizations
 - Bilateral Information Sharing (V6)
 - Frequency of Information Sharing (V20)
 - Marketing Decision Making Support Systems
 - CRM (V3)
 - HRMS (V22)
 - ERP (V31)
 - Intranet (V14)
- o 6 items for customer insight utilization
 - Customer lifetime and retention
 - Customer retention (V12)
 - Customer lifetime value (V21)
 - Co-creation of value
 - Brand Community (V9)
 - Customer (V29)
 - One-to-one relations with customers
 - Sales Force (V25)

- Call Center Agent (V26)
 - o 2 items for human resource advantages
 - Education (V7)
 - Experience (V28)
 - o 1 item for knowledge resource interpretation
 - Knowledge Use (V23)
 - o 3 items for innovative corporate-thinking aspects representing the independent variables.
 - Customer relations (V11)
 - Design of service (V15)
 - Managerial thinking (V16)
- Core concept was tested with 2 items one of which is designed as reversed form.

Questionnaire in Turkish, its survey form on the Web site and its English translation were presented in Appendix sections.

4.2.2 Data Collection Method and Process

The access to survey web site was invitation based. Individual e-mails to each member of the sample were sent as invitation for asking them complete the survey online at the web site. The list of participants was prepared through a process of collection. First of all, major chambers of commerce and unions were identified. Secondly, the lists of member organizations registered to those chambers and unions throughout Turkey were collected with special software. The final list contained organizations from various sectors: publishing, retailing, manufacturing, information technology, services, consultancy, governmental, education, logistics, trade, real estate, energy, finance, insurance, holdings, airlines, telecommunications, construction. These organizations were regrouped by the researcher to be analyzed in two sectors: Services and Manufacturing.

Third, the researcher developed simple software to collect the email addresses of managers in these organizations. After getting many email addresses from many of the organizations, the list was restructured by elimination of multiple copies and deduction of more than two representative e-mail addresses from any organization.

Collection of e-mail addresses of the sample from target population was a sequential process of web tools development and information collection. First of all, web-spider software used for analysis of major union web sites such as chambers of commerce for gathering the member organization details and their web sites. This software collected all the data about member organizations of every city chambers in Turkey. In addition, the list of web sites of non-governmental organizations in Turkey was added in the result set of web sites. Secondly, software developed by the researcher as a web-spider for e-mails triggered to collect e-mail addresses from all the web sites contained in this list of organizations in Turkey. Collected e-mails list was reprocessed by the researcher to contain at most two e-mail addresses of managers from each organization. Final list of e-mails for the sample had 26,000 e-mail addresses. However, e-mail sending process claimed that only 15,000 out of 26,000 e-mail addresses were alive. Delivery of 11,000 e-mails returned messages of undelivery as a mailbox problem.

A preliminary test of response reactions of the target population is conducted by sending invitation e-mail to randomly selected 100 people belonging the sample. Three of them submitted their responses. This test showed that the questionnaire is well understood and available for distribution to sample from target population with an expected response rate of 3 %.

Finally, the invitation e-mail was sent to selected participants in June 2008 and responses collected between June and August 2008. Web site visiting trace of every participant of this survey was logged into the database through their unique internet protocol (IP) addresses on the Internet. Hence, the respondents were restricted to submit their answer only once. In addition, their responses were collected directly into a pre-

designed structured query language (SQL) database that was bounded by web site. By this way, a human error while transferring data was avoided.

The data collected is stored directly to a database bounded to the survey web site. Data is used directly in the analysis without requiring a human interpretation except the classification of sectors. As the variable representing sector of the organization is collected with an open ended text box, the data were required to be uniformly reprocessed to get rid of typing errors of the respondents and to be classified under two groupings for Turkish markets as services and manufacturing.

Table 4.1 Table of variables in the initial research model

Variable Nr.	Dimension and (Variable)	Type	Hypothesis	Substance	Measurement	Statement	Questionnaire Item	Reference
V1	Responsiveness (Promising)	Dependent Variable	H ₁	Openness to listen	Interval	The responsiveness of the organization for customer's advisory	Müşteriye söz verdiğimiz sürede geri dönüş yaparız.	Parasuraman et al. (1991)
V2	Technology Focus (Web Site)	Independent Variable	H ₁	Openness to listen	Interval	Marketing decision-making support tools incorporated in the organization to capture and analyze customer's advisory, known by the managers	İnternet sitemiz çok amaçlı olarak güncellenir.	Payne and Frow (2005)
V3	Technology Capacity (CRM)	Independent Variable	H ₂	Capability to service evaluation	Interval	Marketing decision-making support tools incorporated in the organization to capture and analyze customer's advisory, known by the managers	Müşteri İlişkileri Yönetimi (CRM) yazılımı kullanırız.	Payne and Frow (2005)

Table 4.1, continued.

V4	Responsiveness (Willingness)	Dependent Variable	H ₁	Openness to listen	Interval	The responsiveness of the organization for customer's advisory	Müşterilere cevap vermekte daha istekli olmamız gerekir.	Parasuraman et al. (1991)
V5	Advisory (Collection)	Dependent Variable	H ₁	Core Concept (Making Use of Customer's Advisory)	Interval	The use of marketing technology for synthesis of customer's advisory	Müşteriden gelen tavsiyeleri kaydedecek teknolojileri kullanırız.	Developed by the researcher
V6	Bidirectional Information Sharing	Dependent Variable	H ₂	Capability to service evaluation	Interval	The communication effectiveness in between marketing and engineering units in the organization for transferring customer's advisory	Pazarlama ve mühendislik departmanları direk ilişkilidir.	Fisher et al. (1997)
V7	Human Resource Advantage (Education)	Independent Variable	H ₄	Human Resource Advantages	Interval	The education level of employees are better off the human resource market	Elemanlarımızın eğitim seviyesi sektör ortalamalarının üzerindedir.	Hunt (1997)

Table 4.1, continued.

V8	Empathy (Explanation of options)	Dependent Variable	H ₁	Openness to listen	Interval	Empathy in the organization culture to understand customer requests	Çalışanlarımız müşterilere talepleri konusundaki tüm olasılıkları açıklar.	Parasuraman and Grewal (2000b)
V9	Co-creation of value (Brand Community)	Independent Variable	H ₃	Customer insight utilization	Interval	There is a brand community and the information sharing with this community is well-balanced	(Reverse) Markamızı müşterilerimize anlatmayı beceremiyoruz.	Muniz and O'Guinn (2001)
V10	Responsiveness (Seriousness)	Dependent Variable	H ₁	Openness to listen	Interval	The responsiveness of the organization for customer's advisory	Bütün müşterilerin görüşlerini eksiksiz olarak ciddiye alırız.	Parasuraman et al. (1991)
V11	Customer relations thinking	Independent Variable	H ₆	Innovative corporate-thinking	Interval	There is an initiative within the organization to foster thinking-out-of-box for customer relationships	Müşteri ilişkilerinde yenilikçi yaklaşımlar özellikle teşvik edilir.	Grönroos (1996)

Table 4.1, continued.

V12	Customer retention	Independent Variable	H ₃	Customer insight utilization	Interval	Average frequency of purchases managers think that if retention of customers is high or low	Müşterimizin sık sık bizden alışveriş yaptığını biliyorum.	Reichheld (1996), Day (1999)
V13	Responsiveness (Quickness)	Dependent Variable	H ₁	Openness to listen	Interval	The responsiveness of the organization for customer's advisory	(Reverse) Müşteriden gelen eleştirilere yanıt verme hızımızı yeterli bulmuyorum.	Parasuraman et al. (1991)
V14	Technology Capacity (Intranet)	Independent Variable	H ₂	Capability to service evaluation	Interval	Marketing decision-making support tools incorporated in the organization to capture and analyze customer's advisory, known by the managers	Müşterilerden gelen öneriler dahili kullanılan web uygulamamıza girilir.	Payne and Frow (2005)

Table 4.1, continued.

V15	Design of Service thinking	Independent Variable	H ₆	Innovative corporate-thinking	Interval	There is an initiative within the organization to foster thinking-out-of-box for design of service	Ürün tasarımlarının farklı olması desteklenmektedir.	Lusch and Vargo (2004)
V16	Managerial thinking	Independent Variable	H ₆	Innovative corporate-thinking	Interval	There is an initiative within the organization to foster thinking-out-of-box for managerial processes	(Reverse) İş süreçlerimizde yenilik yapmamız zordur.	Lusch and Vargo (2004)
V17	Technology Focus (External, Forums)	Independent Variable	H ₁	Openness to listen	Interval	Marketing decision-making support tools incorporated in the organization to capture and analyze customer's advisory, known by the managers	Müşteriler ve şirketimiz arasında iletişimin bir parçası olarak elektronik forumları kullanmaktayız.	Nambisan and Nambisan (2008)

Table 4.1, continued.

V18	Technology Focus (External, Blogging)	Independent Variable	H ₁	Openness to listen	Interval	Marketing decision-making support tools incorporated in the organization to capture and analyze customer's advisory, known by the managers	Yöneticilerimiz ve çalışanlarımız Blog yazıları ile marka iletişimi yaparlar.	Berthon et al. (2007)
V19	Advisory (Use)	Dependent Variable	H ₁	Core Concept (Making Use of Customer's Advisory)	Interval	The use of marketing technology for synthesis of customer's advisory	(Reverse) Müşteriden gelen tavsiyeler, ürün ve servislerimizi geliştirmede gereksizdir.	Developed by the researcher
V20	Frequency of Information Sharing	Dependent Variable	H ₂	Capability to service evaluation	Interval	The amount of information passed to engineering and design departments in evaluation of customer's advisory	Departmanlar arasında verilerin paylaşılması ürün ve servislerin geliştirilmesinde faydalı olur.	Fisher et al. (1997)

Table 4.1, continued.

V21	Customer lifetime	Independent Variable	H ₃	Customer insight utilization	Interval	The length of time managers think that if organizational relationship with customers is long or not	Müşterilerimizle ilişkilerimiz uzun solukludur.	Tek (2006)
V22	Technology Capacity (HRMS)	Independent Variable	H ₂	Capability to service evaluation	Interval	Marketing decision-making support tools incorporated in the organization to capture and analyze customer's advisory, known by the managers	Organizasyonumuzda İnsan Kaynakları Yönetimi sistemi kullanılmaktadır.	Payne and Frow (2005)
V23	Knowledge Use	Independent Variable	H ₅	Knowledge Interpretation	Interval	Dissemination of knowledge based on experience, information and relationships is good enough within the organization	Organizasyonumuzda bilgi paylaşımı yüksektir.	Hunt and Arnett (2003)

Table 4.1, continued.

V24	Empathy (Technical Jargon)	Dependent Variable	H ₁	Openness to listen	Interval	Empathy in the organization culture to understand customer requests	(Reverse) Müşteri ile iletişimde çoğunlukla teknik kelimeler kullanılır.	Parasuraman and Grewal (2000b)
V25	One-To-One Relationship (Customer contact ,Sales Force)	Independent Variable	H ₃	Customer insight utilization	Interval	Sales force is involved in customer contact more often and collect their expectations well enough.	Satıcılarımız müşteri ihtiyaçlarını daha iyi anlar.	Speier and Venkatesh (2002)
V26	One-To-One Relationship (Customer contact ,Call Center Agent)	Independent Variable	H ₃	Customer insight utilization	Interval	Call Center Agents collect their expectations well enough.	Müşterimizin beklentilerini en iyi şekilde müşteri ilişkileri merkezimiz (Call Center) dinler.	Beaujean et al. (2006)
V27	Empathy (Understanding concerns)	Dependent Variable	H ₁	Openness to listen	Interval	Empathy in the organization culture to understand customer requests	Müşterimize anlaşıldığını hissettirmek için özel çaba harcarız.	Parasuraman and Grewal (2000b)

Table 4.1, continued.

V28	Human Resource Advantage (Experience)	Independent Variable	H ₄	Human Resource Advantages	Interval	The experience level of employees are better off the human resource market	(Reverse) Elemanlarımızın deneyimleri sektör ortalamalarının üzerinde değildir.	Hunt (1997)
V29	Co-creation of value (Customer)	Independent Variable	H ₃	Customer insight utilization	Interval	Customers are involved in creation of value related with services	Müşterimizin ürün ve servislerimizin değerini belirlediğini düşünüyorum.	Lusch and Vargo (2004)
V30	Technology Focus (Direct, Chat)	Independent Variable	H ₁	Openness to listen	Interval	Marketing decision-making support tools incorporated in the organization to capture and analyze customer's advisory, known by the managers	Müşterilerimiz ile gerektiğinde Internet üzerinden sohbet (Chat) edilir.	Clauser (2001)

Table 4.1, continued.

V31	Technology Capacity (ERP)	Independent Variable	H ₂	Capability to service evaluation	Interval	Marketing decision-making support tools incorporated in the organization to capture and analyze customer's advisory, known by the managers	İşyerimizde Kurumsal Kaynak Yönetimi (ERP) paketi kullanılır.	Payne and Frow (2005)
V32	Technology Focus (Direct, E-Mail)	Independent Variable	H ₁	Openness to listen	Interval	Marketing decision-making support tools incorporated in the organization to capture and analyze customer's advisory, known by the managers	Müşterilerimize e-posta ile servislerimiz hakkında bilgi verimiz.	Payne and Frow (2005)
V33	Public vs Private	Moderator	H ₇	Classification of Organization (Type of Organization)	Interval	The organization is private or public	Halka açık bir kurumuz.	Developed by the researcher

Table 4.1, continued.

V34	Organic vs Bureaucratic	Moderator	H ₇	Classification of Organization (Hierarchy structure)	Interval	The organization has a flat hierarchy or a steep one	Patron ile kolayca görüşebilirim.	Developed by the researcher
V35	ISO 500 Membership	Moderator	H ₇	Classification of Organization (Size of Organization)	Interval	The organization is a member of ISO Top 500	ISO 500 şirketlerinden biriyiz.	Developed by the researcher
V36	B2C vs B2B	Explanatory		Classification of Organization (Business Type)	Interval	Managers' definition of the level of Business-To-Consumer orientation in organization	Organizasyonumuz B2C (Direk tüketici) ağırlıklı çalışmaktadır.	Developed by the researcher

Table 4.1, continued.

V37	Competitiveness	Explanatory		Classification of Organization (Competitive Structure)	Interval	Managers' anticipation of competition in the main sector of organization	Ana sektörümüzde çok sayıda rakibimiz var.	Developed by the researcher
V38	Sector	Explanatory		Classification of Organization (Sector)	Open Ended	Main sector of organization	Ana sektörümüz:	Developed by the researcher
V39	Number of Employees	Moderator	H ₇	Classification of Organization (Size of Organization)	Ratio	The number of employees	Toplam çalışan sayımız:	Developed by the researcher
V40	Total Revenue	Moderator	H ₇	Classification of Organization (Size of Organization)	Ratio	Total revenue of the organization for the last year (in YTL)	Geçen yılki toplam ciromuz (YTL):	Developed by the researcher

4.3 Sampling

The target population in this study is managerial decision-makers. The sampling frame, managers in Turkish organizations, is determined by the information from Turkish Statistical Office (Türkiye İstatistik Kurumu, TÜİK). The sampling technique used is sampling without replacement. The questionnaire published on the web site and people belonging the sample were invited to respond. Sudman and Blair (1999) underline that “obtaining good samples for electronic surveys is contacting with e-mail as invitation and by this way complex procedures such as modeling can be implemented” (p. 276). According to Malhotra and Peterson (2001), sampling on the Internet became practical and “enhanced the generalizability of Internet research findings” (p.229).

4.3.1 Sampling Unit

The target population was defined as managers of Turkish organizations. A sample was selected through simple random sampling probabilistic method from a population that was composed of managers who were leading their units in Turkish organizations. The sampling unit was the individuals in Turkish organizations holding middle-manager positions.

4.3.2 Sample Size

According to TURKSTAT (Turkish National Statistics Office/Türkiye İstatistik Kurumu/TÜİK) data provided on TÜİK web site²⁰ under employment statistics, business demographics and business statistics sections, there were 1,812,000 managers²¹ or decision-makers in approximately 2,328,000 organizations²² in Turkey in

²⁰ www.tuik.gov.tr

²¹ http://www.tuik.gov.tr/VeriBilgi.do?tb_id=25&ust_id=8

May 2008. Among four main possible probabilistic sampling methods, simple random sampling probabilistic method is used for sampling. Simple random sampling is not widely used for consumer research, but rather industrial marketing research where lists of companies are available. Since managers are the elements of the sample, although this is a consumer focused study, simple random sampling could be used. Another advantage of simple random sampling is its availability for application in infinite and homogeneous population size. Churchill and Peter (1984) pointed out that reliability of measures was found related to sample size. Therefore, sample size should be representative to target population. Along with this, sample characteristics and sample selection were important if the measures were designed for and were responded by a specific group of people (Churchill and Peter, 1984). There are two different approaches for this calculation of sample size for very large or infinite population in simple random sampling.

The first approach is mentioned by Macfie and Nufrio (2005) as “As a general rule, if you are not sure if you are sampling from a finite or infinite population, use infinite procedure. The sample size will simply be a little higher than necessary” (p. 231). According to this procedure, the first criterion in constructing confidence intervals for proportions is that the sample size must be at least 30. In order to be 95 percent sure that the sample is within 6 percent of the true population proportion with a conservative estimate of 0.5, the calculation for sample size is, as follows:

$$(1-1) \quad n = z^2 p q / E^2 \text{ where}$$

p = population proportion

$q = 1 - p$ (probability equation of the estimate)

E = maximum error

²² http://www.tuik.gov.tr/VeriBilgi.do?tb_id=28&ust_id=9

$p = q = 0.50$ = most conservative estimate of sample size

$E = 0.06$

$n = 267$

Having no prior information, in order to be 95 percent sure with a sampling error of 6 percent for true population proportion the sample size is found to be 267.

The second approach (Mann, 1995) is based on the approximations and assumptions regarding the target population size and sample characteristics where a hypothetical sample size is taken for the iterations in the procedure. The assumptions about the minimum and maximum values for the range of the sample unit and hypothetical sample size iterated so as to find a sample size. These calculations are completed in Microsoft Excel and presented below:

(2-1) $n = n_0 / (((N-1)/N) + (n_0/N))$ where

N = population size

n = sample size

n_0 = hypothetical sample size $= z^2 \sigma^2 / B^2$ where

z = level of confidence (0.95)

range = (maximum – minimum) of sample

σ^2 = variance $= (\text{range} / z)^2$

σ = standard deviation

B = error in estimation $= z \sigma / n^{1/2}$

Using this formula the sample size was calculated, as follows:

$$\begin{aligned}
(2-2) \quad N &= 1,812,000 \\
N-1 &= 1,811,999 \\
(N-1)/N &= 0.999999448 \\
n_0/N &= 0.000137355 \\
z &= 1.96 \text{ (for 95\% confidence)} \\
z^2 &= 3.8416
\end{aligned}$$

As there is no significant information about the ratio of managers in target population size, to find out an approximate value about the number of managers in different organizations throughout Turkey, a range of managerial decision-making unit sizes is calculated using TÜİK figures.

$$\begin{aligned}
(2-3) \quad \text{range minimum} &= \text{average employee per organization in Turkey} \\
&= \text{total Turkish workforce} / \text{number of organizations} \\
&= (22,277,000 / 2,328,000)^* \\
&= 9.6 \\
&= \text{assumption: for every 9.6 workforce at least 1 manager exists} \\
\text{range maximum} &= 25,000^* \\
&= \text{best employee per organization ratio in sectoral distribution}^{23}. \text{ size covers 99\% of total organizations.} \\
&= \text{assumption: for at most 25,000 workforces at least 1 manager exists} \\
\sigma &= 6,505.2143
\end{aligned}$$

* Values are taken from TÜİK web site and extrapolated to 2008 depending on only available for 1992 and 2002 census data.

* ibid.

$$\sigma^2 = 42,317,813.7$$

$$\sigma / n^{1/2} = 412.372$$

$$B = 808$$

$$B^2 = 653177.93$$

$$n_0 = 248.889$$

$$n = 249$$

The sample was required to contain at least 249 respondents to be representative for the target population. Hence, the calculation for estimation of sample size in very large samples (Mann, 1995, p.439) claims that with a sample size of 249 maximum error of estimation equals to 6.25%:

$$(2-4) \quad n = z^2 p q / E^2 \text{ where}$$

p = population proportion

$q = 1 - p$

E = maximum error

$p = q = 0.50$ = most conservative estimate of sample size

$$E = (0.9604 / 249)^{1/2} = 0.0625$$

$$(2-5) \quad \text{with a sample size of 301, } E = 0,056.$$

As a result, 301 valid responses from the managers in Turkish organizations were found in 95 confidence interval with a sampling error of 5.6 % for true population proportion the sample.

²³ ibid

The invitation e-mail was sent to 15,000 individuals (of 7,500 different organizations in Turkey) belonging to target population who carry out managerial responsibilities in their organizations acting throughout Turkey. E-mailing process made twice. First phase of sending e-mails took ten days because of two reasons: limited internet connection for sending nearly 2,500 e-mails at a time, and providing better response time for survey web site to avoid unavailability of web server to collect vast amount of hits at a time. Responses of first phase were collected in up to following twenty-five days from the first day of sending e-mails. Second phase of sending e-mails executed in a similar process, as a reminder e-mail for the same individuals except those responded in the first phase.

From the survey web site, 328 answers received but 301 were valid. 27 of these responses were either submitted from same internet protocol numbered computer (8 responses) or submitted by the same personal email address (6 responses). Remaining 13 responses were improperly filled as the data collected was analyzed through reversed items in the questionnaire. Finally, 301 valid responses from different organizations out of 15,000 emails were submitted bearing 2.01 % response rate.

5 FINDINGS OF THE STUDY

The findings of the survey are presented in this chapter. The data obtained from the questionnaires were analyzed using SPSS 15.0 for Microsoft Windows of SPSS Incorporation²⁴. The results of the analyses are discussed in the next chapter in parallel to the research questions.

The analyses performed are as follows:

- The reliabilities of scales used in the research were tested through the use of Cronbach's Alpha. Unless it is mentioned, Cronbach's Alpha was expected to be at least equal to 0.70 or above while accepting any factor reliable and consistent in this study.
- The constructs were first tested for reliability of the items contained. Principal component analysis (factor analysis) conducted to each construct for scale refinement. Kaiser-Meyer-Olkin (KMO) coefficient is used to measure sampling adequacy of homogeneity in factors of the analysis. KMO was expected to be at least equal to 0.50 or above while accepting any factor's sampling adequacy of homogeneity. Bartlett's test of sphericity for the significance (expected to be equal to or below 0.05) of appropriateness of the factor model were also examined.
- Data was analyzed for descriptive statistics.
- The hypotheses were tested through hierarchical multiple regression analysis, one-way analysis of variance (ANOVA), F-Test and t-test.

²⁴ www.spss.com

- Multiple regression analyses (in Section 5.1.4) were used for the analysis of relations and correlations between the core concept, constructs, and moderating variables. If F-test was found significant, Durbin-Watson autocorrelation analysis was applied to the independent variables. Following that, t-test was applied at the final stage of multiple regression analysis to understand the contribution of each independent variable to the explanatory power of the model.
- Levene test for homogeneity of variances (in Table 5.23) and ANOVA were used for determining the effects of explanatory variables in initial research model.

As compromised, a revised research model was stated from this analysis. In this analysis research objectives (“Organizational Adaptiveness to Useful Impulses from Customer”, “Effective Comprehension of Marketing Technologies in the Organization”, “Information Retrieval from Customer Community”, “and A Measure for Customer’s Advisory”) were covered and analyzed.

5.1 Analysis of Data

5.1.1 Measurement Validation

The reliability (extend to which a scale produces internally consistent measures for multi-item scales) of core concept variables and constructs were measured by Cronbach's Alpha coefficient. If Cronbach's Alpha coefficient is at least equal to 0.70 or above, internal consistency of measures were highly validated. Otherwise, a lower coefficient alpha indicates that the sample of items performs poor in capturing the construct (Churchill, 1979; Sekeran, 1983; Churchill and Peter, 1984; Churchill and Iacobucci, 2005).

5.1.1.1 Reliability Analyses

Reliability analysis of core concept, including 301 cases, returned a Cronbach's Alpha value of $\alpha = 0.717$ which was found significant. This implied that core concept, which was composed of two items, the "collection and the use of customer's advisory", was internally consistent and reliable. Following that, the reliability analyses for two constructs were executed.

The first construct assumption tested was the openness of the organization (to listen to and analyze responses of customer). This construct was initially assumed to be formed of 12 items representing responsiveness (promising, willingness, seriousness, and quickness), empathy (explanation of options, technical jargon, and understanding concerns) and technology focus (use of direct communication marketing tools of web sites, electronic forums, blogging, chat, and e-mails) of the organization (explained in Section 4.2.1). The results for the openness construct showed that the internal

consistency and reliability were found significant with Cronbach's Alpha value of $\alpha = 0.704$.

The second construct assumption tested was the service evaluation capability of the organization. This construct was initially assumed to be formed of 6 items representing bilateral information sharing, frequency of information sharing, and technology capacity (marketing decision making support systems of CRM, HRMS, ERP, and Intranet) of the organization. The results for the capability construct showed that the internal consistency and reliability were found significant with Cronbach's Alpha value of $\alpha = 0.742$.

Table 5.1 Reliability of scales used in the study

	Cronbach's Alpha	Item Deleted To Improve Alpha	Cronbach's Alpha After Item Deleted	F Sig.	Number of Items
Making Use of Customer's Advisory (Core Concept)	0.717	-	-	0.000	2
Openness	0.704	-	-	0.000	12
Capability	0.742	-	-	0.000	6

For a better comprehension of the items which are contributing to the construct and establishment of construct validity of the subscales for confirming the dimensions of the variables that were defined, an explanatory principal component analysis (factor analysis) on the item scores was carried out for each construct. The orthogonal varimax rotation method was applied to summarize the variables into factors. Bartlett's Test of Sphericity and Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy were assessed to find out if the data was appropriate for principal component analysis, as suggested by Hair et al. (1984).

5.1.1.2 Factor Analyses

The results of the factor analysis applied to the items of openness construct are presented below. KMO measure of sampling adequacy was found 0.789 explaining that total correlation matrix is above 0.50, and Bartlett's test results (chi-square value of 629,068; significant at 0.000 level) supported that items are in correlation and therefore factor analysis was carried on.

Table 5.2 Factor analysis results for openness

Openness	Eigenvalue	Component Loadings	Variance Explained
Component 1- Responsiveness	3.369		28.07%
Seriousness		0.769	
Willingness		0.729	
Promising Attitude		0.721	
Quickness		0.494	
Component 2- Technology Focus	1.659		13.83%
External Blogging		0.739	
Use of Electronic Forums		0.642	
Use of Web Sites		0.557	
Use of Chatting Online		0.553	
Use of E-Mails		0.539	
Component 3- Empathy	1.158		9.65%
Presenting Options		0.711	
Understanding Concerns		0.662	
Low use of Technical Jargon		0.233	
Total Variance Explained			51.55%
KMO Measure			0.789
Bartlett's Test		Approx. Chi-Square	629.068
		df	66
		Sig.	0.000

The openness construct was consisted of three sub-dimensions of responsiveness, empathy and technology focus of the organization. Factor analysis extracted three components from the results, depending on the eigenvalues greater than 1.0, explaining

52% of the total variance. The items of openness were loaded into one factor having three sub-dimensions as expected.

The results of the factor analysis applied to the items of capability construct are presented below. KMO measure of sampling adequacy was found 0.777 explaining that total correlation matrix is above 0.50, and Bartlett's test results (chi-square value of 351,392; significant at 0.000 level) supported that items are in correlation and therefore factor analysis was able to be carried on.

Table 5.3 Factor analysis results for capability

Capability	Eigenvalue	Component Loadings	Variance Explained
Component 1- Technology Capability	2.651		44.18%
Use of ERP		0.813	
Use of CRM		0.783	
Use of HRMS		0.770	
Use of Intranet		0.710	
Component 2- Information Sharing	1.143		19.04%
Frequency		0.789	
Bilateralness		0.769	
Total Variance Explained			63.22%
KMO Measure			0.777
Bartlett's Test		Approx. Chi-Square	351.392
		df	15
		Sig.	0.000

Initial research model contained two factors representing different aspects of information sharing (frequency and bilateralness, explained in Section 4.2.1), which loaded into one component defined as information sharing. The items of capability were loaded into two factors as expected. Factor analysis extracted two components from the results depending on the eigenvalues greater than 1.0, explaining 63% of the total variance. Therefore, the capability to service evaluation construct was consisted of two components of information sharing and technology capability of the organization.

5.1.2 Sample Characteristics

The sample profile was detected with items from Q-33 to Q-40 in the questionnaire. The results of the respondents were analyzed in the tables below. The results showed that almost 58% of the respondents stated to work in services sector where as about 42% work for manufacturing sector (Table 5.4).

Table 5.4 Distribution of sample among sectors, Q-38

		Frequency	Percent	Valid Percent
Valid	(1) Manufacturing	116	38.6	42.4
	(2) Services	158	52.4	57.6
	Total	274	91.0	100.0
Missing		27	9.0	
Total		301	100.0	

The respondents defined the hierarchical structure of their organizations as flat (81%) where upper management is easily accessible (Table 5.5). That is, the structure is rather organic.

Table 5.5 Type of organization (Hierarchical structure), Q-34

		Frequency	Percent	Valid Percent
Valid	(1) Flat	239	79.4	80.7
	(2) Steep	57	18.9	19.3
	Total	296	98.3	100.0
Missing		5	1.7	
Total		301	100.0	

Respondents were almost evenly distributed in the type of ownership of their organizations. Almost 48 % of them were from publicly listed organizations and about 52% were in private ownership, responsively (Table 5.6).

Table 5.6 Type of organization (Public offering), Q-33

		Frequency	Percent	Valid Percent
Valid	(1) Publicly Listed	142	47.2	47.7
	(2) Privately Owned	156	51.8	52.3
	Total	298	99.0	100.0
Missing		3	1.0	
Total		301	100.0	

Among the respondents only 27 % work in ISO Top 500 companies of Turkey and 73 % in those not listed among the ISO500 (Table 5.7).

Table 5.7 Size of organization (Member of ISO500), Q-35

		Frequency	Percent	Valid Percent
Valid	(1) ISO500	77	25.6	27.0
	(2) Not ISO500	214	71.1	73.0
	Total	291	96.7	100.0
Missing		10	3.3	
Total		301	100.0	

The largest percent of respondents (almost 15 %) were from the organizations with 30 to 49 employees which was followed by nearly 12 % employees between 20 and 29 where as almost 11 % were having 10 to 19 employees and about 10 % employed more than one thousand and less than five thousand people in their organizations. In cumulative values 65% stated to have less than 300 people working for their organizations.

Table 5.8 Size of organization (Number of employees), Q-39

Number of Employees	Frequency	Percent	Valid Percent
10-19	26	8,6	10,7
20-29	29	9,6	11,9
30-49	36	12,0	14,8
50-99	23	7,6	9,5
100-199	22	7,3	9,1
200-299	22	7,3	9,1
300-499	17	5,6	7,0
500-999	19	6,3	7,8
1,000-4,999	25	8,3	10,3
5,000-9,999	10	3,3	4,1
10,000-19,999	8	2,7	3,3
20,000-50,000	6	2,0	2,5
Total	243	80,7	100,0
Missing	58		
Total	301		

Revenues of the participating organizations were between one hundred thousand to twenty two billion YTL for 2007. In cumulative values 70% stated to have less than fifty million YTL revenue in 2007 for their organizations.

Table 5.9 Size of organization (Revenue in 2007), Q-40

Revenue (x1000 YTL)	Frequency	Percent	Valid Percent
100-500	16	5,3	8,9
501-1,000	24	8,0	13,3
1,001-2,000	22	7,3	12,2
2,001-5,000	25	8,3	13,9
5,001-10,000	12	4,0	6,7
10,001-20,000	12	4,0	6,7
20,001-50,000	15	5,0	8,3
50,001-100,000	9	3,0	5,0
100,001-250,000	13	4,3	7,2
250,001-500,000	5	1,7	2,8
500,001-1,000,000	8	2,7	4,4
1,000,001-10,000,000	15	5,0	8,3
10,000,001-22,000,000	4	1,3	2,2
Total	180	59,8	100,0
Missing	121		
Total	301		

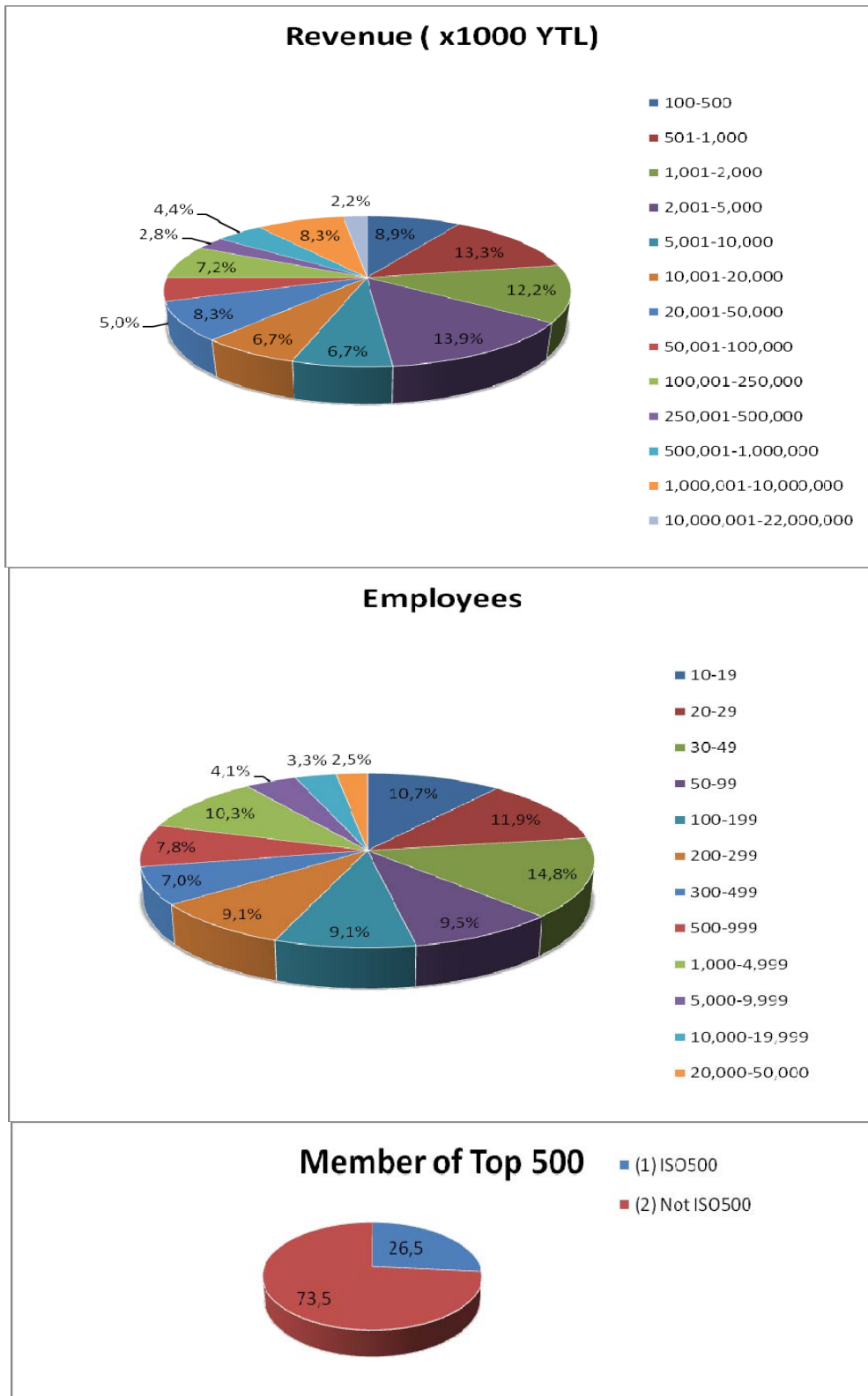


Figure 5.1 Size of organization in pie chart

The results in Table 5.10 show that the respondents were generally from the organizations those had one hundred employees and 6,750,000 YTL revenue in 2007.

Table 5.10 Descriptive statistics of moderating and explanatory variables

	Mean	Median
Number of Employees	1927.28	100.00
Revenue (x1000 YTL)	769417.99	6750.00

Competition anticipation of the respondents about the mainline business of their organizations showed that 72 % stated to be in highly competitive environment whereas almost 28 % stated to be at lower competitive environment (Table 5.11).

Table 5.11 Competition, Q-37

		Frequency	Percent	Valid Percent
Valid	(1) High	210	69.8	72.2
	(2) Low	81	26.9	27.8
	Total	291	96.7	100.0
Missing		10	3.3	
Total		301	100.0	

Almost 42 % of the respondent decision-makers pointed out that their organizations were business to consumer oriented in their mainstream operations whereas about 58 % have their mainstream operations for business to business (Table 5.12).

Table 5.12 Business Orientation (B2C / B2B), Q-36

		Frequency	Percent	Valid Percent
Valid	(1) B2C ²⁵	121	40.2	41.9
	(2) B2B ²⁶	168	55.8	58.1
	Total	289	96.0	100.0
Missing		12	4.0	
Total		301	100.0	

In sum, it can be stated that mainly the respondents were from services sector (58 %), having a flat hierarchical structure in their organizations (81 %), and their organizations were not listed among ISO Top 500 (73 %). The respondents were mainly from the organizations those have less than 300 people (65 %) and had lesser than fifty million YTL revenue in 2007 (70 %). They also stated that the competitive environment was high (72 %) and their organizations are more business-to-customer oriented (58 %) in their mainstream operations.

²⁵ Business-To-Consumer oriented, respondent considers that the organisation's mainstream operations are B2C.

²⁶ Business-To-Business oriented, respondent considers that the organisation's mainstream operations are B2B.

5.1.3 Descriptive Statistics

Descriptive statistics of the variables and their subscale items are presented below in Table 5.13.

Table 5.13 Descriptive statistics for variables

Variables ²⁷	N	Mean	Standard Deviation	Rank (Mean)
Responsiveness (Promise)	300	4.80	1.251	3
Responsiveness (Serious)	297	4.44	1.327	7
Responsiveness (Quick)	299	3.90	1.493	20
Responsiveness (Willing)	296	4.60	1.492	4
Empathy (Options)	294	4.54	1.187	5
Empathy (Jargon)	295	3.54	1.384	24
Empathy (Concerns)	297	4.29	1.391	12
Technology Focus (Web)	299	4.03	1.410	18
Technology Focus (Forum)	299	3.55	1.722	23
Technology Focus (Blogging)	293	2.76	1.599	30
Technology Focus (Chat)	298	2.90	1.791	28
Technology Focus (Email)	295	4.13	1.742	16
Bilateral Information Share	295	4.11	1.457	17
Frequency of Information Share	298	4.90	1.182	2
Technology Capability (CRM)	291	3.30	1.801	25
Technology Capability (Intranet)	296	3.20	1.667	26
Technology Capability (HRMS)	296	3.73	1.774	22
Technology Capability (ERP)	283	2.86	1.865	29
Human Resource Advantages (Education)	301	4.40	1.252	10
Human Resource Advantages (Experience)	296	4.41	1.409	8
Knowledge Use	295	4.23	1.384	13

²⁷ The variables were measured on a 6-point Likert scale, where highest positive value was. For the statements, which necessitated “reverse coding” ammendment was made while recording the item.

Innovative Corporate Thinking in Customer Relations	297	4.52	1.266	6
Innovative Corporate Thinking in Design of Services	297	4.22	1.410	14
Innovative Corporate Thinking in Managerial Issues	295	3.84	1.607	21
Cocreation of Value with Brand Community	296	4.03	1.416	18
Cocreation of Value with Customers	294	4.33	1.389	11
Customer Retention	295	4.41	1.295	8
Customer Lifetime Value	297	5.08	1.201	1
One-to-One Relationship (Sales Force)	292	4.22	1.293	14
One-to-One Relationship (Agent)	291	3.01	1.725	27

According to descending ranking by the mean values of the descriptive statistics of the variables (Table 5.13), the most strongly supported variable was the understanding of customer lifetime value in the organization. Following that, frequency of information share in the business units of the organization was found by the respondents as the second most important item. Responsiveness was the most important component because three out of four constitutional items of it were in the top seven mostly supported items (promising attitude was the third, willingness was the fourth and seriousness was the seventh).

Among the respondents, the least strongly supported variable was Blogging in technology focus of the organizations followed by the use of ERP in technology capability of the organization. The results show that technology capability component (which was composed of: the use of CRM was ranked as twenty fifth, the use of the Intranet was twenty sixth, the use of HRMS was twenty second and the use of ERP was twenty ninth) was anticipated as the least important component as a whole, by the respondents.

5.1.4 Main Effects on Hypotheses Testing (Hierarchical Multiple Regression Analysis)

Three multiple regression analyses were conducted hierarchically to explain the relationships between the core concept, constructs, independent variables and moderating variables. Following those, analysis of variance was applied to understand the effects of explanatory variables over the core concept and constructs.

First of all, multiple regression analysis was conducted for understanding the relationship nature among the core concept with two constructs: openness to listen to customer and capability to service evaluation (in Section 5.1.4.1).

Secondly, multiple regression analysis for the explanation of the relationships between these two constructs of the model with independent variables is presented in Section 5.1.4.2.

For each of the moderating variable and its relationship with openness to listen to and capability to service evaluation of the organization for making use of customer's advisory are discussed in Section 5.1.4.3.

Finally, explanatory variables and their effects over openness to listen to and capability to service evaluation of the organization for making use of customer's advisory are analyzed in Section 5.1.4.4.

5.1.4.1 Multiple Regression Analysis of Core Concept and Constructs

The aim of this regression analysis was finding out the correlations and representativeness of openness and capability of the organization for making use of customer's advisory. The results of multiple regression analysis are presented below:

Table 5.14 Pearson correlations among the core concept and constructs

		1 (Core Concept)	2 (Openness)
1.Making Use of Customer's Advisory (Core Concept)	Pearson Correlation Sig. (1-tailed) N		
2.Openness	Pearson Correlation Sig. (1-tailed) N	0.494 0.000 240	
3.Capability	Pearson Correlation Sig. (1-tailed) N	0.412 0.000 240	0.605 0.000 240
R ² Adjusted R ² Durbin-Watson <i>d</i> statistic value			0.264 0.258 1.983
ANOVA	F Sig.		42.549 0.000

The results showed that the constructs, openness of the organization to listen to respond customers and capability of organizations to service evaluation were representative for the core concept, customer's advisory. There was no linearity found.

Pearson correlation is 0.494 for openness and 0.412 for capability. Since both are below 0.700, no linearity between the core concept and two constructs is found. Since the correlation between openness to listen to customers and capability to service evaluation is 0.605, no multicollinearity among constructs is found. In addition, Durbin-Watson test of autocorrelation proved that there is no autocorrelation among the variables ($1.983 > 1.802$ where $N=240$, $k'=2$ in Gujarati, 1995 on p. 818). Finally, F-Test in the ANOVA approved (in Table 5.14, significance = $0.000 < 0.05$) that the relationship of constructs with core concept is a valid model.

Table 5.15 Regression results for making use of customer's advisory

	Unstd. Coefficients		Std.Coeff.	t	Sig.
	B	SE	Beta		
(Constant)	3.738	0.677		5.525	0.000
Openness	0.098	0.018	0.386	5.514	0.000
Capability	0.059	0.023	0.178	2.548	0.011

Verifying the model, significance of t-test results about the coefficients claimed that both openness and capability constructs were significant (0.000 and 0.011 respectively; where both were below 0.05) in contribution to the explanatory power of the model with an adjusted R^2 of 0.258. Beta values of both constructs (openness = 0.368 and capability= 0.178) indicated that the effect of openness to listen to customers is higher than capability to service evaluation of the organization for the making use of customer's advisory.

5.1.4.2 Multiple Regression Analysis of Constructs and Independent Variables

Multiple regression analysis for the explanation of the relationships between constructs of the model (openness to listen to customers and capability to service evaluation) with independent variables are presented below (Table 5.16):

Table 5.16 Pearson correlations among openness and independent variables

		1	2	3	4	5	6	7	8	9	10	11	12
1. Openness (to listen to customers)	Pearson Correlation Sig. (1-tailed) N		0.471 0.000 238	0.073 0.130 238	0.640 0.000 238	0.546 0.000 238	0.201 0.001 238	0.672 0.000 238	0.417 0.000 238	0.412 0.000 238	0.259 0.000 238	0.341 0.000 238	0.378 0.000 238
2. Human Resource Advantages (Education)	Pearson Correlation Sig. (1-tailed) N	0.471 0.000 238		0.142 0.014 238	0.444 0.000 238	0.308 0.000 238	0.191 0.002 238	0.528 0.000 238	0.283 0.000 238	0.398 0.000 238	0.210 0.001 238	0.198 0.001 238	0.262 0.000 238
3. Human Resource Advantages (Experience)	Pearson Correlation Sig. (1-tailed) N	0.073 0.130 238	0.142 0.014 238		0.133 0.020 238	0.123 0.029 238	0.201 0.001 238	0.160 0.007 238	0.078 0.116 238	0.152 0.009 238	0.060 0.177 238	-0.140 0.015 238	-0.015 0.406 238
4. Innovative Corporate Thinking in Customer Relations	Pearson Correlation Sig. (1-tailed) N	0.640 0.000 238	0.444 0.000 238	0.133 0.020 238		0.488 0.000 238	0.223 0.000 238	0.606 0.000 238	0.466 0.000 238	0.437 0.000 238	0.305 0.000 238	0.160 0.007 238	0.339 0.000 238
5. Innovative Corporate Thinking in Design of Services	Pearson Correlation Sig. (1-tailed) N	0.546 0.000 238	0.308 0.000 238	0.123 0.029 238	0.488 0.000 238		0.052 0.210 238	0.506 0.000 238	0.342 0.000 238	0.255 0.000 238	0.262 0.000 238	0.169 0.005 238	0.349 0.000 238
6. Innovative Corporate Thinking in Managerial Issues	Pearson Correlation Sig. (1-tailed) N	0.201 0.001 238	0.191 0.002 238	0.201 0.001 238	0.223 0.000 238	0.052 0.210 238		0.139 0.016 238	0.057 0.192 238	0.083 0.100 238	0.038 0.280 238	0.023 0.360 238	-0.023 0.364 238
7. Knowledge Use	Pearson Correlation Sig. (1-tailed) N	0.672 0.000 238	0.528 0.000 238	0.160 0.007 238	0.606 0.000 238	0.506 0.000 238	0.139 0.016 238		0.369 0.000 238	0.369 0.000 238	0.358 0.000 238	0.267 0.000 238	0.347 0.000 238

8. Customer Retention	Pearson Correlation Sig. (1-tailed) N	0.417 0.000 238	0.283 0.000 238	0.078 0.116 238	0.466 0.000 238	0.342 0.000 238	0.057 0.192 238	0.369 0.000 238		0.473 0.000 238	0.309 0.000 238	0.089 0.087 238	0.384 0.000 238
9. Customer Lifetime Value	Pearson Correlation Sig. (1-tailed) N	0.412 0.000 238	0.398 0.000 238	0.152 0.009 238	0.437 0.000 238	0.255 0.000 238	0.083 0.100 238	0.369 0.000 238	0.473 0.000 238		0.215 0.000 238	-0.015 0.411 238	0.325 0.000 238
10. One-to-One Relationship (Sales Force)	Pearson Correlation Sig. (1-tailed) N	0.259 0.000 238	0.210 0.001 238	0.060 0.177 238	0.305 0.000 238	0.262 0.000 238	0.038 0.280 238	0.358 0.000 238	0.309 0.000 238	0.215 0.000 238		0.241 0.000 238	0.290 0.000 238
11. One-to-One Relationship (Call Center Agent)	Pearson Correlation Sig. (1-tailed) N	0.341 0.000 238	0.198 0.001 238	-0.140 0.015 238	0.160 0.007 238	0.169 0.005 238	0.023 0.360 238	0.267 0.000 238	0.089 0.087 238	-0.015 0.411 238	0.241 0.000 238		0.278 0.000 238
12. Cocreation of Value with Customers	Pearson Correlation Sig. (1-tailed) N	0.378 0.000 238	0.262 0.000 238	-0.015 0.406 238	0.339 0.000 238	0.349 0.000 238	-0.023 0.364 238	0.347 0.000 238	0.384 0.000 238	0.325 0.000 238	0.290 0.000 238	0.278 0.000 238	
13. Cocreation of Value with Brand Community	Pearson Correlation Sig. (1-tailed) N	0.228 0.000 238	0.191 0.002 238	0.397 0.000 238	0.186 0.002 238	0.194 0.001 238	0.318 0.000 238	0.189 0.002 238	0.222 0.000 238	0.178 0.003 238	0.161 0.006 238	-0.048 0.231 238	0.155 0.008 238
R ² Adjusted R ² Durbin-Watson <i>d</i> statistic value ANOVA													0.625 0.605 1.8975 31.221 0.000
													F Sig.

As reflected in Table 5.16, the results explained that there was no linearity found between “Openness to listen to customers” construct and independent variables (where Pearson correlation is below 0.700 for openness over all the independent variables). There was no multicollinearity among the independent variables (where Pearson correlation is below 0.700 for any independent variable over the other).

In addition, Durbin-Watson test of autocorrelation proved that there is no autocorrelation among the variables ($1.8975 > 1.8852$ where $N=238$, $k'=12$ in Gujarati, 1995 on p. 818). Finally, F-Test in the ANOVA approved (in Table 5.16, with significance = $0.000 < 0.05$) that the relationship of “Openness to listen to customers” construct with independent variables formed a valid model with having an explanatory power of 60.5% (adjusted R^2).

Verifying the model, significance of t-test results about the coefficients claimed that “Openness to listen to customers” construct was significantly affected by “knowledge use, i.e. resource interpretation and evaluation in the organization”, “innovative corporate thinking in customer relationships”, “innovative corporate thinking in designing services”, “one-to-one relationships of call center agents with customers”, “customer lifetime value” and “cocreation of value through brand community” (presented in Table 5.17; significance values of 0.000; 0.000; 0.000; 0.000; 0.033; and 0.036 respectively; where all were below 0.05) in contribution to the explanatory power of the model explaining the relationship of “Openness to listen to customers” with independent variables.

On the other hand, “cocreation of value with customers”, “human resource education level of the organization”, “customer retention”, “innovative corporate thinking in managerial actions”, “human resource experience level of the organization”, and “one-to-one relationships of sales force with customers” were found insignificant (presented

in Table 5.17; significance values of 0.697; 0.396; 0.338; 0.159; 0.128; and 0.071 in descending order; where were all above 0.05).

Table 5.17 Regression results for openness

	Unstd. Coefficients		Std.Coeff.	t	Sig.	Rank (Beta)
	B	SE	Beta			
(Constant)	17.365	2.252		7.711	0.000	
Human Resource Advantages (Education)	0.307	0.361	0.043	0.850	0.396	
Human Resource Advantages (Experience)	-0.445	0.291	-0.070	-1.527	0.128	
Innovative Corporate Thinking in Customer Relations	1.655	0.404	0.238	4.097	0.000	2
Innovative Corporate Thinking in Design of Services	1.190	0.319	0.188	3.729	0.000	3
Innovative Corporate Thinking in Managerial Issues	0.351	0.249	0.063	1.412	0.159	
Knowledge Use	1.987	0.376	0.314	5.285	0.000	1
Customer Retention	0.345	0.359	0.049	0.961	0.338	
Customer Lifetime Value	0.795	0.371	0.109	2.144	0.033	5
One-to-One Relationship (Sales Force)	-0.568	0.313	-0.083	-1.811	0.071	
One-to-One Relationship (Call Center Agent)	0.949	0.236	0.183	4.011	0.000	4
Cocreation-Value with Customer	0.117	0.300	0.019	0.389	0.697	
Cocreation of Value with Brand Community	0.976	0.301	0.105	2.579	0.036	6

Beta values of the independent variables indicated (Table 5.17) that the most affective factor over the “Openness to listen to customers” construct is “knowledge use, i.e. resource interpretation and evaluation” ($\beta=0.314$) which had the highest effect on the openness of the organization to listen to customers for making use of customer’s advisory. The following important factors are “innovative corporate thinking” in two dimensions: customer relations ($\beta=0.238$) and design ($\beta=0.188$), “one-to-one relationships of call center agents with customers” ($\beta=0.183$), “customer lifetime value” ($\beta=0.109$) and “co-creation of value with brand communities” ($\beta=0.105$).

A similar analysis was performed for the other construct, the “Capability to service evaluation”. The results are given below:

Table 5.18 Pearson correlations among capability and independent variables

		1	2	3	4	5	6	7	8	9	10	11	12
1.Capability (to service evaluation)	Pearson Correlation Sig. (1-tailed) N		0.467 0.000 242	-0.009 0.445 242	0.457 0.000 242	0.438 0.000 242	0.164 0.005 242	0.590 0.000 242	0.287 0.000 242	0.179 0.003 242	0.308 0.000 242	0.510 0.000 242	0.349 0.000 242
2. Human Resource Advantages (Education)	Pearson Correlation Sig. (1-tailed) N	0.467 0.000 242		0.245 0.000 242	0.474 0.000 242	0.325 0.002 242	0.189 0.000 242	0.536 0.000 242	0.247 0.000 242	0.366 0.000 242	0.199 0.001 242	0.142 0.014 242	0.225 0.000 242
3. Human Resource Advantages (Experience)	Pearson Correlation Sig. (1-tailed) N	-0.009 0.445 242	0.245 0.000 242		0.192 0.001 242	0.162 0.006 242	0.222 0.000 242	0.236 0.0004 242	0.108 0.046 242	0.239 0.000 242	0.126 0.025 242	-0.093 0.075 242	0.032 0.309 242
4. Innovative Corporate Thinking in Customer Relations	Pearson Correlation Sig. (1-tailed) N	0.457 0.000 242	0.474 0.000 242	0.192 0.001 242		0.485 0.000 242	0.233 0.000 242	0.587 0.000 242	0.439 0.000 242	0.422 0.000 242	0.282 0.000 242	0.148 0.011 242	0.351 0.000 242
5. Innovative Corporate Thinking in Design of Services	Pearson Correlation Sig. (1-tailed) N	0.438 0.000 242	0.325 0.000 242	0.162 0.006 242	0.485 0.000 242		0.070 0.140 242	0.476 0.000 242	0.304 0.000 242	0.228 0.000 242	0.225 0.000 242	0.196 0.001 242	0.344 0.000 242
6. Innovative Corporate Thinking in Managerial Issues	Pearson Correlation Sig. (1-tailed) N	0.164 0.005 242	0.189 0.002 242	0.222 0.000 242	0.233 0.000 242	0.070 0.140 242		0.118 0.034 242	0.046 0.237 242	0.058 0.183 242	0.064 0.162 242	0.057 0.188 242	-0.009 0.445 242
7. Knowledge Use	Pearson Correlation Sig. (1-tailed) N	0.590 0.000 242	0.536 0.000 242	0.236 0.000 242	0.587 0.000 242	0.476 0.000 242	0.118 0.034 242		0.333 0.000 242	0.330 0.000 242	0.342 0.000 242	0.240 0.000 242	0.323 0.000 242

8. Customer Retention	Pearson Correlation Sig. (1-tailed) N	0.287 0.000 242	0.247 0.000 242	0.108 0.046 242	0.439 0.000 242	0.304 0.000 242	0.046 0.237 242	0.333 0.000 242		0.409 0.000 242	0.294 0.000 242	0.078 0.113 242	0.364 0.000 242
9. Customer Lifetime Value	Pearson Correlation Sig. (1-tailed) N	0.179 0.003 242	0.366 0.000 242	0.239 0.000 242	0.422 0.000 242	0.228 0.000 242	0.058 0.183 242	0.330 0.000 242	0.409 0.000 242		0.208 0.001 242	-0.050 0.220 242	0.298 0.000 242
10. One-to-One Relationship (Sales Force)	Pearson Correlation Sig. (1-tailed) N	0.308 0.000 242	0.199 0.001 242	0.126 0.25 242	0.282 0.000 242	0.225 0.000 242	0.064 0.162 242	0.342 0.000 242	0.294 0.000 242	0.208 0.001 242		0.231 0.000 242	0.304 0.000 242
11. One-to-One Relationship (Call Center Agent)	Pearson Correlation Sig. (1-tailed) N	0.510 0.000 242	0.142 0.014 242	-0.093 0.075 242	0.148 0.011 242	0.196 0.001 242	0.057 0.188 242	0.240 0.000 242	0.078 0.113 242	-0.050 0.220 242	0.231 0.000 242		0.252 0.000 242
12. Cocreation of Value with Customers	Pearson Correlation Sig. (1-tailed) N	0.349 0.000 242	0.225 0.000 242	0.032 0.309 242	0.351 0.000 242	0.344 0.000 242	-0.009 0.445 242	0.323 0.000 242	0.364 0.000 242	0.298 0.000 242	0.304 0.000 242	0.252 0.000 242	
13. Cocreation of Value with Brand Community	Pearson Correlation Sig. (1-tailed) N	0.092 0.077 242	0.231 0.000 242	0.409 0.000 242	0.178 0.003 242	0.185 0.002 242	0.290 0.000 242	0.196 0.001 242	0.202 0.001 242	0.200 0.001 242	0.141 0.014 242	-0.024 0.355 242	0.152 0.009 242
R ² Adjusted R ² Durbin-Watson <i>d</i> statistic value ANOVA													0.571 0.549 2.1080 25.429 0.000
												F Sig.	

As reflected in Table 5.18, the results explained that there was no linearity found between “Capability to service evaluation” construct and independent variables (where Pearson correlation is below 0.700 for capability over all the independent variables). There was no multicollinearity among the independent variables (where Pearson correlation is below 0.700 for any independent variable over the other).

In addition, Durbin-Watson test of autocorrelation proved that there is no autocorrelation among the variables ($2.1080 > 1.8848$ where $N=242$, $k'=12$ in Gujarati, 1995 on p. 818). Finally, F-Test in the ANOVA table approved (in Table 5.18, with significance = $0.000 < 0.05$) that the relationship of “Capability to service evaluation” construct with independent variables formed a valid model with having an explanatory power of 54.9% (adjusted R^2).

Verifying the model, significance of t-test results about the coefficients claimed that “Capability to service evaluation” construct was significantly affected by “one-to-one relationships with agents of the organization”, “knowledge resource interpretation and evaluation in the organization”, “human resources education level of the organization”, and “human resources experience level of the organization” and “innovative corporate thinking in designing services” (presented in Table 5.19; significance values of 0.000; 0.000; 0.000; 0.004; and 0.018 respectively; where all were below 0.05) were significantly contributing to the explanatory power of the model explaining the relationship of “Capability to service evaluation” construct with independent variables.

On the other hand, “cocreation of value with customers and through brand communities”, “customer lifetime value”, “innovative corporate thinking in customer relations”, “one-to-one relationships with sales force and customers”, “customer retention”, “cocreation of value with customer” and “innovative corporate thinking in managerial issues” were found insignificant (presented in Table 5.19; significance

values of 0.683; 0.466; 0.444; 0.438; 0.328; 0.318 and 0.066 in descending order; where were all above 0.05).

Table 5.19 Regression results for capability

	Unstd. Coefficients		Std. Coeff.	t	Sig.	Rank (Beta)
	B	SE	Beta			
(Constant)	3.893	1.775		2.194	0.029	
Human Resource Advantages (Education)	1.068	0.298	0.195	3.579	0.000	3
Human Resource Advantages (Experience)	0.667	0.232	0.143	2.875	0.004	4
Innovative Corporate Thinking in Customer Relations	0.247	0.323	0.048	0.766	0.444	
Innovative Corporate Thinking in Design of Services	0.595	0.249	0.126	2.386	0.018	5
Innovative Corporate Thinking in Managerial Issues	0.354	0.192	0.087	1.845	0.066	
Knowledge Use	1.481	0.290	0.312	5.103	0.000	2
Customer Retention	0.265	0.271	0.051	0.980	0.328	
Customer Lifetime Value	-0.215	0.294	-0.038	-0.730	0.466	
One-to-One Relationship (Sales Force)	0.196	0.252	0.038	0.777	0.438	
One-to-One Relationship (Call Center Agent)	1.258	0.181	0.329	6.929	0.000	1
Cocreation-Value with Customer	0.237	0.237	0.051	1.001	0.318	
Cocreation of Value with Brand Community	-0.094	0.230	-0.020	-0.409	0.683	

Beta values of the independent variables indicated (Table 5.19) that the most affective factor over the “Capability to service evaluation” construct is “one-to-one relationships of call center agents with customers” ($\beta=0.329$) which had the highest effect on the capability of the organization to service evaluation for making use of customer’s advisory. The following important factors are “knowledge resource interpretation and evaluation” ($\beta=0.312$), “human resources education level of the organization” ($\beta=0.195$), “human resources experience level of the organization” ($\beta=0.143$) and “innovative corporate thinking in design” ($\beta=0.126$).

5.1.4.3 Multiple Regression Analysis of Moderating Variables

For each of the moderating variables and their relationships with openness to listen to customers and capability to service evaluation of the organization for making use of customer’s advisory are discussed and summary table of results about multiple regression analysis is presented. Gray filled rows are found significant (Table 5.20).

Table 5.20 Summary of results: multiple regression analysis of moderating variables

Construct	Variable	State	N	Linearity	Multi Collinearity	Auto Correlation	Adjusted R ²	F-Test Sig.
Openness	Type	Publicly Listed	110	No	No	No	56%	Yes
Openness	Type	Private Owner	133	No	No	No	62%	Yes
Capability	Type	Publicly Listed	109	No	No	No	47%	Yes
Capability	Type	Private Owner	132	No	No	No	60%	Yes
Openness	Employees	Below 100	89	No	No	No	49%	Yes
Openness	Employees	Above 100	108	Yes (Knowledge Use)	No	No	66%	Yes
Capability	Employees	Below 100	88	No	No	Uncertain	50%	Yes
Capability	Employees	Above 100	111	No	No	Yes	67%	Yes
Openness	Hierarchy	Flat	192	No	No	Yes	54%	Yes
Openness	Hierarchy	Steep	50	Yes (Innovative Corporate Thinking in Customer Relations, Knowledge Use)	No	Uncertain	75%	Yes
Capability	Hierarchy	Flat	195	No	No	Yes	53%	Yes
Capability	Hierarchy	Steep	45	No	Yes (Innovative Corporate Thinking in Customer Relations and Knowledge Use; Innovative Corporate Thinking in Design of Services and Cocreation-Value with Customers)	Uncertain	66%	Yes
Openness	ISO500	Member	67	Yes (Innovative Corporate Thinking in Customer Relations, Knowledge Use)	Yes (Innovative Corporate Thinking in Customer Relations, Knowledge Use)	Uncertain	71%	Yes
Openness	ISO500	Not Member	171	No	No	Uncertain	56%	Yes
Capability	ISO500	Member	67	Yes (Knowledge Use)	Yes (Innovative Corporate Thinking in Customer Relations, Knowledge Use)	Uncertain	66%	Yes
Capability	ISO500	Not Member	170	No	No	Yes	46%	Yes
Openness	Revenue	Below 6,750,000 YTL	72	No	No	No	44%	Yes
Openness	Revenue	Above 6,750,000 YTL	78	Yes (Innovative Corporate Thinking in Customer Relations, Knowledge Use)	No	No	68%	Yes
Capability	Revenue	Below 6,750,000 YTL	72	No	No	Uncertain	45%	Yes
Capability	Revenue	Above 6,750,000 YTL	80	Yes (Knowledge Use)	No	Uncertain	64%	Yes

According to the results of the multiple regression analysis of moderating variables over dependent and independent variables these were found significantly affecting with high explanatory powers, as stressed in Table 5.20:

- *Type of the organization had moderating effect on both “Openness to listen to customers” and “Capability to service evaluation” of the organization to make use of customer’s advisory.*

Table 5.21 Independent variables moderated by the type of the organization

Construct	Variable	State	Independent Variable	t-Sig. (<0.05)	Beta
Openness	Type	Publicly Listed	Innovative Corporate Thinking in Customer Relations	0.001	0.345
			Knowledge Use	0.002	0.315
Openness	Type	Private Owner	Knowledge Use	0.000	0.298
			One-to-One Relationship (Call Center Agent)	0.000	0.264
			Innovative Corporate Thinking in Design of Services	0.002	0.221
			Innovative Corporate Thinking in Customer Relations	0.036	0.158
Capability	Type	Publicly Listed	Human Resource Advantages (Education)	0.012	0.251
			Knowledge Use	0.025	0.244
Capability	Type	Private Owner	Knowledge Use	0.000	0.407
			One-to-One Relationship (Call Center Agent)	0.000	0.406
			Human Resource Advantages (Education)	0.032	0.145

As reflected in Table 5.21, in publicly listed organizations, knowledge interpretation capability of the organization, innovative corporate thinking in customer relationships, and better education level of human resources were found affective while making use of customer’s advisory. As knowledge interpretation was the most significant factor, the differential factors for openness and capability construct of the making use of customer’s advisory

were innovative corporate thinking in customer relations and human resource advantage respectively.

On the other hand, in private ownership, knowledge interpretation and one-to-one relationships of call center agents with customers were both affective over openness to listen to customers and capability to service evaluation of the organization for making use of customer's advisory. "Openness to listen to customers" was affected by innovative corporate thinking where as "Capability to service evaluation" was affected by human resource advantages.

From a different angle, if an organization is privately owned, the results indicated that one-to one relationships of call center agents with the customer was important in making use of customer's advisory. If that organization was going public, innovative corporate thinking in customer relationships and better educational level of human resources gain importance instead of one-to-one relationship of call center agents with customers. Organizations got a wider perspective for consistent relationships with their customers as they go public.

Another critical outcome of the results was the changing level of importance in knowledge interpretation. In privately owned organizations, knowledge interpretation was the most important factor in making use of customer's advisory, but when the organization was publicly listed, human resource advantages and innovative corporate thinking gain higher importance in different aspects of making use of customer's advisory.

- *Size of the organization by number of employees and revenue had moderating effect on "Openness" of the organization to listen to and capture customer's advisory.*

Table 5.22 Independent variables moderated by the size of the organization

Construct	Variable	State	Independent Variable	t-Sig. ($\alpha < 0.05$)	Beta
Openness	Employees	Below 100	One-to-One Relationship (Call Center Agent)	0.000	0.374
			Innovative Corporate Thinking in Customer Relations	0.008	0.312
			Knowledge Use	0.019	0.249
Openness	Employees	Above 100	Innovative Corporate Thinking in Customer Relations	0.003	0.258
			Knowledge Use	0.006	0.255
			Customer Retention	0.003	0.210
			Cocreation of Value with Customers	0.048	0.148
Openness	Revenue	Below 6,750,000 YTL	Knowledge Use	0.015	0.298
			Innovative Corporate Thinking in Customer Relations	0.033	0.289
			Cocreation of Value with Brand Community	0.022	0.273
			One-to-One Relationship (Call Center Agent)	0.027	0.238
Openness	Revenue	Above 6,750,000 YTL	Innovative Corporate Thinking in Customer Relations	0.002	0.314
			Customer Retention	0.009	0.228
			One-to-One Relationship (Call Center Agent)	0.018	0.182

As reflected in table 5.22, in all of the cases – smaller and bigger organizations – openness to listen to and to capture customer’s advisory was affected by innovative corporate thinking in customer relations. The difference it makes is if the organization is bigger in terms of employees or revenue, it becomes the most important factor, otherwise it is the second most important after knowledge interpretation and one-to-one relationships of agents with customers.

Furthermore, as the organization gets bigger in both dimensions, customer retention becomes an important factor in openness of the organization to listen to customer’s advisory. In smaller organizations, one-to one relations with call center agent and brand community factors were found more affective from bigger organizations.

5.1.4.4 Analysis of Variance for Explanatory Variables

For each of the explanatory variable and its relationship with openness to listen to customers and capability to service evaluation of the organization for making use of customer’s advisory were discussed below. A summarizing table of results about multiple regression analysis is presented in Table 5.23. Gray filled rows were found significant and valid in this analysis.

Table 5.23 Effects of explanatory variables over the constructs

Construct	Explanatory Variable	State	N	Levene Test of Homogeneity of Variances ($\alpha>0.05$)	ANOVA F-Test Significance ($\alpha<0.05$)
Openness	Sectors	Manufacturing	105	Yes	Yes
Openness	Sectors	Services	142		
Capability	Sectors	Manufacturing	104	Yes	No

Capability	Sectors	Services	139		
Openness	Business Orientation	B2C	111	Yes	Yes
Openness	Business Orientation	B2B	150		
Capability	Business Orientation	B2C	107	Yes	Yes
Capability	Business Orientation	B2B	149		
Openness	Competition	High	187	Yes	No
Openness	Competition	Low	74		
Capability	Competition	High	184	Yes	No
Capability	Competition	Low	72		

According to the results of ANOVA tests for explanatory variables, all of these variables were found homogeneous in variances between each sub-group through Levene Tests.

The results also indicated that both openness and capability of the organization for making use of customer's advisory had significant differences regarding the business orientation of the organization. Additionally, openness of the organization for making use of customer's advisory was also showed differences among manufacturing and services sectors. Although all other explanatory variables have passed Levene Test of Homogeneity, they were unable to be researched in depth as their variance results were not sufficient enough according to the results of F-Tests. Therefore, the results about the effects of explanatory variables over the constructs were summarized, as follows:

- *There is a significant difference between B2C oriented organizations and B2B oriented organizations about making use of customer's advisory.*
- *There is a significant difference between manufacturing and services sectors about Openness to listen to and capture customer's advisory.*

5.2 Discussion of Findings

This study was aimed at finding answers to such questions, not previously asked for this domain: the importance and extension of customer value in general and customer's advisory specifically in Turkish organizations, if there is a significance of brand community and service evaluation to enhance customer's advisory and customer value in Turkish organizations, the determination of marketing technology tools those were necessary to ease access to customers and emphasize their advisory role, and finally if advising customer contributed to innovative thinking for shaping SDLM in Turkish business system.

The first set of analysis includes all the data collected and aims to test the hypotheses proposed in the study. The research methodology is applied as noted above. Research objectives and goals are covered in this complete analysis of the data collected. Before presentation of the discussion of results by each research objective, here is the summary of the hypotheses tested in the table below:

Table 5.24 Summary of hypotheses testing

Initial Hypotheses		Result
H ₁	the more the organization is open to listen to its customers, the higher the likelihood of making use of customer's advisory	Supported.
H _{1a}	the more the organization is open to listen to its customers through being responsive, the higher the likelihood of making use of customer's advisory	Supported.
H _{1b}	the more the organization is open to listen to its customers through empathy, the higher the likelihood of making use of customer's advisory	Supported.
H _{1c}	the more the organization is open to listen to responses via incorporation of direct communication technologies, the higher the likelihood of making use of customer's advisory	Supported.
H ₂	the more the organization is capable to service evaluation, the higher the likelihood of making use of customer's advisory	Supported.
H _{2a}	the more the organization is capable of sharing information bidirectional between business units, the higher the likelihood of making use of customer's advisory	Supported.
H _{2b}	the more the organization is capable to surpass customer responses with higher frequency between business units, the higher the capability of the use of customer's advisory	Supported.

H _{2c}	the more the organization is capable of incorporating and using marketing decision support system tools, the higher the capability of the use of customer's advisory	Supported.
H ₃	the higher the utilization of customer insight, the higher making use of customer's advisory for superior performance	Supported.
H _{3a}	the higher the utilization of customer insight, the more open the organization for making use of customer's advisory	Supported.
H _{3b}	the higher the utilization of customer insight, the more capable the organization for making use of customer's advisory	Supported.
H ₄	the more qualified the human resources of the organization, the higher making use of customer's advisory for superior performance	Partially Supported.
H _{4a}	the more qualified the human resources of the organization, the more open the organization for making use of customer's advisory	Not Supported.
H _{4b}	the more qualified the human resources of the organization, the more capable the organization for making use of customer's advisory	Supported.
H ₅	the more knowledge is interpreted in the organization, the higher making use of customer's advisory for superior performance	Supported.
H _{5a}	the more knowledge is interpreted in the organization, the more open the organization for making use of customer's advisory	Supported.
H _{5b}	the more knowledge is interpreted in the organization, the more capable the organization for making use of customer's advisory	Supported.
H ₆	the higher the innovative corporate-thinking in the organization, the higher making use of customer's advisory for superior performance	Partially Supported.
H _{6a}	the higher the innovative corporate-thinking in the organization, the more open the organization for making use of customer's advisory	Supported.
H _{6b}	the higher the innovative corporate-thinking in the organization, the more capable the organization for making use of customer's advisory	Not Supported.
H ₇	Customer insight utilization, human resource advantages, knowledge interpretation and innovative corporate thinking on the use of customer's advisory (via openness and capability of organization to service evaluation) are affective by moderation.	Partially Supported.
H _{7a}	the effect of customer insight utilization on the openness to listen to customer's advisory is stronger when the organization is public	Supported.
H _{7b}	the effect of customer insight utilization on the openness to listen to customer's advisory is stronger when the organization's hierarchy is flat	Not Supported.
H _{7c}	the effect of customer insight utilization on the openness to listen to customer's advisory is stronger when the size of organization is bigger	Partially Supported.
H _{7c1}	the effect of customer insight utilization on the openness to listen to customer's advisory is stronger when the size of organization is bigger by being in top 500	Not Supported.
H _{7c2}	the effect of customer insight utilization on the openness to listen to customer's advisory is stronger when the size of organization is bigger by having more employees	Supported.
H _{7c3}	the effect of customer insight utilization on the openness to listen to customer's advisory is stronger when the size of organization is bigger by having more revenue	Supported.
H _{7d}	the effect of customer insight utilization on the capability to evaluate services for using customer's advisory is stronger when the organization is public	Not Supported.
H _{7e}	the effect of customer insight utilization on the capability to evaluate services for using customer's advisory is stronger when the organization's hierarchy is flat	Not Supported.

H _{7f}	the effect of customer insight utilization on the capability to evaluate services for using customer's advisory is stronger when the size of organization is bigger	Not Supported.
H _{7f1}	the effect of customer insight utilization on the capability to evaluate services for using customer's advisory is stronger when the size of organization is bigger by being in top 500	Not Supported.
H _{7f2}	the effect of customer insight utilization on the capability to evaluate services for using customer's advisory is stronger when the size of organization is bigger by having more employees.	Not Supported.
H _{7f3}	the effect of customer insight utilization on the capability to evaluate services for using customer's advisory is stronger when the size of organization is bigger by having more revenue	Not Supported.
H _{7g}	the effect of human resource advantages on the openness to listen to customer's advisory is stronger when the organization is public	Not Supported.
H _{7h}	the effect of human resource advantages on the openness to listen to customer's advisory is stronger when the organization's hierarchy is flat	Not Supported.
H _{7i}	the effect of human resource advantages on the openness to listen to customer's advisory is stronger when the size of organization is bigger	Not Supported.
H _{7i1}	the effect of human resource advantages on the openness to listen to customer's advisory is stronger when the size of organization is bigger by being in top 500	Not Supported.
H _{7i2}	the effect of human resource advantages on the openness to listen to customer's advisory is stronger when the size of organization is bigger by having more employees	Not Supported.
H _{7i3}	the effect of human resource advantages on the openness to listen to customer's advisory is stronger when the size of organization is bigger by having more revenue	Not Supported.
H _{7j}	the effect of human resource advantages on the capability to evaluate services for using customer's advisory is stronger when the organization is public	Supported.
H _{7k}	the effect of human resource advantages on the capability to evaluate services for using customer's advisory is stronger when the organization's hierarchy is flat	Not Supported.
H _{7l}	the effect of human resource advantages on the capability to evaluate services for using customer's advisory is stronger when the size of organization is bigger	Not Supported.
H _{7l1}	the effect of human resource advantages on the capability to evaluate services for using customer's advisory is stronger when the size of organization is bigger by being in top 500	Not Supported.
H _{7l2}	the effect of human resource advantages on the capability to evaluate services for using customer's advisory is stronger when the size of organization is bigger by having more employees	Not Supported.
H _{7l3}	the effect of human resource advantages on the capability to evaluate services for using customer's advisory is stronger when the size of organization is bigger by having more revenue	Not Supported.
H _{7m}	the effect of knowledge interpretation on the openness to listen to customer's advisory is stronger when the organization is public	Supported.
H _{7n}	the effect of knowledge interpretation on the openness to listen to customer's advisory is stronger when the organization's hierarchy is flat	Not Supported.
H _{7o}	the effect of knowledge interpretation on the openness to listen to customer's advisory is stronger when the size of organization is bigger	Partially Supported.
H _{7o1}	the effect of knowledge interpretation on the openness to listen to customer's advisory is stronger when the size of organization is bigger by being in top 500	Not Supported.
H _{7o2}	the effect of knowledge interpretation on the openness to listen to customer's advisory is stronger when the size of organization is bigger by having more employees	Supported.

H _{7o3}	the effect of knowledge interpretation on the openness to listen to customer's advisory is stronger when the size of organization is bigger by having more revenue	Not Supported.
H _{7p}	the effect of knowledge interpretation on the capability to evaluate services for using customer's advisory is stronger when the organization is public	Supported.
H _{7q}	the effect of knowledge interpretation on the capability to evaluate services for using customer's advisory is stronger when the organization's hierarchy is flat	Not Supported.
H _{7r}	the effect of knowledge interpretation on the capability to evaluate services for using customer's advisory is stronger when the size of organization is bigger	Not Supported.
H _{7r1}	the effect of knowledge interpretation on the capability to evaluate services for using customer's advisory is stronger when the size of organization is bigger by being in top 500	Not Supported.
H _{7r2}	the effect of knowledge interpretation on the capability to evaluate services for using customer's advisory is stronger when the size of organization is bigger by having more employees	Not Supported.
H _{7r3}	the effect of knowledge interpretation on the capability to evaluate services for using customer's advisory is stronger when the size of organization is bigger by having more revenue	Not Supported.
H _{7s}	the effect of innovative corporate thinking on the openness to listen to customer's advisory is stronger when the organization is public	Supported.
H _{7t}	the effect of innovative corporate thinking on the openness to listen to customer's advisory is stronger when the organization's hierarchy is flat	Not Supported.
H _{7u}	the effect of innovative corporate thinking on the openness to listen to customer's advisory is stronger when the size of organization is bigger	Partially Supported.
H _{7u1}	the effect of innovative corporate thinking on the openness to listen to customer's advisory is stronger when the size of organization is bigger by being in top 500	Not Supported.
H _{7u2}	the effect of innovative corporate thinking on the openness to listen to customer's advisory is stronger when the size of organization is bigger by having more employees	Supported.
H _{7u3}	the effect of innovative corporate thinking on the openness to listen to customer's advisory is stronger when the size of organization is bigger by having more revenue	Supported.
H _{7v}	the effect of innovative corporate thinking on the capability to evaluate services for using customer's advisory is stronger when the organization is public	Not Supported.
H _{7w}	the effect of innovative corporate thinking on the capability to evaluate services for using customer's advisory is stronger when the organization's hierarchy is flat	Not Supported.
H _{7x}	the effect of innovative corporate thinking on the capability to evaluate services for using customer's advisory is stronger when the size of organization is bigger	Not Supported.
H _{7x1}	the effect of innovative corporate thinking on the capability to evaluate services for using customer's advisory is stronger when the size of organization is bigger by being in top 500	Not Supported.
H _{7x2}	the effect of innovative corporate thinking on the capability to evaluate services for using customer's advisory is stronger when the size of organization is bigger by having more employees	Not Supported.
H _{7x3}	the effect of innovative corporate thinking on the capability to evaluate services for using customer's advisory is stronger when the size of organization is bigger by having more revenue	Not Supported.

5.2.1 The Importance and Extension of Customer Value in General and Customer's Advisory Specifically in Turkish Organizations

The first objective, named as organizational adaptiveness to useful impulses from customer, was to detect if organizations were adaptive to the responses of their customers at organizational level. Turkish organizations were found adaptive by using impulses, responses and feedback from the users of their services. It was customer who supported the evaluation of the service through feedbacks and collaboration with organization's production processes and facilitated innovation. Therefore, organizations are willing to listen to and make use of this spark to innovative for enhancement of their products and services. By this way both of the strategic imperatives, superior financial performance and superior customer value are directed for assessment.

The findings claimed that the importance and extension of customer value and customer's advisory in Turkish organizations was existent. The participants of the survey were decision-makers in their organizations and the analysis from their responses derive a significant result about the use of customer's advisory was critical for these organizations. Turkish organizations make use of customer's advisory through openness of the organization to listen to its customers and its capability to evaluate services. By this way, they aim to achieve proper use of these valuable feedbacks and therefore they plan to reach superior customer value and superior financial performance.

In summary, first research question to detect if organizations are adaptive to the responses of their customers at organizational level was satisfied with the results of hypotheses tests for "Organizational Adaptiveness to Useful Impulses from Customer" to understand the importance of customer value and extension of it. (H₂, H₇).

H₂ was supported (details were presented in Table 5.3 on page 107, Table 5.1 on page 105 and Table 5.15 on page 118, respectively).

“Capability to service evaluation” construct was composed of items all resulted as significant components contributing this construct. Its affect on the core concept was found significant. H₂ was composed of three sub-hypotheses for explanation of factors in service evaluation capability. The first one H_{2a}, bidirectional information sharing among engineering and marketing units, was found significant. The second one H_{2b}, was also found significant. H_{2b} claimed that frequency of information sharing between marketing and engineering units is an affective factor of making use of customer’s advisory. The third one H_{2c}, incorporation of MDMSS, was also found significant. Therefore; H₂ claims that “the more the organization is capable to surpass customer responses between marketing and engineering business units, the higher the likelihood of making use of customer’s advisory” was supported.

H₇ was tested (details of the analysis were presented in Table 5.20 on page 127, Table 5.21 on page 128, Table 5.22 on page 130 and Table 5.23 on page 131, respectively). Eight sub-hypotheses actualized by the model. H_{7a}, H_{7c} (H_{7c2} and H_{7c3}), H_{7j}, H_{7m}, H_{7o} (H_{7o2}), H_{7p}, H_{7s}, H_{7u} (H_{7u2} and H_{7u3}) were found significant as moderating factors: the type of the organization and size of the organization (number of employees and revenue) were affective on the relationship between customer insight utilization, knowledge interpretation, human resource advantages and making use of customer’s advisory.

There are three major issues related with the acceptance of hypotheses tests for “Organizational Adaptiveness to Useful Impulses from Customer” to understand the importance of customer value and extension of it:

1. customer value creation
2. linking customer value with consumer network
3. extending customer value over the organizational value-chain.

As discussed in Smith and Colgate (2007), the idea of a framework for customer value creation rooted from customer value paradigm, also stated by Hunt and Morgan (1997) as, “the objective of marketing is to achieve personal, organizational and societal objectives by creating superior customer value” (p.7). Smith and Colgate (2007) insist on that customer value research is “still in early stages of conceptual development” (p.7). From this perspective, as creation of value for customers is a critical task when evaluating services or developing new ones, Smith and Colgate (2007) define a conceptual framework to design new marketing strategies, recognizing new opportunities, and enhancing existing service concept specifications. Definition of customer value framework was stated as a generalization by the evaluation of each component such as types of value, sources, environment, interactions and products for every organization in different forms. Value creation is a customized process for any organization and should be directed under a scope drawn by the long term strategies of the organization itself. According to Lusch and Vargo (2004), co-creation of value is a dominant determinant in modern marketing strategies for services. For this reason, an organization is responsible of sustainability in creating value propositions together with their customers and following a proper systematic accustomed for itself.

Following value creation, linking its proposition result with consumer network is also important. Regarding this issue, Bowman and Narayandas (2004) pointed out the critic of how to adapt and extend value in network as the development of useful guidelines for customer management efforts in the organization. Moreover, Tseng et al. (2007) posed the requirement of delivering superior

value to customers in competitive markets is wrapped around the strategies using consumer networks efficiently. Tseng et al. (2007) noted two elements in the context of network effects: increasing total customer value and reducing total customer costs. Increase in total customer value is a function of increasing network size such as attracting more customers, horizontal integration of networks, strategic alliances, and increasing unit network value as “designing more valuable new services by enhancing communication with consumers” (p.46).

Another comment on this issue is also related with SDLM, suggested by Cova and Salle (2008), over the application of the SDLM conceptual framework to co-create value in consumer networks based on a switch from customer value proposition to customer network value proposition. Cova and Salle (2008) put the solutions provided as services by organization in the center of customer network, supply network and co-creation of value process (p.271).

Finally, Mascarenhas et al. (2004) contributed the third stage of “Organizational Adaptiveness to Useful Impulses from Customer” as extending customer value over the organizational value-chain. Mascarenhas et al. (2004) indicated that traditional marketing strategies assumed customer involvement with services placed at the very end of the value-chain as “finished marketing offerings” (p.487). However, the role of customer is changing in the direction of more centralized manner in the involvement process. By this way, customer value and value chain gets more integrated over the involvement and contribution of customer with customer’s advisory to the organizational processes of service evaluation. Mascarenhas et al. (2004) underlined this progress as “It can provide continuous customer feedback and enable more objective quality assessment and judgment, but most importantly, it can elevate customer satisfaction to customer delight that spawns lifetime loyalty and positive referrals” (p.489).

5.2.2 Necessity of Marketing Technology Tools to Ease Access to Customers and Emphasize Their Advisory Role

The second objective was to find out the effectiveness in the use of marketing technology tools for customer's advisory interpretation for service evaluation in Turkish organizations. Web sites published and maintained by the organization, progressive e-mailing activities, social network blogging, e-forums, e-chatting and extranet web sites were determined as indispensable marketing technology focus for organizations to access to customers and emphasize their advisory role. These organizations employ such tools to get their relationships going with their customers, to collect their responses and complaints, and to capture their feedbacks, recommendations and advisory.

“Effective Comprehension of Marketing Technologies in the Organization” (H_{1c}) is questioned in third research question to find out the effectiveness in the use of marketing technology tools for customer's advisory interpretation for service evaluation in Turkish organizations. Openness construct in the research contained all the tools of marketing technology focus regarding the organization. These tools were found significantly contributing to the model after principal component analysis. Furthermore, results of multiple regression analyses explained that knowledge interpretation, customer insight utilization, innovative corporate thinking, human resource advantages, and having marketing technology focus were found significant and affective in explaining the core concept.

H_{1c} was supported. (Details about the analysis were presented in Table 5.2 on page 106, Table 5.1 on page 105, Table 5.14 on page 117, and Table 5.15 on page 118, respectively.) Therefore, the more the organization is open to listen to responses via incorporation of different direct marketing technologies for

interactive communication, the higher the likelihood of making use of customer's advisory:

From the definitions of Bartels (1965), marketing technology was a technique and thought of marketing knowledge; "The concept of marketing knowledge as a technology has useful implications. Marketing practice developed as a technique; marketing thought developed as a technology" (p.46). From 1965 to 2008, there have been a lot of changes, improvements and developments in marketing science. The basis of marketing technology evolved in the appreciation of more technology into marketing thought and the use of so many technologies together with marketing thought. However, the foundations were defined as "for purposes of action in business situations-particularly for the making of administrative decisions" (Bartels, 1965, p.45) still stands tall in 21st century. One of the results of this study claimed that the use of web sites for the interactivity of communication between organizations and customers is affirmative. Thus, brings in the emphasis of Bartels in 1965 as "relationships among components of the marketing channel" (p.47) for the flow of transactional information and "marketing technology is integrated with other technologies in achievement of overall corporate objectives" (p.47) for better managerial decision-making were inherited into 2008. In this extension, interactivity of direct communication web sites and social networking of the organization should take several important aspects into account to stay comprehensive, as explained by Center for Marketing Technology in Bentley University²⁸: online shopping, online privacy, online customer satisfaction, auctions, personalization in wireless world, social rituals, information technology and marketing productivity, marketing ethics in the information age, and relationship marketing strategies.

²⁸ <http://www.bentley.edu/cmt/research.cfm>

Ozuem et al. (2008) and Kalaignanam et al. (2008) indicated that computer mediated marketing environments and Internet frameworks provide organizations with a medium that can be used to deliver content in variety of ways to consumers and increase marketing operation efficiency. Thus, interpreted as the opportunity of integrating customized and different online web site interfaces, supports personalized marketing communication tactics to reach every individual. Additionally, Simmons (2008) underlines that there are complexities in postmodern consumer markets where consumers are individualistic and reliant to brand communities. Simmons (2008) identifies that “the Internet as an enabling tool which allows direct, real-time individualized interaction with postmodern consumers” (p.301).

Interactive web sites, opt-in responsive e-mailing, social network blogging, e-chatting and extranet sites of organizations lead the way to increase efficiency and effectiveness of organizational marketing resources by alignment of human resources and technology that decrease the time spent on planning, production and measurement of marketing communication activities. By this way, customers are enabled to use marketing technology tools easily and could emphasize their advisory role better.

5.2.3 Brand Communities Enhance Customer's Advisory and Customer Value in Turkish Organizations

The third objective was to find out if marketing technology tools were used to help marketing and sales efforts through dissemination of comments and information about the experience with the service bought.

The results showed that brand communities were effective in the service evaluation. As the size of the organization gets bigger in revenues, customer community significantly contributes to the openness of the organization to make use of customer's advisory. In addition, both openness and capability constructs of making use of customer's advisory were affected by one-to-one relationships with call center agents depending on the size of the organization. Furthermore, co-creation of value together with customers, customer retention, and innovative corporate thinking in customer relations were found related with openness of the organization for making use of customer's advisory. From this perspective;

H₃ was supported (both H_{3a} and H_{3b} were supported). H₃ was composed of three concepts and represented by six items in the initial research model. The first concept, customer lifetime value and customer retention, composed of two items of were both found significant. The second concept represented by co-creation of value with customers and co-creation of value through brand communities were found significant. The third concept, one-to-one relations with customers found significant in one-to-one relationship with call center agents. (Details about the analysis were presented in Table 5.16 on page 119, Table 5.17 on page 122, Table 5.18 on page 123, and Table 5.19 on page 126, respectively.) Therefore, the higher the utilization of customer insight through valuation of customer lifetime in the organization and supporting customer retention, taking customer's views and brand community's respect in co-creation of value in

services, and building bonding an effective relationship with customer through agents; the more information and customer's advisory is used for the evaluation of services.

H₄ was partially supported. H_{4a} was not supported. H_{4b} was supported. (Details about the analysis were presented in Table 5.16 on page 119, Table 5.17 on page 122, Table 5.18 on page 123, and Table 5.19 on page 126, respectively.) Qualifications of human resources of the organization were found relevant for the use of customer's advisory in the evaluation of services. Capability of service evaluation was affected by the educational and experience levels of the human resources of the organization while making use of customer's advisory:

H₅ was supported. H_{5a} and H_{5b} were both supported. (Details about the analysis were presented in Table 5.16 on page 119, Table 5.17 on page 122, Table 5.18 on page 123, and Table 5.19 on page 126, respectively.) Knowledge interpretation in the organization was found one of the most important factors acting for the use of customer's advisory in the evaluation of services. Both openness to listen to customer's advisory and capability of organization for service evaluation were found related with knowledge interpretation capacity in the organization.

In summary, second research question to find out if those tools are used to help marketing and sales efforts through dissemination of comments and information about the experience with the service bought (H₃, H₄, and H₅) was fully satisfied. Therefore, organizational the tools and resources for making use of the information collected from customer's advisory were related with anticipation of knowledge interpretation, customer insight utilization, human resource advantages and innovative corporate thinking.

Based on the ideas of Cova and Salle (2008), there are two steps in processing the brand community's value proposition those have to be taken into consideration: identification of contributors in the consumer network and setting up a value co-creation approach with each customer. The result of implementation of a strategy in the organization to make use of customer's advisory directed from brand communities, would address the points Cova and Salle (2008) underlined as above: as the service evaluates to a better configured and satisfactory level for customers, the effect of diffusion of the newly developed version of the service in the brand community would be easier and faster in response to the support of identified contributors in that community. The same issue of consumer networks and their central role in value creation and exchange was also noted by Lusch and Vargo (2006b, p.285) as: "service dominant logic views marketing as social and economic process, in which interaction is central. It embraces the idea that value creation is a process of integrating and transforming resources, which requires interaction and implies networks". With this perspective, SDLM approach and brand communities are intersecting in the co-creation of value by evaluation of services.

Furthermore, non-geographical nature (Muniz and O'Guinn, 2001) of brand communities both support the evaluation of services in different contexts and foster the diffusion of new services in discrete locations, simultaneously. The adoption behavior of brand communities also researched by Thompson and Sinha (2008) recently and the findings were supporting the idea of the increase in the likelihood of adopting a new product from preferred brand as well as the decrease in the opposing brands.

Finally, according to Füller et al. (2008), members of brand community were found valuable source of innovation as they have extensive product knowledge and engage in product related discussions in solving problems and generating

new product ideas more often than other customers. Making use of customer's advisory for brand communities would be more beneficial for any organization to evaluate their services and innovate new ones out of ideas and views of true believers of their brand. This resource is critically important as it has minimal costs for an innovation process and directly related with consumers of service. According to findings of this study, Turkish organizations are open and receptive for the responses of brand communities to evaluate their services.

5.2.4 Contribution of Advising Customer to Innovative Corporate Thinking for Shaping SDLM in Turkish Organizations

Advising customer and innovative thinking in the organization were found significant on designing the service and building relationship issues. Innovative thinking in the organization is found available for making use of the advisory from customer. This out-of-the-box mindset in the organization is focused on the design of the services and bonding relationships with customers. An organization tries to enhance its communication with customers to build trust and commitment in their relations with brands offered. Also, the organization uses customer's views and recommendations about the design, the process and the utility functions of the service. By this way, better superiority in customer value becomes more accessible.

Fourth research question aimed at finding out if customer supports the evaluation of the service through feedbacks or collaboration with organization's production processes and facilitates innovation is satisfied. Therefore, the findings claim that "Organizational Adaptiveness to Useful Impulses from Customer" in innovative corporate thinking (H_1 , H_6), is apparent in Turkish organizations.

H₁ was supported (see table Table 5.24). H₁ was composed of three sub-hypotheses H_{1a}, H_{1b} and H_{1c} were all found significant. (Details about the analysis were presented in Table 5.2 on page 106, Table 5.1 on page 105, Table 5.14 on page 117, and Table 5.15 on page 118, respectively.) H_{1a} claimed that being responsive is an affective factor of making use of customer's advisory. Responsiveness was composed of four acting items of promising, seriousness, quickness and willingness. H_{1b} claimed that empathy is an affective factor of making use of customer's advisory. Therefore, the more the organization is open to listen to its customers with promising, quick and serious attitude, evaluating concerns, explaining technical details of the product and providing more options for the customer, the higher the likelihood of making use of customer's advisory.

H₆ was partially supported. H_{6a} was supported. H_{6b} was not supported. (Details about the analysis were presented in Table 5.16 on page 119, Table 5.17 on page 122, Table 5.18 on page 123, and Table 5.19 on page 126, respectively.) H₆ was a concept represented by three items in the initial research model. Two of them, innovative corporate thinking in designing services and innovative corporate thinking in enhancing customer relationships were found significant. Therefore, the higher the innovative outlook in design and relationships, the more information and customer's advisory is used for the evaluation of services.

Following the approach of Cova and Salle (2008), over the co-creation of value in consumer networks for "Organizational Adaptiveness to Useful Impulses from Customer" in innovative corporate thinking Michel et al. (2008) address innovations through customers. In this research, the findings claim that innovation in design and customer relations were effective in the revised research model for the use of customer's advisory in the synthesis of strategic imperatives. In parallel with this, Michel et al. (2008) mentioned that the traditional and attribute-based view of innovation should be replaced with more

radical SDLM perspective in order to use customers' value co-creation roles in innovation. Furthermore, Lusch and Vargo (2007) extend their views on the role of SDLM in competitive markets with special emphasis on knowledge, collaboration and "sustainable competitive advantage" (p.9) in relation to the proper use of information technologies. In this perspective, responsiveness and empathy of organization to capture and make use of customer's advisory is blended with technology focus.

5.2.5 A Measure for Customer's Advisory

The fourth objective was to develop an organizational level measure for customer's advisory readiness. In the classical paper of Churchill (1979), suggested a procedure to develop better measure constructs for the marketing science. The procedure consists of eight steps to follow:

1. Domain of construct specification
2. Generation of sample of items
3. Collection of data (test)
4. Purification of measure
5. Collection of data
6. Assessment of reliability
7. Assessment of validity
8. Development of norms

In this study, all of the steps were covered and explained in the previous sections. Revised research model, which is presented below in Figure 5.2, is a symbolic definition of the model that is posed for the explanation of making use of customer's advisory in Turkish organizations. Following this study, more of similar researches would support the development of norms throughout the marketing science community.

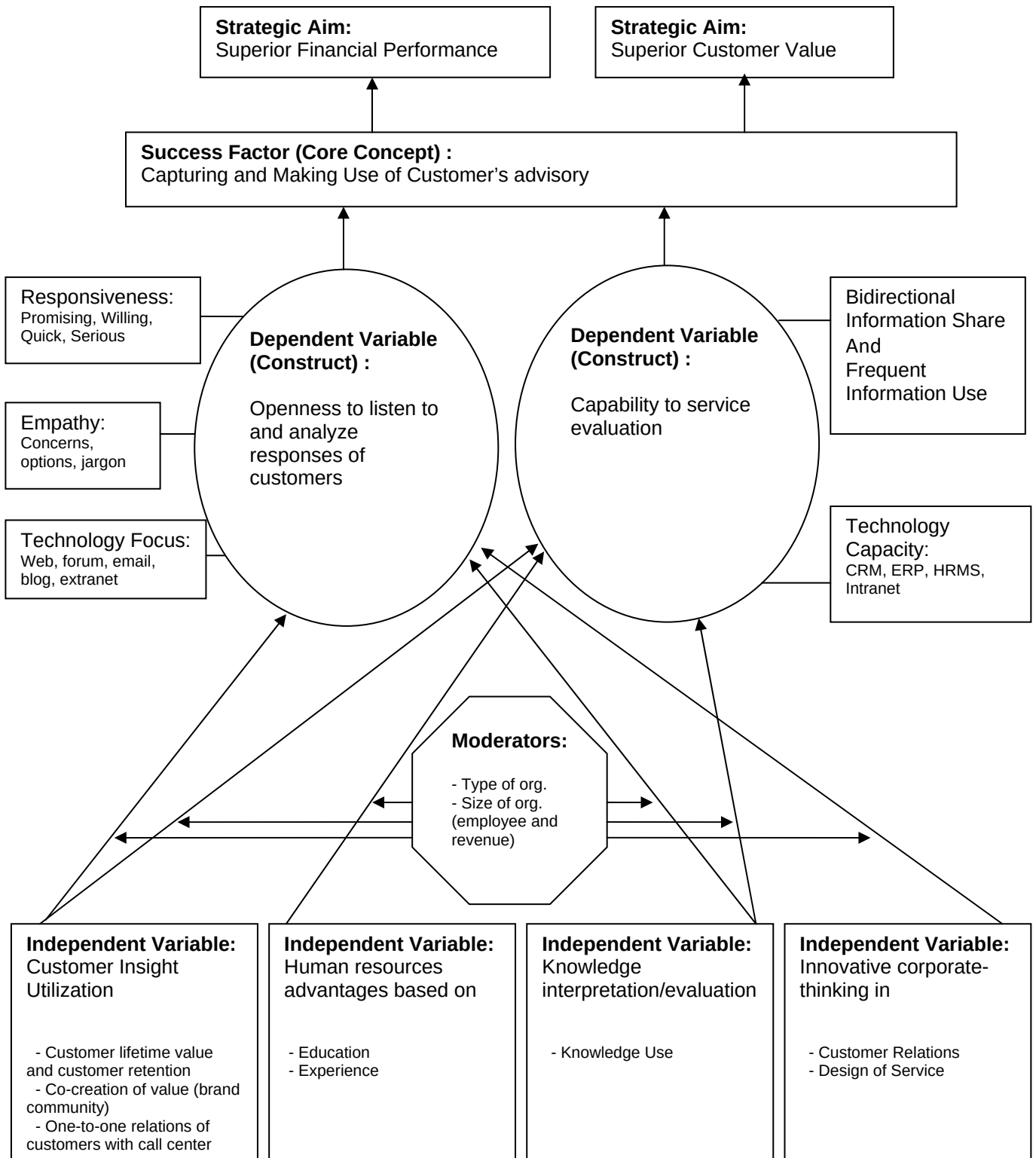


Figure 5.2 Revised Research Model

6 CONCLUSION AND IMPLICATIONS

Realization of strategic imperatives such as superior customer value and superior financial performance requires a good understanding of organizational development, services development and customer development (symbolized in Figure 1.2). Among these aspects, customer development is under the spots of rapid changes. The challenge for organizations is merely a result of technological advancements which empower customer to be more questioning, responsive and more communicative. As Ridderstrale and Nordström (2000, p.102) mentioned: "...The Web enables total transparency. People with access to relevant information are beginning to challenge any type of authority. The stupid, loyal and humble customer, employee, patient or citizen is dead", and this study concluded, Internet and comprehensive organizational web sites are bringing out opportunities for organizations beyond just having conversations with customers, listening to their comments about services offered, collection of their feedbacks about fulfillment of the service, and even how to improve the service to reach a superior customer value.

As a matter of fact, "customer's advisory" contains unconditionally provided cues from customers to revolutionize or evaluate existing products and services. It also opens the door to new product ideas. As innovativeness is a critical key to remain in the competition for globalized markets, this opportunity is unmistakable for organizations. For this reason, the use of customer's advisory requires both organizational responsiveness and empathy to understand customer responses, and capability to turn that information into knowledge for evaluation of services.

Collection of advisory from customers and turning its information to organizational wisdom is depending on several factors. The first one is the openness of the organization to listen to customer. Responsiveness, empathy and technological focus are the three major components of openness. In this study the results explained that

promising attitude, quick response and seriousness were significantly affecting responsiveness component, organizational empathy was stated by taking concerns of customer completely into consideration, explanation of proper technical jargon about service and providing all possible options to customer. Additionally, a fully informative and interactive web site, e-mailing, social network blogging, e-forums, extranets are significantly underlined marketing technology tools for technology focus of the organization to make use of customer's advisory. The second one is the capability of service evaluation in the organization and better frequency and bilateral sharing information among departments and tools of technology capability were found affective in the evaluation of services for better and innovative. In Turkey, organizations defined the requirements for contributing the synthesis of customer advisory as effective responsiveness, conquered empathy, having interactive marketing communication through technology focus and capability, and frequent information flow between the veins of the organization.

Responsiveness of the organization was found dependent to its willingness, promising attitude, quickness and seriousness. Willingness, promising attitude, quickness and seriousness were defined by Parasuraman et al. (1988, 1991b) in SERVQUAL measure. From service quality point of view, responsiveness of the organization was a critical aspect of this measure. It was stated by Parasuraman et al. (1988) as "willingness to help customers and provide prompt service". Making use of customer's advisory requires a good understanding and therefore openness to impulses from customers. Significance in responsiveness construct represents that an organization is willing and capable to capture better signals and impulses from customer as long as it holds promising attitude, quick response and seriousness in the way they contact with their customers. An organization shows its promising attitude in several ways such as: handling customer demands and complaints in timely manner with a solution, keeping aligned with messages from brand like slogans and mottos, providing the best possible effort to support customer's actions, and communicating effectively with customers not only limited to salvation of any problematic issue but at all times. More or less all of these ways are secured by seriousness of the personnel and management of the

organization, to meet a successful result and better relationship. Thus, serious, quick and promising organizational behavior also matters in trust and commitment issues where customer feels much confident with the brand to consume and to contribute its evaluation as well.

Empathy in the organizational behavior was found important and based on understanding concerns of customers well enough and providing explanations of options accurately to the customers. Understanding concerns of customer implies that organization and its employees are putting themselves into customer's shoes when following the feedback, response and advisory of the customer in order to make it real or solved. In parallel with responsiveness, explanation of options to customer supports the informative approach with possible actions available to take when the feedback or complaint is taken. Summing up these two items, an organization which truly makes empathy with its customers through anticipation of concerns and providing alternatives with responsiveness, gains the openness to listen to customer where making use of customer's advisory could happen. Also noted in the results of this study, empathy was found affected positively by hierarchical structure of the organization and negatively by competitive environment, significantly. Thus, as the organization has flatter hierarchy it get more possible to make explanations of options to customers more easily, and, as the organization is in higher competition it puts itself more to customers side to understand their concerns better for making them happier.

Technology focus of the organization was the third important factor, following responsiveness and empathy, for openness in the organization to capture customer advisory. Having a well configured web site and direct marketing communication technology were found significant to make use of customer's advisory. Today, web sites of the organization is a key aptitude to get the impression from what that organization is involved with, contributing to, servicing and how it is formed of. According to this research one of the critical items for any organization is a comprehensive web site that would enable interaction with customer through e-mailing and social networking. As a

result of this interactivity, it was found significant that capturing and making use of customer's advisory for the evaluation of services is possible. Moreover, technology focus of the organization was also found significantly affected positively by size of the organization and business orientation.

Service evaluation capability of the organization was found dependent to bilateral information sharing frequency between marketing and engineering units and technological capacity to make evaluation. This explained that the more often information shared among the departments of collecting it from customers and developing the services with proper CRM, HRMS, ERP and Intranet systems installed, the better service evaluation capability was exposed.

Customer lifetime valuation and customer retention, co-creation of value with customers and brand community, and one-to-one relations with customers directly through call center agents were found significantly related with core concept. The utilization of customer insight through these factors was affective for using customer's advisory for the evaluation of services. Increasing customer lifetime value, seeking more customer retention, ability to co-create value with customer not only proposition of value to customer, and one-to-one relationship bonding through agents were affective customer insight utilization components in anticipation of customer's advisory. The other concept of innovative corporate-thinking was found influential in customer relations and designing better products and services. Innovative corporate-thinking was found important and significant in making use of customer's advisory. Innovations in design of services and innovations in building better relationships with customers were affective on better use of the customer's advisory in service evaluation. Human resources were significantly important for any organization to make use of customer's advisory. If an organization has better experienced and educated personnel it gains better understanding of customer's advisory. Finally, knowledge interpretation capability of the organization is one of the most important and critical ability to make use of customer's advisory.

This research found out that type and size of the organization were moderating the use of customer's advisory. Publicly listed or private ownership structure that enabled responsibility taking against stakeholders of management of the organization, having higher or lower revenue, and changes in the number of employees were found affective in making use of the customer's advisory. Together with these factors, two explanatory concepts were found significantly affective in parallel to the research model as informative results of this research: B2C or B2B orientation of the organization was found differential for core concept and sectoral differences were found affective on openness of the organization listen to and to evaluate services based on customer's advisory.

A good understanding of results driven out from the synthesis of customer's advisory supports customer-oriented organizations to step ahead from the crowd. This research also provides specific model for the sector in which any organization has been actively in competition. Compromising the results from this research, academia and business gained appreciation of the opportunity to be collectively integrated with target market's need assessments, apply a holistic perspective with the network focus and many-to-many approach in marketing, and also enable higher level anticipation of dynamics in consumer behavior. By this way, this research stresses the importance of customer's advisory for organizations to gain insights and evaluate their services, and in return to remain competitive.

The findings from this research provide some guidelines for the understanding of making use of customer's advisory through marketing technology tools for the synthesis of strategic imperatives: superior financial performance and superior customer value. The theoretical foundations and managerial implications of this study will hopefully contribute to anticipation and advancement of customer's advisory in Turkey and will stimulate further researches on this topic.

6.1 Implications for Academia

The conceptual framework, research model and instrument were uniquely developed based on prior literature, emerging marketing science concepts and trends developed by the marketing academia. According to this foundational study, there lie other possible research issues of this matter in detail. Some examples of academic implications for this research would be as follows:

- extending it to other geographies for international comparison of the results
- revalidation of sectoral analysis in focused studies
- assessment and observation of findings in this research in real-life applications of marketing practitioners for marketing and technology inlinement problems
- verification of constructs and measure developed in different contexts such as international, sectoral or industrial.

The survey was conducted in a timeframe when global economic climate in the world was performing still well. However, after several months of collecting the responses the global economy was faced with a strong challenge. Although this situation might not interfere the supportive results of this research about focusing on customer's advisory for innovativeness in the competition, the research might be taken to another context by adding a further dimension for the analysis of economic factors affecting the model. One correlation of the financial crisis and the implication of the results in this study would be current challenges in the human resource market. As the dynamics in this market are highly affected by this crisis, the ability of organizations to get better educated and more experienced talent is rapidly changing and subject to be analyzed in a future research.

6.2 Implications for Business

As a matter of fact, one of the most depressive financial crises of the global economies is apparently challenging the decision-makers of the organizations all over the world. For this urgent case, one of the strategic imperatives – superior customer value - discussed in this dissertation has already expressed in many comments about its gaining importance over the other – superior financial performance – for the salvation of the real economy. In the end, both superiorities are required to form a balanced way to achieve long term superiority in organization's lifetime. But for this moment in the history, as the financial values were getting depressive, customer value is taking the stage. Also, the findings of this study points out that making use of customer's advisory is a low-cost driver for innovative service evaluation that leads to a better exercise of the strategic imperatives.

Secondly, marketing technology tools were defined with a clear vision by the invention of CRM as it was one of the best intersections of technology and marketing. Now, beyond CRM, there are a lot to come in the near future. Two important extensions in marketing technology are the concepts and the applications of enterprise feedback management (EFM)²⁹ and marketing resource management (MRM)³⁰. Among complaints, responses, feedbacks and advisory, “customer's advisory” is about to play the leading role in EFM and MRM. EFM offers better management of the dialogue between organization and various stakeholders: employees, partners, customers and brand communities. All of these actors have different attitudes towards services of the businesses and therefore they should be treated individually. On the other hand, MRM targets an alignment of processes and people of the organization. It functionalizes

²⁹ <http://www.spss.com>

³⁰ <http://www.gartner.com>

strategic marketing point of view from efficient production to new idea generation. As Kerpişçi (2007) stresses MRM as the instrument that decreases the time spent on planning, creation, production, execution and measurement because of its power collaboration in marketing communication and allowance of the integration of a variety of marketing processes. Backed up with innovations from information sciences such as text recognition, speech decoding and semantic databases, customer's advisory will move most of the service evaluation procedures of the organizations towards perfection. Learning organizations would be revolutionized by the use of advisory, feedback receptors and better management of complaints directed from customer.

As customer is the ultimate goal of any organization to conquer, satisfy and keep satisfied, "customer's advisory" is one of the important keys to compromise in the age of convergent technologies. In accordance with the advancements in convergent technologies such as Telecom, Internet, Media, and Entertainment, there exists many opportunities for marketing technology interpretation as new breed of applications covering all these four dimensions of next generation of media. The unification of telecommunication and media fosters better resource allocation for actualization of customer's dreams, wishes and fantasies in the virtual world in combination with enhanced visual and textual communication, integrated retailing, complete digital shopping experience, social networking and games. Even for this new world, customer's advisory brings in many fresh ideas to make improvements and increase functionality and features as customer is driving the experience of services.

6.3 Implications for Government

Governmental organizations are dealing with many people, international partners and authorities those use their services, as their customers. These organizations are founded by the people to serve for the people. Therefore, for these kind of organizations, openness to listen to people and capability to evaluate services offered for making use of customer's advisory, is essential for actualization of their foundation premise. From this perspective, governmental organizations could make use of customer's advisory as an important tool for value proposition of new and improved offerings for the benefit of the society.

Another government related issue with this topic is the realization of regulations assigned for supporting the consumer rights. Governmental institutions have the power to back consumer up against the odds of the services market rooting from the organizations' selfishness. This support by the rules, acts, and regulations for the increase in the consumer conciseness would lead better products and services in most of the markets. There are two important impacts of more satisfactory national services: happier and wishful citizens; and increased national competitiveness. The first impact is obvious. The second one is a more complex impact of the customer's advisory as it is a supportive function for innovative service design for any organization. The innovativeness in making better and new services is good for the economy at large, as this would bear new products and services in the local and global markets and bring in export opportunities and new transactions in economy.

6.4 Implications for Public

The understanding of making use customer's advisory for the evaluation of services has diverse effects on the public policies.

First of all, the basis of this approach addresses the empowerment of the customer. On this perspective, customer-centric organizations would encourage the consumer community to provide more responses back to their organizations which also would support the increase in the consumer conceisness as well. Customers gain the expertise about the way they consume a specific service and they get accustomed to think about how that service could be better.

Secondly, making use of customer's advisory leads to better services at a lower total cost of ownership because of the competition dynamics. As the responses of the customer collected and used for increasing the satisfactory level of the services the competition would gear up upon this concept where price of providing smilar service among competitors could get lower in the middle to long run.

Finally, as making use of customer's advisory in a society becomes ordinary and anticipated as a crucial requirment for two different axis of better customer relations and innovative service evluation, consumers would attain responsibilities for the public. Some examples would be: evaluation of services in the light of overall growth, developing new non-governmental organizations and unions to support customers, solving problems related with intellectual property rights from customer's advisory, and building idea communities of the future services.

6.5 Limitations

There were several limitations to be listed concerning this study. First of all, this study was conducted in Turkey using the responses from the decision-makers in Turkish organizations. Therefore, the results were based on Turkish business environment and limited to this circumstance. However, research model represents validated constructs for this study.

Although the framework of the study considered customer concept as the final consumer, this concept could be taken to a broader aspect as end-user and organizations as customers in partnerships, alliances and supply chains. This study is limited to the definition of customer concept as the final consumer of the services.

Another limitation was the design and implementation of this research has been realized through the Internet website and based on sending e-mail invitations to a sample of the target population. Therefore, respondents were capable of accessing and using the Internet properly. This study could be extended over face-to-face interviews to another sample, selected with simple random sampling probabilistic method from the population, which was composed of managers who were leading their units in customer-oriented Turkish organizations and conducting the survey without using the Internet.

Finally, the data showed that the organizations that respondents were working at employed no less than ten personnel. Hence, this study contains the responses from these organizations. A further research for the organizations those have lesser employees might be an extension to this research.

These limitations to this study are to be considered when interpreting the study's results and in the development of future research to extend its scope.

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APPENDICES

APPENDIX I-Questionnaire in English

	Strongly Disagree	Somewhat Agree	Little Agree	Mostly Agree	Very Much Agree	Strongly Agree
	1	2	3	4	5	6
1. We return to our customer in time as we promised.	☐	☐	☐	☐	☐	☐
2. Our Internet site is updated multi purposed.	☐	☐	☐	☐	☐	☐
3. We use Customer Relationship Management (CRM) software.	☐	☐	☐	☐	☐	☐
4. We should be more demanding to get back to our customers.	☐	☐	☐	☐	☐	☐
5. We use technologies to record advisory from our customers.	☐	☐	☐	☐	☐	☐
6. Marketing and engineering departments are directly relational.	☐	☐	☐	☐	☐	☐
7. Educational level of our personnel is above average of our industry.	☐	☐	☐	☐	☐	☐
8. Our personnel explains all possible options to customers about their requests.	☐	☐	☐	☐	☐	☐
9. We are incapable of exposing our brand to customers.	☐	☐	☐	☐	☐	☐
10. We take serious of all customers ideas without exception.	☐	☐	☐	☐	☐	☐
11. Innovative thinking is supported in customer relations.	☐	☐	☐	☐	☐	☐
12. I know that our customers are frequently shop from us.	☐	☐	☐	☐	☐	☐
13. I find that we are not fast enough to respond customer complaints.	☐	☐	☐	☐	☐	☐
14. Ideas coming from customers are entered into our internal web application.	☐	☐	☐	☐	☐	☐
15. Differences in product design is supported.	☐	☐	☐	☐	☐	☐
16. It is hard to make difference in our business processes.	☐	☐	☐	☐	☐	☐
17. We use electronic forums as a part of communication medium between us and our customers.	☐	☐	☐	☐	☐	☐
18. Our managers and employees communicate our brand through Blogging.	☐	☐	☐	☐	☐	☐
19. Advisory from customer is unnecessary when developing our product and services.	☐	☐	☐	☐	☐	☐
20. Information sharing between departments is beneficial to develop product and services.	☐	☐	☐	☐	☐	☐
21. Our Relationships with customers are long-term.	☐	☐	☐	☐	☐	☐
22. We use human resource management system in our organization.	☐	☐	☐	☐	☐	☐
23. Sharing information in our organisation is at most.	☐	☐	☐	☐	☐	☐
24. We prefer technical jargon in communication with our customers.	☐	☐	☐	☐	☐	☐
25. Sales people know better about our customer's demands.	☐	☐	☐	☐	☐	☐
26. Our call center listens our customer's expectations at the best.	☐	☐	☐	☐	☐	☐
27. We pay great attention to our customers to make them understood well enough.	☐	☐	☐	☐	☐	☐

28. Experience of our personnel is above average of the industry.
29. I believe that our customers define the value of our products and services.
30. When necessary we chat with our customers over the Internet.
31. Enterprise resource planning (ERP) package is used in our organization.
32. We inform our customers with e-mail.

33. Our organization is publicly listed.
34. I can reach the boss easily.
35. Our organization is a member of ISO 500.
36. Our organization is B2C oriented.
37. Our organization has many competitors in its main line of business.

Yes:		No:	
Yes:		No:	
Yes:		No:	
Yes:		No:	
Yes:		No:	

38. Our main sector: (please write)
39. Total number of employees:
40. Revenue of the last year (YTL) :

APPENDIX II-Questionnaire in Turkish

	Kesinlikle Katılmıyorum	Çok Az Katılıyorum	Az Katılıyorum	Oldukça Katılıyorum	Çok Fazla Katılıyorum	Kesinlikle Katılıyorum
	1	2	3	4	5	6
1. Müşteriye söz verdiğimiz sürede geri dönüş yaparız.						
2. İnternet sitemiz çok amaçlı olarak güncellenir.						
3. Müşteri İlişkileri Yönetimi (CRM) yazılımı kullanırız.						
4. Müşterilere cevap vermekte daha istekli olmamız gerekir.						
5. Müşteriden gelen tavsiyeleri kaydedecek teknolojileri kullanırız.						
6. Pazarlama ve mühendislik departmanları direk ilişkilidir.						
7. Elemanlarımızın eğitim seviyesi sektör ortalamalarının üzerindedir.						
8. Çalışanlarımız müşterilere talepleri konusundaki tüm olasılıkları açıklar.						
9. Markamızı müşterilerimize anlatmayı beceremiyoruz.						
10. Bütün müşterilerin görüşlerini eksiksiz olarak ciddiye alırız.						
11. Müşteri ilişkilerinde yenilikçi yaklaşımlar özellikle teşvik edilir.						
12. Müşterimizin sık sık bizden alışveriş yaptığını biliyorum.						
13. Müşteriden gelen eleştirilere yanıt verme hızımızı yeterli bulmuyorum.						
14. Müşterilerden gelen öneriler dahili kullanılan web uygulamamıza girilir.						
15. Ürün tasarımlarının farklı olması desteklenmektedir.						
16. İş süreçlerimizde yenilik yapmamız zordur.						
17. Müşteriler ve şirketimiz arasında iletişimin bir parçası olarak elektronik forumları kullanmaktayız.						
18. Yöneticilerimiz ve çalışanlarımız Blog yazıları ile marka iletişimi yaparlar.						
19. Müşteriden gelen tavsiyeler, ürün ve servislerimizi geliştirmede gereksizdir.						
20. Departmanlar arasında verilerin paylaşılması ürün ve servislerin geliştirilmesinde faydalı olur.						
21. Müşterilerimizle ilişkilerimiz uzun solukludur.						
22. Organizasyonumuzda İnsan Kaynakları Yönetimi sistemi kullanılmaktadır.						
23. Organizasyonumuzda bilgi paylaşımı yüksektir.						
24. Müşteri ile iletişimde çoğunlukla teknik kelimeler kullanırız.						

25. Satıcılarımız müşteri ihtiyaçlarını daha iyi anlar.
26. Müşterimizin beklentilerini en iyi şekilde müşteri ilişkileri merkezimiz (Call Center) dinler.
27. Müşterimize anlaşıldığını hissettirmek için özel çaba harcarız.
28. Elemanlarımızın deneyimleri sektör ortalamalarının üzerinde değildir.
29. Müşterimizin ürün ve servislerimizin değerini belirlediğini düşünüyorum.
30. Müşterilerimiz ile gerektiğinde İnternet üzerinden sohbet (Chat) edilir.
31. İşyerimizde Kurumsal Kaynak Yönetimi (ERP) paketi kullanılır.
32. Müşterilerimize e-posta ile servislerimiz hakkında bilgi verilir.

33. Halka açık bir kurumuz.
34. Patron ile kolayca görüşebilirim.
35. ISO 500 şirketlerinden biriyiz.
36. Organizasyonumuz B2C (Direk tüketici) ağırlıklı çalışmaktadır.
37. Ana sektörümüzde çok sayıda rakibimiz var.

Evet:		Hayır:	
Evet:		Hayır:	
Evet:		Hayır:	
Evet:		Hayır:	
Evet:		Hayır:	

38. Ana sektörümüz: (lütfen yazınız)
39. Toplam çalışan sayımız:
40. Geçen yılki toplam ciromuz (YTL) :

Müşteri ile İletişim

	Kesinlikle Katılmıyorum	Çok Az Katılıyorum	Az Katılıyorum	Oldukça Katılıyorum	Çok Fazla Katılıyorum	Kesinlikle Katılıyorum
	1	2	3	4	5	6
1. Müşteriye söz verdiğimiz sürede geri dönüş yapınız.	☐	☐	☐	☐	☐	☐
2. İnternet sitemiz çok amaçlı olarak güncellenir.	☐	☐	☐	☐	☐	☐
3. Müşteri İlişkileri Yönetimi (CRM) yazılımı kullanınız.	☐	☐	☐	☐	☐	☐
4. Müşterilere cevap vermekte daha istekli olmamız gerekir.	☐	☐	☐	☐	☐	☐
5. Müşteriden gelen tavsiyeleri kaydedecek teknolojileri kullanınız.	☐	☐	☐	☐	☐	☐
6. Pazarlama ve mühendislik departmanları direk ilişkilidir.	☐	☐	☐	☐	☐	☐
7. Elemanlarımızın eğitim seviyesi sektör ortalamalarının üzerinde.	☐	☐	☐	☐	☐	☐
8. Çalışanlarımız müşterilere talepleri konusundaki tüm olasılıkları açıklar.	☐	☐	☐	☐	☐	☐
9. Markamızı müşterilerimize anlatmayı beceremiyoruz.	☐	☐	☐	☐	☐	☐
10. Bütün müşterilerin görüşlerini eksiksiz olarak ciddiye alınız.	☐	☐	☐	☐	☐	☐
11. Müşteri ilişkilerinde yenilikçi yaklaşımlar özellikle teşvik edilir.	☐	☐	☐	☐	☐	☐
12. Müşterimizin sık sık bizden alışveriş yaptığını biliyorum.	☐	☐	☐	☐	☐	☐
13. Müşteriden gelen eleştirilere yanıt verme hızımızı yeterli bulmuyorum.	☐	☐	☐	☐	☐	☐
14. Müşterilerden gelen öneriler dahili kullanılan web uygulamamıza girilir.	☐	☐	☐	☐	☐	☐
15. Ürün tasarımlarının farklı olması desteklenmektedir.	☐	☐	☐	☐	☐	☐
16. İş süreçlerimizde yenilik yapmamız zordur.	☐	☐	☐	☐	☐	☐
17. Müşteriler ve şirketimiz arasında iletişimin bir parçası olarak elektronik forumları kullanmaktayız.	☐	☐	☐	☐	☐	☐
18. Yöneticilerimiz ve çalışanlarımız Blog yazıları ile marka iletişimi yaparlar.	☐	☐	☐	☐	☐	☐
19. Müşteriden gelen tavsiyeler, ürün ve servislerimizi geliştirmede gereksizdir.	☐	☐	☐	☐	☐	☐
20. Departmanlar arasında verilerin paylaşılması ürün ve servislerin geliştirilmesinde faydalı olur.	☐	☐	☐	☐	☐	☐
21. Müşterilerimizle ilişkilerimiz uzun solukludur.	☐	☐	☐	☐	☐	☐

22. Organizasyonumuzda İnsan Kaynakları Yönetimi sistemi kullanılmaktadır.	☐	☐	☐	☐	☐	☐
23. Organizasyonumuzda bilgi paylaşımı yüksektir.	☐	☐	☐	☐	☐	☐
24. Müşteri ile iletişimde çoğunlukla teknik kelimeler kullanınız.	☐	☐	☐	☐	☐	☐
25. Satıcılarımız müşteri ihtiyaçlarını daha iyi anlar.	☐	☐	☐	☐	☐	☐
26. Müşterimizin beklentilerini en iyi şekilde müşteri ilişkileri merkezimiz (Call Center) dinler.	☐	☐	☐	☐	☐	☐
27. Müşterimize anlaşıldığını hissettirmek için özel çaba harcanır.	☐	☐	☐	☐	☐	☐
28. Elemanlarımızın deneyimleri sektör ortalamalarının üzerinde değildir.	☐	☐	☐	☐	☐	☐
29. Müşterimizin ürün ve servislerimizin değerini belirlediğini düşünüyorum.	☐	☐	☐	☐	☐	☐
30. Müşterilerimiz ile gerektiğinde Internet üzerinden sohbet (Chat) edilir.	☐	☐	☐	☐	☐	☐
31. İşyerimizde Kurumsal Kaynak Yönetimi (ERP) paketi kullanılır.	☐	☐	☐	☐	☐	☐
32. Müşterilerimize e-posta ile servislerimiz hakkında bilgi verilir.	☐	☐	☐	☐	☐	☐
	Evet	Hayır				
33. Halka açık bir kurumuz.	☐	☐				
34. Patron ile kolayca görüşebilirim.	☐	☐				
35. ISO 500 şirketlerinden biriyiz.	☐	☐				
36. Organizasyonumuz B2C (Direk tüketici) ağırlıklı çalışmaktadır.	☐	☐				
37. Ana sektörümüzde çok sayıda rakibimiz var.	☐	☐				
38. Ana sektörümüz: (lütfen yazınız)						
39. Toplam çalışan sayımız:						
40. Geçen yılki toplam ciromuz (YTL) :						

Ankete katılımınız için **teşekkür ederiz.**

Bu çalışmanın bilimsel sonuçlarında sizin de katkılarınız bulunmaktadır.

Anket sonuçlarının size iletilmesini istiyorsanız, lütfen e-posta adresinizi giriniz:

E-Posta Adresini İlet