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MARKET ORIENTATION ACCORDING TO CULTURE IN INTERNATIONAL COMPANIES IN TURKEY

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CHAPTER I: INTRODUCTION

Important research has been conducted on the market orientation concept and its antecedents in these recent years. Nonetheless, the market orientation research provides little information about the effects of national cultural values on the market orientation of companies. The conceptual framework presented in this dissertation adds value to the permanent literature in international business by exploring the role of national cultural values as factors that form and adjust an organization's market orientation through its organizational culture.

Values are considered to be core concepts that describe 'culture' by several researchers. (Kluc khohn, 1951; Kluckhohn & Strodtbeck, 1961; Hofstede, 1980; 2001; Schwartz, 2006). Severa l researchers yielded the universal frameworks to contrast values across cultures(e.g., Condon & Yousef, 1975; Hofstede, 1980; 2001; Inglehart, 1997; 2006; Kluckho hn & Strodtbeck, 1961; Schwartz, 1999; 2006; Trompenaars & Humpden-Turner, 1998). The purpose of this paper is threefold. First of all, the link between culture and values are revisited. Secondly, three major approaches to international market orientation frameworks connected with cultural values of Hofstede, Inglehart, & Schwartz, were revisited. (Hofstede, 1980; 2001; Inglehart, 1997; 2006; and Schwartz, 1994; 1999). Then, these market orientation and national culture value frameworks are compared and contrasted on various issues. Drawing upon the reviews of studies on national culture, market orientation, and the implications are discussed. The importance of customer satisfaction as link to market orientation is reflected in the proposition " The greater the market orientation, the greater the customer satisfaction, and the greater the repeat business from customers" (Jaworsky and Kohli 1990). It is now also accepted that effective implementation of market orientation leads

to superior performance. Particularly, Schwartz's cultural value dimensions were helpful for following this research. This dissertation provides different propositions about the effects of national culture on market-orientation and its values and norms, which also positively influences the implementation of market-oriented behaviours. Depending on these propositions several implications for this market-orientation research are discussed. It is widely accepted that the effective execution of market orientation causes superior performance. This paper deems that innovative culture and market orientation allows organizations to obtain a higher brand performance. To try this, data's will be collected from a sample of international companies among a range of companies in food industry in Turkiye. The conclusion from these data enables us to understand that that market orientation and innovative cultures strengthen brand performances and also innovative culture effects market orientation. The observation represents that innovative culture is the powerful mover of brand performance on market orientation. **(O'Cass et al, 2005)**

This dissertation focuses, purely and in greater detail, upon the link between the market orientation, culture and its effects on market orientation for international companies in food and beverage industry in Turkiye. It is based on evidence gathered from a variety of secondary academic sources, in addition to other respected and relevant secondary sources from within and external to international companies.

Market orientation is described by Zaltman, LeMasters, and Heffring (1982), Kohli and Jaworski (1990) as three set of activities 1) organization-wide generation of market intelligence pertaining to current and future customer needs. 2) Dissemination of the intelligence across departments and 3) organization-wide responsiveness to it. Though, there are several questions about how market orientation conduce to companies performance still stay and this connection between them has to be explored. (Hunt and Lambe, 2000; Noble et al., 2002). Market orientation is indicated as the market driven behaviour (e.g. Jaworski and Kohli, 1993; Hunt and Morgan, 1995) while the market orientation's cultural perspective of

market orientation is a direction of organisation's culture which shows market-driver form. (e.g. Deshpande and Webster, 1989; Narver and Slater, 1990).

Market orientation consists of organization-wide activities to provide the maximum value to the customers while understanding and satisfying their expectations and needs. (Bulut C., Yılmaz, Y. Alpkan L. 2009)

In this study, customer orientation have been used as the dimensions of market orientation and their effects on firm innovative performance for products offered for customers, and it has been investigated with a comprehensive field study conducted for Pizza Hut, Kentucky Fried Chicken (KFC) and Lipton in Turkiye. The results would be a significant demonstration for both practitioners and researchers. I have an interview with Vedat Samanlı who is the general manager of KFC and Pizza Hut. And I have learnt several important information about these companies from the top management teams. General aim is to further to find out if national culture factors are convenient for a significant strategic marketing practice such as market orientation (Nakata & Sivakumar, 2001; Selnes et al., 1996). This dissertation paper is divided as follows. In the following division, there will be a short summary of literature which focuses on the market orientation process and its improving concept in organizations. Later, research is done on several propositions and also conceptual framework is provided.

CHAPTER II: LITERATURE REVIEW

INTRODUCTION

The market orientation dimensions has its own philosophical opinions in the marketing insight, which aims to show the corporate state of mind or a philosophy of business management that is relying on combining and connecting of marketing activities to fulfil customer needs and wants. (Felton, 1958). Related with Felton's (1958) opinion, Kohli and Jaworski (1990) presented market orientation as a dimension to understand the organization-wide fulfilment of market oriented behaviours. In another way, Narver and Slater (1990) concentrates on the cultural behaviour of market orientation way while focusing on values and standards which simplifies the formation of highest value given to customers. So that, from that time market orientation has started to take enough research focus. Scholars have focused on some dimensions such as; 1) conceptualize and measure firm's market orientation (e.g., Kohli & Jaworski, 1990; Narver & Slater, 1990), And the second one is to find out its antecedents and consequences (e.g., Gebhardt, Carpenter, &Sherry, 2006; Hult, Ketchen, & Slater, 2005),and finally (3) search the mediators and/or moderators of the market orientation–performance relationship (e.g., Slater & Narver, 1994). Significantly it is observed that companies' market orientation is organizational ability that has an important impact on organizational performance. (Hult & Ketchen, 2001; Kirca, Jayachandran, & Bearden, 2005). There has been not enough researches on how the outside environment of companies, but specifically national cultural values affects the firms' market orientation (e.g., Nakata & Sivakumar, 2001; Selnes, Jaworski, & Kohli, 1996). The cultural notion of market orientation is connected to more basical cultural characteristics of an organization, as an example market-oriented norms and values (Day, 1994; Homburg & Pflesser, 2000).

Inspecting the base, antecedents and conclusions of information processes at the organizational level, whereas the behavioural opinion underlines the market information-processing abilities of the company. (Kohli & Jaworski, 1990; Sinkula, 1994). On the other hand, the cultural opinions about market orientation states that as a largely rooted and diffused organizational culture that builds up or invigorates the necessary values, norms and behaviours for the creation of superior value for customers (Narver & Slater, 1990). From this side of view, market orientation can be indicated as a different organizational culture with a basical, shared set of beliefs, norms and values that sets the customer in the focus of the firm's strategies and operations (Deshpande, Farley, & Webster, 1993). Regarding to Homburg and

Pflesser (2000), market-oriented organizational cultures have the common fundamental value features that enhances the market orientation such as ‘’success, innovativeness, flexibility, openness of internal communication, speed, quality emphasis, competence emphasis, inter-functional cooperation, and responsibility.’’ (Homburg and Pflesser, 2000)

Internalization of market orientation is a fortification of shared understanding of and fealty to its values and norms that underlines an organization-wide obligation to the creation of the highest value for customers. (Gebhardt et al., 2006). Afterward in details, a national culture firstly has an impact on the internalization of market-oriented values and norms, which meditates the impacts of national culture on the application of market-oriented behaviours. ‘’Therefore, and consistent with the extant market orientation and organizational culture literatures that suggest values drive behaviours”. (Schein, 1985; Trice & Beyer, 1993) This study also states that values that develop market orientation forces organization to implement market-oriented behaviours (Homburg & Pflesser, 2000).

The national culture of a country should exert strong pressures on organizations that operate in that county to internalize values and norms that are consistent with values and norms dominant in that particular country. Therefore, the theoretical arguments presented here suggest that the surrounding national culture is important as an external source of influence on the internalization of market oriented values and norms (Nakata & Sivakumar, 2001; Selnes et al., 1996).”Even though the development of issues, but still there is a vital gap in knowledge, offering rendezvous for future research. Being specific, although the increasing interest in the factors that affect a firm’s market orientation in those years (e.g., Gebhardt et al., 2006; Kennedy, Goolsby, & Arnould, 2003), there is not enough research done on how the external environment of firms, specifically on national cultural values that affects the firms’ market orientation. (e.g., Nakata & Sivakumar, 2001; Selnes, Jaworski, & Kohli, 1996).

This notion has been a preference before as Hofstede’s (1980) dimensions are depending on the work-related values that can cause amazing effects on verity because of the nature of this study that appraise different set of work-related values and norms (i.e., market-oriented values and norms). As depending on Schwartz rules (1994), a new practice of culture-level value dimensions has been improved to obviate the limitations of previous researches. Where Schwartz created cultural value dimensions that they have been displayed to show that both

external and internal veracity in a lot of studies that consists of a survey of value preferences of 60,000 people in 63 countries. Individually, this research states that the conceptual dimensions are vital to describe human values, also the content domains of values that distinguish people from variable cultures at the country-level (Schwartz, 1994).

‘’Market orientation can be defined as the organization wide information generation and dissemination and appropriate response related to current and future customer needs and preferences.” (Narver and Slater, 1990). Marketing theorists have generated a series of empirical papers revising the performance implications of culture, on for example, planning (Leppard and McDonald, 1991), market orientation (Narver and Slater, 1990; Slater and Narver, 1994) and on marketing effectiveness (Dunn et al., 1985; 1994; Norburn et al., 1988; 1990).

In contrast, this paper pursues to improve and expand the culture and marketing orientation approach; one approach is to discover the common face of organizational and marketing culture that influence the interaction of these factors with achieving the goal of improving a better understanding of in what ways organization culture that can form a market orientation. The other approach is to improve a market-oriented culture conceptualisation combined with a critical assessment of marketing and culture.

2.1 Overview of Culture

Culture can relate to a country as national culture, a discrete part of a community as sub-culture, or to an organization (corporate culture). Culture is a learned behaviour; people are not born with a culture. So that culture consists of everything that we have learned connected to values and norms, customs and traditions, beliefs and religions, rituals and artefacts. Culture is a kind of learned behaviour. It is affected from environment, not from heredity; it is not biologically passed from one to another. In other words, culture is a very complex phenomenon and a challenge to firms that wish to market internationally (interculturally).(Wilkinson T. Marketing in the 21st century: new world marketing)

Culture is a word that has been openly discussed; it has been suggested that culture is one of those items that defy a single all purpose definition(Ajiferuke and Boddewyn’s, 1970: 154). Tayeb disputes that ‘culture is too fundamental to be solved through tighter definition (1994:

431). Beside that Hofstede indicated that there is no ‘commonly accepted language to define a complex thing such as a culture. In the case of culture such a scientific language does not exist. (1983:77)

However, as sticking to the definition it says that culture is a mixture which consists of knowledge, belief, art, law, morality and conventions shared by nearly all of the members of a specific society and separating one group member from another; other skills and habits; also common attitudes and responsibilities learned subsequently, such as original lifestyles emotions etc. (Miroshnik, 2002; Dansman, 2000; Zel, 2000; Mutlu,1999). Culture is a way of communication and communication is culture. (Zakaria, 2000). Culture entails not only shared interpretations of behaviours but addition to that actual differences in attitudes (et al., 2002).

Culture is in what we based our thinking to decide what is right or wrong; it recommends us how we suppose to treat guests and strangers, it is our daily routine, it controls the actions we implement; it even affects the way we understand people.(Groeschl et al., 2000). Individuals conduct their culture and their moral qualities through their values their moral qualities through the values that they posses about human life and their surrounding. Cameron and Freeman observed that, cultures are formed by the values, assumptions, and interpretations of organizational members and as common set of dimensions arranges those factors on both psychological and organizational levels, a model of culture types can be derived. ***(Deshpande et al, 1993).*** The function of culture is to establish modes of conduct, standards of performance, and ways of dealing with interpersonal and environmental relations that will decrease uncertainty, raise predictability, and thereby promote survival and growth among the member of any society. (Herbig and Dunphy 1998).

It is an important tool to understand and analyse the human behaviour as it explains how people think, reason, and make decisions (Pettigrew, 1979); it determines the capacity of individuals to choose whatever they like from the first sight. The culture helps companies to understand what customers like. ‘’A consumer’s culture determines the overall priorities he or she attaches to different activities and products. It also determines the success or failure of specific products and services. A product that provides benefits consistent with those desired by members of a culture at any point in time has a much better chance of attaining acceptance in the marketplace. On one hand, products and services that resonate with the priorities of a culture at any given time have a much better chance of being accepted by customers.

(Solomon, Zaichkowsky, Polegato, Consumer Behaviour, pg. 378). There are several different factors that impact consumer behaviour such as family values, peer pressure, cultural mores, economic trends among others. Understanding how various factors may affect consumer behaviour is significant because companies are to be successful in their marketing efforts. These factors become both more complicated and more important when international marketing is taken into consideration. This research highlights the issues of need and motives, values and attitudes and how these factors are both imposed and how they affect consumer behaviour particularly with cultural attitudes.

Different cultures can bring insightful alternatives to the table for companies (Lee, 2000). Companies are participating in processes that compose, disseminate and give response to market intelligence in the marketplace. Companies are increasing their market share by producing innovative products adaptable for every culture. They are being respectful to different people tastes from different cultures. They are becoming popular in those countries in where they adapt their products according to consumer behaviours. This perspective is different from the view of Hurley and Hult (1998) and Conrad (1999). They have indicated that companies with innovative culture should have distinct market orientation from other companies which also encourages the connection of innovative culture and market orientation.

Companies those are moving with the innovative culture will reap a superior performance results even they own market orientation aspects. Culture enables innovation for companies which adopt market orientation and change their product characteristics according to cultural behaviours. Because new ideas occurring from market orientation provides innovation for cultures. (O'Cass et al, 2005) Such as that Starbucks have experienced Turkish coffee and its powerful market share in Turkiye so that they can use this experience in everywhere. They learn new techniques and new products from each and every culture so that this helps international companies to be strong in every market they enter and also they can use these techniques and products in other places in world as well. Starbucks brought innovation to turkish coffee and they accustomed Turkish people to aromatized coffee with severalingredients and they also offer Turkish coffee to increase sales and to attract people's attention towards this brand and they are making huge money out of it by adapting its products to our culture. Adaptation of companies can be derived into two ways; one of them is product can be changed totally and convert into a new product or the other one is changing partly such as changing product ingredient or taste. Market orientation helps companies to

decide what to do and how they will market their products. It has been found that there is an important encouragement for the positive connection between culture and market orientation. Market-oriented behaviours fosters innovative firms and improve their performance. When there is a lot of similarity between each nation it is more usual to use relatively similar marketing strategies, but when the cultural beliefs, values and customs of specific target countries are different from each other, then it is found out that individualized marketing strategy is followed for each country. ***(Schiffman L., Kanuk L. consumer behaviour)***

In these recent years, world has experienced a renewed interest in delivering superior quality products and services to customers. ***(e.g., Bitner 1990; Day and Wensley 1988; Parasuraman, Zeithaml, and Berry 1985).*** As customers' needs and expectations consistently enhance over time while delivering high quality products continuously so that companies respond to temporary marketplace needs in time while being market-oriented. These needs are cultural needs that affect the purchase behaviours of customers which has an important impact on sales of companies. Therefore, in order to stay on market companies have to be respectful and sensitive towards the cultural needs and behaviours of customers by converting products into more best-fit and useful products for their customers.

Some companies are more market oriented than the other ones. Emphasis is placed on examining the components of market orientation and culture and also ensuring a conceptual overview of the key forces affecting and changing product characteristics. The importance of each culture types differs vitally across countries in a pattern related to key attributes of national cultures. In terms of performance, the market oriented companies are more successful because they are moving according to cultures and they become entrepreneurial and competitive and they generally outperform than the other companies that are existent in the marketplace. This approach shows marketing concept's application and it forms a firm's tendency to deliver outstanding value to its

customers consistently. (Slater & Narver, 1994).

Under high competition situations, customers have several alternative options to satisfy their needs and wants. As a consequence, an organization that is not very market oriented is more about to forfeit customers. So market orientation is a good way of understanding what people needs. A market orientation is importantly as a way of improving a competitive advantage as it helps companies to find customer needs and they provide these products and services that indicates those needs. ***(Jaworski & Kohl., 1993).***

Market orientation has been the most famous aspects of our time. A lot of studies have been issued about this topic. One big issue that scholars discuss is that the systematic effort shortage to improve acceptable measures of market orientation. Of the popular scholars ***Narver and Slater (1990)*** agreed upon that market orientation includes four behavioral dimensions; customer orientation, competitor orientation, and inter-functional coordination and also two decision-making criteria which are long-term and profit focuses. There are different approaches and ideas about this market orientation and culture theory. Whereas depending on comprehensive literature review and for interviewing managers, scholars has decided to work market orientation framework made by Kohli and Jaworski, as it has not been studied properly in enhancing nations and also it is more appropriate for the data collection. The social identity theory suggests that culture connected cross-national differences hinder benchmarking market orientation gaps with information from just one country. *(Deshpande R., Farley J., 2003)*

To determine if and how to enter a foreign market, companies need to execute some cross-cultural consumer analysis. This is an effort to determine to which point the consumers of nations are similar or different from each other. These analyses help companies to understand the psychological, social and cultural characteristics of the foreign consumers they want to target. That's why they create new marketing techniques for some specific national markets. Some differences in cultural attitudes or behaviour can be vital in determining satisfaction and can provide an opportunity for segmenting consumers in terms of cultural differences. (Schiffman L., Kanuk L. consumer behaviour)

There is so much diversity exists among the members of two or more societies. Every nation has its own culture and it is hard to develop the same framework for all the cultures. Because cultures and nations are all differ, their behaviours and habits are separated in every nation. To truly understand a country and its culture, multinationals have to be a part of it. That's why they should not underestimate the importance of local knowledge. They should learn everything about country's culture. They should tailor their marketing strategies according to every country they market their products.

Moreover, the cultural exposure is often fostered by marketers seeking to broaden their markets by exploring new products, services, practices, ideas and experiences to potential consumers staying in different countries and owning a different cultural opinions. Therefore, international marketing of these corporations generates cultural transfer forms. In these days, all major companies are actively marketing their products beyond home territories. In order to sell their products to different nations, companies should learn all the techniques of marketing. They should tailor their product characteristics such as ingredients according to the country. International companies can also use this new product experience in other countries and it can be successful. We can understand from those examples that companies become successful by this kind of techniques. They should take the cultural behaviours and customs into consideration. ''To be successful, international companies should examine the nature and extent of differences between the consumers of different societies, they should be aware of the cross-cultural differences. So that they can create effective targeted marketing strategies to use in each foreign market of interest.'' ***(Schiffman L., Kanuk L. consumer behaviour)***

''Previous studies have stressed that market orientation has various implications depending on the type of business, market and company. '' (Cadogan et al.,1999; Greenley, 1995; Harris and Piercy, 1999; Mavondo, 1999). " Marketing-orientated companies are the ones that allow wants and needs of customers and potential customers to drive all the firm's strategic decisions. The firm's corporate culture is systematically committed to creating customer value. In order to determine customer demands, companies usually need to conduct marketing research. The marketer expects that this process, if done correctly, will provide the company with a sustainable competitive advantage."(Economic expert)

By developing a market orientation, a firm tries to prove the needs and wants of the buyer in a market and then they make products and services that are specifically fit to those needs and wants. It is important for companies especially for internationals to understand this market orientation and cultural issues because they need to experience other cultures to market their products in a best way. Furthermore, culture affects people's eating habits and buying behaviours. There are several examples of companies changing their products or services according to people's cultural or behavioural preferences. So these companies become more successful in Turkiye because they adapt their ingredients according to customer needs. This scope of analysis will be broaden in this dissertation and marketing implications of cultural differences and similarities that occur between variable customers in several nations.
"While comparing the views of global marketing perspective, one stresses that the similarities of consumers against a localized marketing strategy stresses the importance of diversifying products for consumers in different nations by using their specific cultural orientations.'' "Marketers must be aware of and also sensitive to cross-cultural similarities and differences that can provide expanded sales and profit opportunities. Multinational companies should adapt and tailor their marketing strategies to the specific customs of each nation that they want to target.'' ***(Schiffman L., Kanuk L. consumer behaviour p.471).***

The market orientation construct has been discussed a lot during the last decade. The influence of market orientation on company performance has also been demonstrated in several experiments. **(e.g., Becker and Homburg 1999; Deshpandé, Farley and Webster 1993; Jaworski & Kohli 1993; Narver and Slater 1990; Ruekert 1992).** ***Deshpande & Farley (1998)*** describes the market orientation as the set of cross-functional processes and activities trying to create and satisfy customers through continuous needs assessment. Market orientation itself can be divided in two parts: the existing situation of a supplier what is called actual gap and what the supplier and customer would like the situation to be what is called the normative gap. Moreover, it is assumed that market orientation is managing greater customer satisfaction and organizational commitment of employees. There is a debate about market orientation that it can produce a strong or weak effect on business performance, basing on the environmental conditions for example, market turbulence and competitive intensity. ***(Houston 1986).***

One can also deem that market-oriented firms will become more competitive and perform better overall in terms of profitability, market shares, etc. (Siguaw, Simpson and Baker 1999). Marketing orientation is a special and dominant form of cultures. Culture is a kind of way to understand customer preferences in a large frame in order to serve better for them. Companies doing international marketing has to take local culture of the country they want to market into account.

Culture can be observed to understand people behaviours and customer needs that builds good customer value and loyalty. Good customer value is the life blood of market orientation. It is significant for any business because customers are turning their backs to businesses that do not deliver value. Another factor of marketing orientation is that more firms are entering to service sector, so that companies are having a direct contact with its customers and they will have a direct entry to information about customers' characteristics and preferences.(Elg, U. 2001)

Culture has several impacts on marketing, providing a culture viewpoint can be applied significantly to marketing situations. Early examinations have observed the effects of marketing values on the marketing culture. (Tauber's 1974). So that, marketing scholars are referring to the dynamic nature of marketing, till this date, no marketing scholars has researched cultural dynamics.(Haris L. C. 1997). Cultural influences on companies are resulting in developed knowledge of culture and improving role in molding consumption behaviour. This consumption behaviour has severe effects on sales of companies. In order to stay on marketplace companies adapt these rules and they change their products without changing their company and brand characteristics. Furthermore, every firm should make its own adjustment and adaptation to satisfy their foreign customers. Customers can choose their products from variety of choices those companies provide for them according to their needs and wants along with their cultural values. Marketing in this way is an honest and factual representation of a product, delivered in a framework of cultural and social values for the consumer. It promotes qualitative benefits to its customers, which other similar companies, products or services fail to recognize.

This dissertation work is the description of how culture is related with market orientation in which ways. Most of the successful companies are going through a more market-orientated approach in several ways. They market their products according to countries' culture and people's living styles. Decisions given about marketing a product are based around customers' needs and wants, rather than what companies decide which is suitable for the customers. Companies need to show more attention to customer needs and wants as customers become more aware of product variety and quality between rival products. Customers have wide range of possibility to choose from several products. So in order to compete, companies need to show more attention to customers or they will end up being vanished. Also there are other choices customers have is that if one product is technologically superior than the others customers tend to buy these products more often. So these products are more competitive than others. ''The desire to create superior value for customers and attain sustainable competitive advantage drives a business to create and maintain the culture that will produce the necessary behaviours." (Narver J., Slater S., 1990) Market orientation is the organization culture (i.e ,culture and climate, Deshpande and Webster 1989) that most effectively and efficiently creates the necessary behaviours for the creation of superior value for buyers and thus continuous superior performance for the business.(Aaker 1988, Kohli and Jaworski 1990;Kotler 1984; Kotler and Andreasen 1987; Peters and Austin 1985; Peters and Waterman 1982; Shapiro 1988; Webster 1988)''

It is understood by doing market research to realize market characteristics and the needs of buyers, by diffusing the research findings in the firm, and by giving response to the findings by creating products and services that specifically shows what buyer needs and wants. Typically, a strong market orientation translates into substantial adaptation of products and services to suit the needs and tastes of foreign customers. In world there are several examples of that; such as when exporting to China and other Asian markets, dairy producer New Zealand milk adds ginger and papaya flavouring to its milk products to suit the tastes of people in Asia. When Procter and Gamble introduced Oil of Olay skin moisturizer in Taiwan, it reformulated the product to suit preferences of Taiwanese women after it is indicated in market research that they prefer less moisturizer. Hollywood movies are named and also translated into the language of target markets. Also, in marketing packaged foods in Europe, packages are often labelled in four different languages.''(Wilkinson T., marketing in the 21st century) The researcher gets the inspiration from multinational companies and based her research on three famous brands in Turkiye in food sector, such as Pizza Hut, Kentucky Fried

Chicken and Lipton.. ‘’The desire to create superior value for customers and attain sustainable competitive advantage drives a business to create and maintain the culture that will produce the necessary behaviours. (i.e ,culture and climate, Deshpande and Webster 1989.)Market orientation is that most effectively and efficiently creates the necessary behaviours for creating superior value for buyers and thus continuous superior performance for the business. (Aaker 1988, Kohli and Jaworski 1990;Kotler 1984; Kotler and Andreasen 1987; Peters and Austin 1985; Peters and Waterman 1982; Shapiro 1988; Webster 1988)’’

Furthermore, if companies exchange data about consumers, each of them will gain better knowledge of consumer wants and needs.(Elg, U.2003). The approach searched is that companies search for customer wants and needs, also they change production facilities and product ingredients according to customer’s cultural values. The cultural perspective has supplied several attempts for the definition of a marketing culture or a market-oriented culture. The principal three was that of Webster (1993), Narver and Slater (1990) and Deshpande et al., (1993). Webster noted several things about culture in (1990; 1991; 1992; 1993) papers. He compromises, purges and refines a scale system which is planned to measure marketing culture in service content. ‘’By using a highly rigorous methodology Webster (1990; 1991; 1992; 1993) argues that an organization’s marketing culture can be audited via dimensions of service quality, interpersonal relationships, selling task orientation, organization, internal communication and degree of innovativeness (a market oriented culture being the marketing culture most closely focused on market).’’ (Harris C. L.). So that Webster (1993, p. 113) explains marketing culture as unwritten but formal enactment. Marketing culture is the model of shared values and beliefs that helps people understand the marketing function and so that enable them with standards for behaviour in the firm. Service firm’s marketing culture intends that marketing as “things are done in the firm”.

Furthermore, the culture is mentioned with marketing theory which firmly presumes a modular culture besides from culture theory to its opposite. Generally, lots of definitions and notions of culture, used by marketing theorists are not constant with the theory base. Therefore the aim is to produce a view of market-oriented culture that is viable modern organizational culture in this paper. Therefore, this paper tries to explain marketing oriented culture as the powerful and dynamic characteristics of a company which orientates itself such as its actions and behaviours towards a market. ***(Hatch (1993), Schein (1985),Kohli and Jaworski (1990), Narver and Slater (1990); and Webster (1993)).*** Market orientation is explained as the

organizational-wide culture by several scholars. ***Narver and Slater (1990, p. 21)*** stated that market orientation is the organizational culture that is beneficially producing mandatory actions for designing of essential behaviour for building up a better value for customers and also consistent success for the business. (culture and climate. (***Deshpande and Webster, 1989)***

Firstly, ***Deshpande et al. (1993)*** stated a prospect of market orientation that puts first the customer values and interests to the heart of the market orientation. Market orientation has been the most fundamental topic of companies. It affects all the marketing process, marketing should be done according to cultural needs of people. Because customers rate the companies according to companies' interest on their values and needs. A lot of companies lead market orientation towards customers culture or customers will turn their backs and walk away. So that in order not to lose customer companies do several attempts to help customers. Such as an international Lipton tea observed Turkish peoples' behaviours and how tea is important for Turkish people so that they changed everything about the brand and they produce every kinds of tea such as East Black Sea region tea, where tea is grown and produced in this popular region of Turkiye. Or they market pomegranate tea which is specific to Turkiye. Market orientation is becoming a general success in this globalised world, performance relationship strength is depending upon the national culture because it makes a great difference within geographical regions.

Pizza Hut History Overview:

Pizza Hut is an American restaurant chain and also international franchise firm based in Texas. Pizza Hut offers variable kinds of pizzas, with side dishes such as pasta, buffalo wings, onion rings, breadsticks, mozzarella sticks and garlic bread. Pizza Hut is a subsidiary of Yum! Brands, Inc., the world's largest restaurant company,-with nearly 34,000 restaurants, delivery-carry out units, and kiosks in 100 countries. Pizza Hut offers different kinds of pizzas in four different sizes: personal, small, medium and large size, despite that most stores have achieved success with the small size. A variety of toppings are such as that; plus "specialty" styles, including Meat Lovers, Pepperoni Lovers, Cheese Lovers, Veggie Lovers, Double Cheeseburger, Supreme, Super Supreme and the newly introduced Pizza Mia. There is also a pan pizza which has a thicker crust than any other commercially available pizzas. Pizza Hut is

a popular restaurant in Turkiye. And it is one of the best examples of cultural product adaptation for Turkish people. Pizza Hut offers similar local taste to every place where they market their products. They allocate local tastes of people to first places so that people will value Pizza Hut more. Customers are the very valuable for them. Serving the best service and high quality products in comfortable and clean restaurant and to serve their service firstly with customer care and according to customer needs is their aim. There are a lot of toppings. In Pizza Hut Turkiye, there are several meals according to cultural values. One of them is pizza with beef pastrami pizza and the other one is calzone. It is both specific to Pizza Hut in Turkiye.

Pizza Hut in America started offering pasta varities on their menu. They also indicated that "Pasta is so good that Pizza Hut has changed their name to 'Pasta Hut'." This name change was also used for promotion of the new Tuscani Pasta line and new Pizza Hut dine-in menu. Pizza Hut established itself in 100 countries. In several countries it always has lead the local taste strategy, they adapted products and ingredients according to country's religion and consumer demands. Like in Turkey in Greece, Pizza Hut provides several tastes in Greece, a variety of choices based on the local tastes, such as 'Greek Lover's pizza' and 'Cyprus Lover's pizza' with adding firstly feta cheese and the latter halloumi cheese among other ingredients. Pizza Hut in Japan has specific products such as "sausage roll" pizza, which has a sausage baked in the crust. There are other specialty pizzas available such as "Crab & Shrimp Mayo King" (snow crab, shrimp, broccoli, onion, and corn), "Idaho Special" (diced potato, bacon, onion, corn, parsley, and black pepper), "Tuna Mild" (tuna, mayo, bacon, onion, and corn), "Seafood Mix" (shrimp, squid, tuna, mayo, broccoli, and onion), "Mayo Q" (BBQ chicken, mushrooms, onion, corn, nori), "Super Korean Bulgogi" (bulgogi, garlic sprouts/shoots, and onion), "Mochi, Mentai & Potato" (shrimp, diced potato, mochi, corn, onion, mayo, and nori, with a mentaiko sauce), and "Mochi & Shrimp Chili" (shrimp, mochi, garlic sprouts/shoots, and onion, with a shrimp and chili sauce), as well as some others. Such as in Vietnam according to local demands of customers, Pizza Hut has sandwiches such as tunamelt, seafood submarine, garlic sausage sandwich, a lot of Pasta kinds such as spagetti ,bolognese, seafood spaghetti marinara etc. and Rice, Soups and salads.

In a lot of stores all around the world, there is not wide range of pasta dishes, after being Pasta Hut for a while in some countries, Pizza Hut is now offering pasta items according to cultural

tastes of the country. In Turkiye, Pizza Hut serves Spaghetti Bolognaise, Chicken Spinach Penne, Gnochetti with Salmon. Whereas it is different from other Pizza Huts in other countries. Pizza Hut shows adaptation of products to Turkish culture in a very broad strategy which shows that this brand is a good representative of international brands adaptation to local taste and culture of customers. As Turkiye is a muslim country, Pizza Hut offers only beef and chicken in product ingredients, it doesn't sell any pork meat also in other muslim countries such as Malaysia, it also leads this strategy and that knowing the local taste brings success to this company. Pizza Hut also offers deals for iftar time in Ramadan in all Muslim countries. There is an iftar menu consisting of pasta,soup, pizza, garlic bread, salad. Therefore people who are fasting choose to break their fast in Pizza Hut in iftaar time. Such an approach will lead to success while adapting cultural change for other nationalities. This provides the cross-cultural penetration of diverse cultures and cultural mediums. With Pizza Hut being the researchers business of choice, researcher found information this company pertained with the format of the project. This also includes defining the business' major views of world and cultural adaptation behaviour. They have specific procedures that company follows to ensure greater customer satisfaction. Pizza Hut is a very culturally diverse company. The world dimension has also includes the adaptability Pizza Hut cites by operating in so many countries across the world. Pizza Hut can not lead the same strategy in every country, because same strategy will not work in everywhere. The business strategy of Pizza Hut is handled by the effective marketing techniques and technology, which brings profitability for the company. The behavioural strategy of Pizza Hut is very focused on customer satisfaction by understanding the cultural behaviours of the country and serving high-quality products for its customers.

The achievement of this goal is the most effective by superior customer service, which can be fulfilled by responding the customer needs and wants, along with providing the highest quality product available in the pizza industry. Pizza Hut has the term "Customer Mania" to define the significance that customer satisfaction affects business success. Company is encouraged to be "Customer Maniacs" in the sense that they are dedicated to satisfy customer's wants and needs at any cost also by respecting different cultures with local knowledge. Pizza Hut is proud of delivering the best product possible by offering several specialized pizzas, along with a menu that goes beyond as being far better than any other pizza companies. Being specifically, Pizza Hut maintains the goal of changing products to every culture in world where they open new stores. Pizza Hut conforms to each country's

culture through offering different toppings for the pizzas and pastas in the menu. In an example, in Malaysia, general society enjoys toppings such as curry, mutton, and onions. As they know what customers demand, they provide these toppings on pizza and it boosts the pizza sales. Being adaptable to culture, Pizza Hut's product development has let the company to become an international company, which satisfies the geographic sight of the company's world operations. Pizza Hut's product view is that they deliver a broad range of choices only in a single food category. They have creative ways for customers to eat pizza and also starters for pizza.

They give advertisement on television and on internet, including special offers that are prominently shown to attract customers. This consists of things such as which countries Pizza Hut operates in, and even the different toppings each country is known to order. As any other businesses, Pizza Hut has the knowledge of the relevance and significance of marketing and technology for business success. Advertising is very important in marketing concept of Pizza Hut. The general strategy to sustain Pizza Hut's success is to maintain the highest possible customer satisfaction by providing a consistently well-made products everyday in year. The management team of each store throughout the world is the same in the sense that they are trained to offer the best customer satisfaction and to understand how to keep the employees aware of all procedures. There is a good communication between customers and employees Pizza Hut maintains the same processes regarding their high-quality product and customer care service and also satisfaction of each individual in every store. Pizza Hut management generally are very well-informed about handling the situations occurring between customers and employees.

In order to achieve target of being the first Pizza company to offer good customer value at good prices, Pizza Hut has developed a number of services throughout the years like ''Personal Pan'' pizza, where Pizza Hut provides quick, affordable pizza at lunch times as an alternative to lots of people. They assure a pleasant environment and in that restaurant dutiesof staff, and also attitude and interaction between customers and employees are very vital in emitting the service quality. They have an aim to deliver pizzas on time, if they are not on time they deliver pizza for free the next time. They have unique take away service which gives promotions such as buy one get one pizza free. They have arranged new strategies to provide faster and also more efficient service while enlarging fast pizza delivery operations along all the country offering unprecedented speed and good value fast food pricing.

Pizza Hut's place is always more accessible to its customers. While customers are enjoying it everywhere, Pizza Hut is extremely spreading its antecedent share in fast food market. They create toppings depending on country's customer taste and also they offer vegetarian pizzas. Cultural based ingredients are again a reflection of adaptation to local preferences of customers. As an example in Turkiye, the toppings are made up from beef not pork. The dressings on salads are also adapted to cultural differences. For vegetarians the dressings are egg-less. Pizza Hut is leading a think global act local which opens the doors of success. In Turkiye, Pizza Hut is reflective of family values and norms because cultural values are significant for them.

Pizza Hut is emphasizing the premise that the pizza is a common point that connects people together which in turn ensures that it is a brand that links with Turkish people. Every product is a good value for money in Pizza Hut, everyday there is a lunch menu which nearly consists of everything for 5 liras which equals to 2 pounds. Turkish customers are generally value conscious not just price conscious. Pizza Hut empowers their product's quality and standards in order to stay on market by value-adding activities and also to stay synchronized with Turkish customers needs and demands. The key point in Pizza Hut's success throughout the globe is that, it has constant belief and moreover unbending drive in yielding consumers the best value in terms of product quality, service, and cleanliness. They have innovative ideas, they are working hard and they have expertise. A critical factor in success of Pizza Hut is that it has a menu that continuously upgrades and enlarges to cater to the altering needs and specific preferences of customers in different parts throughout the globe. While understanding the pulse of customers in Turkiye, Pizza Hut presents same product pizzas whereas doing some minor variations. They are creating new variety styles in pizza. They are localizing the pizza based on the taste in Turkiye. In every country, Pizza Hut leads variable strategies of marketing, such as different selection of toppings for each pizza, changing of baking styles as each customer wants their own pizza differently and have different taste requirements. It is significant for Pizza Hut to find the customer's taste and preferences in order to make them long term customers. ***(presentation slides)*** Turkent Food Company in Turkiye has purchased Kentucky Fried Chicken (KFC) from Mexican International food company. The first store of KFC is established in 1990 in the first shopping centre of Turkiye. Than after ten years, in 2000 from the same company Pizza Hut is purchased and first Pizza Hut store is opened.

This Mexico International food company also possesses companies like KFC, Pizza Hut, Taco Bell, All American Food and Long John Silver. Totally there are 41 KFC stores and 41 Pizza Hut stores in Turkiye. Kentucky FriedChicken (KFC) is also world famous because of their menus. In their menus, there several types of chicken which is molded with several herbs and sauces. They have established restaurants around the world. It is a food company which is blended with culture. The key behind the success of KFC is the standardized business operations which is based on perfect inter-cultural management. Specifically in the restaurant field, culture plays a crucial role. The strategy is to adapt the culture from country to country. As Samanli (2009) the CEO of KFC and Pizza Hut stated that the marketing orientation strategy of their companies is prepared from one or two years earlier as they like to see the future and plan their strategies years before. The main theme of their marketing strategy is marketing calendar which helps them to plan all the years marketing strategy. Samanlı (2009) stated that *" We are planning everything according to customer behaviours and special days in Turkiye such as the back to school days, Bayrams, Ramadan, weekends or Christmas time as they all affect the sales of KFC and Pizza Hut. Firstly, we create new products or they take a product from KFC in another country and they start to discuss if this product will be established or not if this product is accepted than they start launch of this product."*

'' It is observed that which new products will be the main points of the marketing calendar and they begin to be launched and they seize the product about how to support it, by outdoor advertisements or by tv ads. Appropriate to marketing calendar, the budget that we spared for marketing has been increased in the last 4 -5 years so that we can show ads in tv and reach to several people and also when the number of the restaurants increase we get better results. (Samanli, V. August 2009)

In Turkiye, broad Turkish culture has molded the KFC operations. All KFC outlets are a symbol of culture in Turkiye and they present Turkish food culture. Turkish culture consists of fish in a bread and KFC has realized the needs of people and created fish burger to satisfy

Turkish customers. As Halal food is becoming popular day by day throughout the world in all companies as there are 1.6 billion muslim people are living all over the world. So KFC serves halal food in all over its outlets as they know that Muslim people are supposed to eat halal food which is a representative of Turkish culture. They also offer some menus of family deals such as ‘’big box’’ as Turkish people are close to their families and they like to eat out together with them. KFC and Pizza Hut has brought some cultural changes in eating habits in Turkiye. People tend to eat outside instead of their extensive traditional meals as fast food is quicker and cheaper. The vital effect of KFC is that they brought significant changes in eating behaviours of people in local areas. Except global companies such as KFC and Pizza Hut, traditional food companies offer service to the table but in those companies, they brought the self service idea to Turkiye. People got also used to standards and quality of the food in that companies and they realize the unhygienic conditions in traditional restaurants. KFC has an advantage that it has not faced any competition from traditional restaurants. Deep-rooted in the Turkish consciousness is the traditional culture of food and drink that features colour, fragrance, flavour and variety. Fast food simply is not a substitute for traditional food in Turkiye but whereas people tend to eat in restaurants that don’t take any time. As people are curious about fast food and people are returning to rapid customer service food chains. Under such circumstances, the only way that fast food restaurants such as KFC is to combine the knowledge with different cultures. Fast food restaurants have been learning to absorb elements of every culture and they market their products regarding the differences in every culture. KFC has introduced several innovative items in their menus, such as fish burger and fish salad. Consumers felt that their traditions are well treated and respected in several aspects and they tasted Turkish cuisine in a foreign fast food restaurant. And they also offer two kinds of cakes with chestnut and peanuts which are only available for Turkish customers. KFC has attracted Turkish customers’ attention by adapting customers’ taste and cultural

behaviours. KFC has assimilated the Turkish cultural elements of showing respect, recognition, helping and understanding each other. This inter-cultural management style with American business culture in the focus point, as complemented by traditional culture, it offers support for international companies which need to arrange, appraise and reconstruct their corporate culture to improve local market flexibility.

But also there are certain conditions that are fundamental to inter-cultural management style. Whereas on objective side, there should be some similarities in environment for two cultures to link together and synchronize. KFC compromise a shelter of the fast pace of modern life, a product of development and a market economy. Like other brands, KFC has decided to focus on cultural values and they adapted their marketing mix according to these countries cultural behaviours. The speed and beneficence of these services are related with the sales of this fast foods. Turkiye is growing rapidly as economic development provides environmental conditions depending on fast food culture. As any successful enterprises KFC manipulates the localization strategy to re-define American business culture, by traditional depth also with cultural emblems, they are catering to local customers depending on standardized management.

Recommendation

The researcher came to conclusion after meeting the CEO of KFC that, KFC has a good variety of choices for customers to choose from in USA but in Turkiye the product range is limited so that they need to enlarge their menus to attract more customers. Also they need to focus more on children like McDonalds by creating play fields or giving out toys for a kids menu. Moreover they should set their targets more according to cultural habits of Turkish people, they can offer some traditional foods with their menus at least they should offer some typical Turkish desserts like baklava and also like Pizza Hut, they should create some menus

for Ramadan which is the special religious month of the year that people fasts everyday. The Pizza Hut offers iftaar menus so KFC should also focus on this month and they should provide some foods according to this month. Such as for Ramadan, there is an eating behaviour in Turkiye, in Turkish culture people eat pita with soup and later they drink special syrups with some fruits and some typical Turkish dishes and later they eat baklava and similar desserts so that to boost sales KFC can offer similar menu like that for Ramadan which would really help KFC a lot.

CHAPTER III: RESEARCH METHODS

3.1 Methodology

For most industries, it is a big challenge to build up a strong and reliable relationship with consumers. But especially food and beverage market has a very narrow field of application and tight target groups. The first target group is the end consumer who is buying foods. The

end consumer follows his/ her own preference. S/he eats out once or buys products maybe twice every week and expects a high quality product. Thereby customer loyalty for food industry regarding end consumers can be really high. Out of the need for constant costumers, the second target group of the tiles market are people who are buying foods or drinks in their daily business: the professional buyers. These are the above-mentioned retailers, or some companies.

The methodology of this analysis is based on the questions how the national culture affects market orientation in global companies in Turkiye and which trends are observable. The report will also ask for the reasons and outcomes of the research on companies such as KFC, Pizza Hut and Lipton. The survey about customer perceptions about these brands will take place and also manager's perceptions towards these companies are taking an important role in this research. Out of the need for constant costumers, the second target group of the food and beverage market are the people who are working full time and who have less time to eat in their daily lives. So these above-mentioned businessman, families, retail stores and restaurants are the target groups that these companies should focus on.

According to their influence, this group has a high power to affect the market. Buying food and beverage for commercial purposes, businessman, large families, young customers and retail stores are the best customers who might prove loyalty and regular buying behaviour. This makes these buyers to a very important and influential target group. For this reason it was necessary to understand both customer groups. The objectives of the research encompassed an exploration of these two target groups' preferences, values, lifestyles and needs by collecting primary data.

3.2 Research design

The food and beverage industry is a very special and narrow part of the retail industry. Specific secondary data about food and beverage industry is easier to find. Turkey is an interesting mix of Turkish and American culture. The specification makes it almost unfeasible to find directly related and non-descriptive topics regarding this sector. One of the best way is the survey method to ask customers what they want and how they want it. Hence primary data collection was the first step of the research to receive industry and company linked information, which provided direct answers to the research questions: What are opportunities for these brands in the Turkish market. How high is the brand awareness of these brands in Turkish market? How the food industry is characterised, what are market trends? What are important factors for commercial and private premises (price, quality, brand, etc.)? What are main trends in requirements and preferences (taste, quality, customer satisfaction)?

The second survey for customers was conducted, in order to reveal the important characteristics of food industry, which are taking into account for the evaluation of food industry, as crucial selection criteria for buying and understanding requirements for commercial premises, price segmentation and price thresholds. Secondary sources were used to examine customer perception factors, which impact the food market and its consumers. Geographical purchase rates, customer distribution according to regions and general information about the Turkish economy were gathered to refine the picture.

The final purpose was to understand how the customers react to these brands in food industry and which trends might be observable to identify potentials for brands like KFC, Pizza Hut, Lipton. Based on this, last question considered how these brands strengthened their position in Turkish market. The customer satisfaction, loyalty, food and beverage quality, taste adaptation to Turkish culture, price, service, and convenience of these brands for customers and their market orientations are researched.

Qualitative research

To get a general overview of these companies, their culture and facets are researched and a qualitative research was done at the beginning of the entire research procedure. A survey method is used to understand the customer perception about these brands. As an explorative and direct method, personal interviews with these company representative of KFC and Pizza Hut is done. The interviews were open-ended and unstructured, in order to keep the dialogue flexible and to get the necessary information within informal conversations and social interactions. According to this purpose, an in-depth interview method was applied. This gave the opportunity to understand the food and beverage industry by experiencing daily activities of the interviewed employees and to get first insights into the company performance and requirements. Also part of the in-depth approach was the researcher's contribution on everyday procedures to explore the context of production , product development, manufacturing, quality control and other procedures while selecting the food and preparing the food in restaurants and their missions to satisfy the customer needs and demands.

By overt observations of employees during communication rounds and employee's team-based solution findings in store, the researcher could analyse the in-store interaction with managers. By attending such daily actions on location, it was possible to identify further internal structures. Also visiting restaurants were decisive in getting insights into the store working routine and understanding how customer satisfaction is achieved. Understanding the nature and experiencing the multi-cultural cooperation between employees within company to satisfy customer needs clarified contextual boundaries and supported the data collection. The customers in stores are observed according to their buying behaviours, their needs and perceptions towards these brands are researched carefully to better understand the situation.

As part of the research assembling, the researcher is gone through a learning process. For the accurate understanding, field notes are also taken. Short notes were prepared during the interviews. Expanded notes were taken after the interviews and observations. The interview is recorded on a tape and then the interview is transcribed to a paper.

As a way of fieldwork journal, researchers' reflections were developed after the conversations and were supported by secondary sources for a better understanding of problems, opportunities and ideas. Researcher has also provided several primary data which were taken into account as helpful information, in order to complete the overview. Combining the given details, it was possible to develop own graphics and diagrams after the interviews to create provisional interpretations. Transcriptions of the conversations were made afterwards, to bring the data into a proper order and to identify further observations.

After all internal data was assembled, the given information was structured and organised in a chronological way. Coding the huge amount of data was necessary to sort out explorative information from descriptive ones. Examining the whole interview process, main points were identified and broken down into stanks. These stanks were critical cornerstones on which the collected data was attached as references. These references were categorised by there similarity regarding concepts, ideas and facts. Allocating significant information to certain stanks brought up a table of data. Information, which was not directly related to one of the stank points has been extracted. Using a flow chart, the collected data from surveys was structured in a kind of map by displaying parts and the main ideas of the research. Combining the general points and uniting them to each other was a method to analyse possible links among different interview information and to show hidden relations of issues in different departments. The display took the data out from its wording, but visualised it as a chart with new association possibilities.

Conclusions are based on associations and relations, which were presented in the data display. Terminations regarding interview contents paired with own theories were proved by internal secondary data such as annual reports. The confirmation of the conclusions also included external secondary data about the global food industry. Data from the company websites evidenced assumptions about developments particularly with regard to food and beverage market in Turkey.

Electronic survey

In order to understand the limits and opportunities of the food and beverage market and to get data about consumer awareness and purchase behaviour, a structured interview method for end consumers was needed. So because of this reason, a quantitative approach was chosen to obtain a meaningful snapshot. Thus an electronic survey has been conducted. And also Electronical interview is done with the representative of Lipton brand in Turkiye. The survey intended to explain the extensions of Turkish people's behaviour towards the food and beverage industry in Turkey, which focuses on the mentioned phenomenon of taste, quality and lifestyle. The reason for choosing this way of research was based on the need to analyse different geographical and demographical characteristics of interest regarding purchase preferences and requirements. In order to be able to present a consistent form of measurement, a structured survey with multiple-choice questions was created and sent to consumers.

The electronic survey had important advantages: Reaching to a wide geographical area, this survey will answer everything regardless of the location of participants around Turkey.

This also increased the chance of responds and allowed more insights into developments in certain cities. Also crucial was the fact that the survey had to be done within a tight time

period. Here an electronic survey was one of the fastest available methods. Electronic survey data is also easier to translate and interpret, because of its straight structure. According to Malhotra & Birks (2007:274), "[...] in areas where open-ended or 'other – please state' responses are required, the respondent types in answers ready for analysis". In this way the structured multiple-choice questionnaire is combined with detailed and personalised open-end questions and enlarges thereby the playing field for interpretations. A last important advantage of the electronic survey is the possibility to underpin questions with graphics or illustrations. This keeps the interest of the participant. Disadvantages as technical problems and limiting the scale of operations to web users had to be accepted.

The focus population of this survey were private households in Turkey targeting young population with an internet access. With a monthly income of £2,000 or lower who are students and who depend on their parents. That's why this population was consuming the biggest piece of the cake. They were eating fast food nearly everyday out. The targeted population was among a higher middle and middle class. The lifestyle of the target population included a normal standard of quality and a focus on fast food products which are good value for money for a less price. The sampling frame was the internet. Also official databases of organisations and magazines were included in the sampling frame. The selected sampling technique followed a traditional sampling approach and used the method of non-probability sampling. Based on the dependence on the respondent's convenience, a convenience sampling technique was implemented.

According to Malhotra, the sampling size of similar studies for a "problem identification research" like a market potential analysis requires a minimum size of 500 participants. The typical range of similar studies would be between 1,000 and 2,500. Due to time limitations, the actual sample size of this research was 60 as a minimum sample size. The targeted sample size was 100. At the beginning of the sampling process a list of online forum for Turkish

customers was prepared. Than researcher spread the survey about KFC, Pizza Hut and Lipton in different online discussion forums such as in Facebook, myspace in online websites and in some important companies in Turkey. Also by using emails of some customers who are fast food lovers and by using some websites the link of the survey have distributed to various people from several regions of Turkiye. A short prior notification and the link to the online questionnaire were posted in the forums and websites to increase the possibility of responses.

After the distribution process, the next step was monitoring response rates and non-response rates. Also, the contribution of participants of databases have not screened so the access to databases was allowed to the researcher without showing the identity. And also researcher was using an online program which shows the response rates of the each participant. Therefore the sampling process regarding databases was limited. But also online forums could be monitored. In the case of low or non-response, reminders were written to all forums. Email addresses and telephone numbers of the researcher were given out for call-backs in case of enquiries. Finally to valid sample characteristics, census statistics were compared with the structure of the target population. The validation of this survey was highly challenging, because nowadays creating a representative research becomes even more difficult. As people do not like to answer every question as it takes a lot of time and even some companies which are researching the industry, are not willing to answer. The validation of responses is questionable, because even customers sometimes are not answering genuinely, they are giving facile answers rather than veridical responses.

Questionnaire design

Surveys are defined as “a formulised sets of questions” (Malhotra & Birks; 2007:198). Hence both surveys followed the same questionnaire design. The distinction between

surveys relied on the question kinds and the content. In order to ask the appropriate questions and outline the right expectations, the first step within the questionnaire design was the specification of required information. A dummy table used as well for the important information. The dummy table embodied the main research questions, which the survey should be able to answer at the end of its analysis. Therefore it is possible to call the dummy table an assessment where the efficiency of the survey data is tested. The survey website has also scales of the answers that describes the each answers percentage according to the questions.

Next was the decision on interview methods, which should be used. After this specification, the design could be evolved. As the next stage the content was determined in terms of necessity of certain questions. This means the integration of neutral questions into the survey to provide a comfortable start for the respondent. Duplicated questions were built in to ascertain the participant's sustainability in his / her opinion and to verify the answers.

Considering the respond inability of the participant, filter questions were used, in order to keep the confidence of the respondent and to avoid non-response-errors. Useful tools were also the visuals which increased ability to respond. Pictures and little text segments are attached to help the participant to understand, remember and visualise aspects within the questions.

Structured questions were applied to make it easier for the respondent to follow the funnel approach. Moving from general to specific issues, sets of multiple-choice, dichotomous and scale questions count into this structured system of survey. The similarity among the questions was kept, in order to bring a routine into the survey and to create a flow during the answering. Also the factor time was considered here. Because of a structured model, respondents could answer fast. This made it possible to ask several questions without loosing the participant's interest. Structured in a proper and adequate order, the questions were

numbered and separated by visual product examples (e.g. pictures). Here was the arrangement of questions vital. Keeping in mind the hierarchy of important information, the survey covered basic data, which were directly related to the topic. Classifications such as the socio-economic class of the respondent were also key aspects for this research. Finally the identification of geo and demographical facets was possible.

To assess the efficiency of the questionnaire, a pilot test survey of 10 people was conducted. This sample was similar to the real one. Debriefing was the following procedure. Here the briefing was done after the testers conducted the pilot test. According to the debriefing of the pilot test, wording problems and technical errors could be noticed by people and eliminated. Using the dummy table of the beginning of the questionnaire design, it was possible to check if the answers, which occurred by the survey were directly related to the main points of the research. Taking the results from the dummy table, questions which were not addressed to the research issue were adjusted and enhanced. Finally a second sample of 5 participants conducted the adjusted pilot test before it was sent out to the real sample.

Secondary data did not directly address the research questions, but were used for general understanding of the food and beverage industry and their adaptations for Turkish culture and for comprehending cultural and market orientation aspects for the food and beverage industry in Turkey. It was mainly used to verify primary sources and to provide deeper understanding of industry related topics. Company based information could be gathered by internal secondary data such as annual reports, which gave indices for growth methods and company values, which proved the findings of the in-depth interviews.

Usage of external secondary data was vital to outline official statistics and to verify own interpretations and theories. Census data could give more detailed outlines about social developments in certain urban areas and the countryside of Turkey. This area specific information were combined with survey results for analysis of consumer behaviour in

particular parts of Turkey. Combining these varieties of secondary sources, interpretations of the researcher were confirmed and findings could be proofed.

Also the market orientation behaviour of the international companies will be analysed. Finally the paper will identify potentials of global companies market orientation according to national culture in Turkiye. Here are the main questions, how market orientation affects the global companies and how national culture shapes their marketing strategies. Customer satisfaction towards these brands and international companies' strategies for creating customer satisfaction will be revisited. How it might be possible to strengthen marketing orientation towards culture regarding Turkiye will be analysed.

The hypothetical answers to these questions might be a general shrinking market due to the current downturn. The market orientation behaviour may also be strengthening by other factors and I will analyse how market orientation plays role in this in order to increase sales. Products are used daily by customers as these companies are in food and beverage industry.

Therefore it is important to create a more intense brand knowledge, which plays with the l desire of costumers for eating and drinking habits. Customers tend to get these information about consumer awareness and purchase behaviour a survey have been done.

This paper is based on quantitative and qualitative research and uses data-gathering as well as data analysis methods.

During the phase of data-gathering, it was necessary to use qualitative research in terms of

open-ended interviews with the involved company representatives. Having transcribed those sections of each interview that are the most pertinent and related to the research; the narrative analysis was taken into account to decipher and interpret meaning from the interviews. As it was desired to preserve the integrity and narrative value of the data obtained; in order to avoid any fragmentation (Saunders *et al*.2007).

The open-ended for representatives was chosen, because a framework of essential information had to be guaranteed, but the flexibility for changing questions or adjusting comments had to be given. Open-ended interviews with different departments were used, because of unexpected and spontaneous opportunities. These were just roughly planned before, because of uncertainty of possibilities.

By attending the daily company actions on location, it was possible to identify further structures, which were important factors for understanding industry procedures and market connections. This happened overt with non-participants by observing discussion rounds regarding product developments and hierarchical or team-based solution findings. Visiting factories and plants were also crucial in getting insights into the industry and its working methods.

Primary data as for example annual reports gave indices for growth methods and company values. Also primary data like publishments of books by company owners were used, in order to get more details about personal and family based networks within the firms.

Secondary data was used for general understanding of the marketing orientation industry and for comprehending cultural and traditional aspects of market orientation and also its connection to strategic moves, as it is the case for the selected company.

1.1.1. Quantitative research

An end-consumers-survey of 60 people was conducted over a period of 1 month and they become part of gathering-data. Due to no budget and time limitations, the structured questionnaire was just accessible online. Spreaded in different forums for brands, market orientation, strategy, brand development, quality and availability, participants contributed within the usage of these brands' popularity related questions are asked in Turkiye and anyone could enter the website at anytime till a specific date. The survey includes personal questions about the background of the respondent like average income and occupation. By this categorisation it was possible to identify the necessary sample of the participating population. Due to its accessibility for everyone, the survey uses the method of non-probability sampling. The sampling frame limits the selection of individuals and is therefore based on the convenience of respondents to answer the questionnaire.

The sampling frame was random and based on occasions on this research. Therefore it is still a non-probability sampling method, but in this case it was an accidental sampling. Due to no budget, the geographical area of the survey was limited to people from İstanbul, İzmir, Antalya and İzmit to be included in the online survey. The respondents were chosen by their reputation, availability, willingness to participate and the intensity of their connection to the food and beverage industry. Using again the methods of the non-probability sampling, this was a convenience sampling.

Usage of secondary data was vital to outline official statistics. The collected information about Turkiye's economy is received as a representative secondary sources in Turkiye. The results of the data analysis of the census are important influences, which had to be identified for an overview of the Turkish economy, in order to conceive further impacts to the analysed industry. Thereby statistical analysis could be made and interpretations for the company and forecasts of future developments could be done.

Limitations of research

Information about the relationship between sample and population is limited, making it difficult to extrapolate from the sample to the population. End consumers did not respond to all questions, but just to self chosen parts. This might impact or even change the results. Problems in finding answers might be limitations in data access and there is limitations of companies regarding their attendance on interviews and survey. Limited quantitative answers on survey (one end consumer survey) might also give just a little insight to market and may not be a good representative for the Turkish food and beverage market, due to time and budget boundary.

Research Philosophy

It was seen that the most applicable research philosophy was that of qualitative; as the qualitative methodology is normally considered the most appropriate to explore the dynamics of organizational culture (Hatch, 1993; Thomas, 1990; Wentling and Palma-Rivas, 1998). And as the author is focusing on acquiring quality and depth data that provide reliable information about the current market orientation for different cultures with examples from

Turkiye. Furthermore it was chosen as qualitative study seeks to identify underlying concepts and the relationships between them (Frankfort-Nachmias and Nachmias, 1996).

1.4 Research Approach

To complete this study an inductive research approach was taken as the author recognized the benefit that could be obtained from conducting it. First of all an inductive research approach is concerned in explaining the reason of an event happening. Secondly it concedes a better understanding of the meanings human attach to events. Besides it is concerned with the collection of qualitative data, it is a more flexible structure to permit changes of research emphasis as the research progresses and finally it is less apprehensive with the need to generalize. (Saunders *et al*.2007)

1.5 Research design

This research is an exploratory study, which focus is on obtaining understandings and familiarity with the subject; it seeks new insights and attempt to asses the market orientation according to cultural diversity phenomena. (Saunders *et al*.2007:133).

The author could benefit from the flexibility of the exploratory study as it is adaptable to changes; however this does not mean absence of direction; what it means is that the study is initially broad and as the research progress it become narrower.(Adams and Schvaneveldt, 1991).

1.5.1 Research Strategies

An interview strategy will be taken to conduct the research; the reasons behind this decision are that it focuses on understanding the dynamics present within single setting (Eisenhardt, 1989:534). Besides a case study allow the collection of qualitative data ; which is necessary to meet the requirement of the projects and to obtain a rich understanding of the phenomena. It will also make easier the process of answering questions raised on the formulation of the phenomena.

1.6 Sampling

1.6.1 Qualitative

As it is intended to see how the institution is responding to the growing cultural diversity of its workforce; it was decided that the sample group consisted of end customers from Turkiye. The size of the sample was 2 managers; and 50 end customers.

1.7 Data collection:

The interviews were conducted in KFC& Pizza Hut and Lipton on managers of these companies.

Two of the interviews were face to face and closed door in order to build affinity with participants to enable meaningful conversations and unadulterated responses. The initial contact was made by e-mail and most of the participants were interviewed at their offices and at times suitable for them (consider appropriate due to previous knowledge of participants).

The participants were prompted by a series of questions regarding topics such as views on the cultural values, artefacts, and market orientation of their companies, strategies they follow in Turkiye particularly with regard to cultural diversity issues and managers were asked to express their views on the market orientation process, barriers experienced, recruitment processes and also cultural link to customers and adaptation of practices towards culture.

However no questions related to sex orientation or religion were made in order to not create any unpleasant environment or feeling. The interviews took around 20 minutes and they were recorded with the permission of the participants. When selecting the participants, it was taken into consideration to have as much variation in terms of their background as possible. Besides that particular group was chosen as they have been working in the companies for a while and they have a clear understanding and knowledge of the institution. The other interview was conducted as internet interview. And the questions are send from email and responses are given back with email which provides the easiness of research for this company and also it was time-saving approach for them.

There were a total of 2 interviewees from which one representative for both companies, the other one is from another company in Turkiye. Approximately all of them have been working at companies for at least 5 years.

1.8 Questions analysis

The questions have been derived from several attempts to understand the approach of companies towards Turkish culture and companies' adaptation for Turkish culture and their changed Marketing orientation strategy.

The question choice would provide an easy way of analysing and comparing the data. The questions were created in several ways to obtain the best kind of practice ; the questions cover topics such as organisation culture (values, artefacts, relationships and environment), Adaptation for culture (benefits and issues) and new marketing orientation strategy experiences on adaptation and integration to culture process, perceptions and feelings and product range is discussed.

1.9 Ethical consideration

Having obtained ethical approval of interview was essential; confidentiality was reinforced through the whole process due to the sensitiveness of the topic but the interviewers have given the consent to author to use the data. Interviews were recorded, however it is intended to keep anonymity in order to respect participant.

2. Validity and reliability

The interview's questions were tested on 2 individuals in order to avoid any ambiguities or misunderstandings. Furthermore as it is intended to use a previous study, the questions were kept as close as possible to the one used by it.

On the other hand it is quite difficult to impugn validity of perception; however there is a risk that participants fail to provide their accurate perception of events, as they must have felt intimidated. In addition the answers of the participants could have also been shaped by the questions used on the interview.

Results and Findings:

In contrast with the other companies Pizza Hut, KFC and Lipton are brands that give value to cultural needs of customers and they adapt their marketing practices according to customer needs and wants that's why they have new market orientation approach which is going to be discussed.

The deep national culture of Turkiye had a great effect on these multinational companies and these culture adaptation hold by Pizza Hut, KFC and Lipton was said to be leading to an inclusive market orientation in which values, practices, and policies are developed in order to welcome the characteristics and needs of end customers from several groups; thus, allowing to meet and fulfil the requirements of today's customer needs and values. By the time I handed this dissertation to Lund University, research and Lipton interview couldn't be completed so that it is not included in this dissertation).

The following quote from the CEO of KFC and Pizza Hut highlight the fulfillment of customer satisfaction and culture oriented behaviour of these companies.

" If you don't adapt your practices and strategies according to culture you can not survive. the customer satisfaction fulfillment and responding to customer needs is the most significant thing in our main strategy. Experiences show that over time….There is no manuel for this,

there is no book for this, marketing is not developing according to theories, you can't open a book and read marketing lesson, you adapt according to customers and even sometimes your location is not enough for reaching customers by marketing. All the aspects should be mixed and someone should interpret this and nobody is interpreting these marketing practices.. We have different departments dealing with operations and activities apart from marketing, location finding department, developing the undeveloped, operation department and these departments with an agreement developing and forming everything."

It is found out that adapting the cultural behaviours of people provides a competitive advantage which survives the company. These companies have adapted several practices to serve for customer satisfaction. (Customers thoughts and preferences about KFC, Pizza Hut and Lipton will be added by survey results at the end of September and also research findings will be added).

Conclusion, limitation and recommendations

The ever changing environment in which international companies have to operate in today's world, require an excellence management of the marketing practices such as market orientation and customer satisfaction by adapting national culture.

In nowadays in Turkiye there is as a prime objective of the creation of a new marketing orientation knowledge in order to increase "the international competitiveness and to achieve greater compatibility and comparability in the new marketing world among the multinational companies. The fast food industry in Turkey is worth 1billion dollars and market in Turkey is growing at least 25 percent each year. Brunch at Turkish Pizza Hut and KFC stores was a real success and a good representative of market orientation to 40.000 stores in world.

As author pointed out that market orientation has a strong link with market orientation which

provides competitive advantage for the international companies where they adapt practices and strategies in every country according to people's beliefs, behaviours and culture. So that every company should adapt these rules in order to stay in marketplace and of course it is more advantageous for these companies to sell culture oriented products in their stores that it increase the sales and provides the continuous customer satisfaction and it responds to customer demands and provides fulfilment of needs so that people come more often and brands become more popular.

Vedat Samanli sums up and highlights the market strategy in these words; " *While you are doing marketing, of course you can lead a great marketing strategy and at the end company can be damaged from this and as I said, the important thing is marketing strategy should be mixed not only in one concept but in every concept and it should be applied to company and applying profit to growth. As an example, when you develop a product and you do all launching activities and you focus on this product and this product's cost-price is high, and instead of selling the low-cost product this high cost product will cause to have lower profits and at the end of the year that it shows a negative result as you are evaluated according to numbers."*

He mentions the importance of cultural adaptation according to country they enter in these words;

" *These brands are global brands that means we are operating in 80 countries and the only reason that; this brands stays in marketplace happens is the brand's cultural taste adaptation for every country and adaptation for culture in reality Americans have produced products like pizza or chicken and we should think if this brands imposed these items to cultures or adapt the products according to cultures of course there are differences according to countries but the main product is showed but it has adaptations according to areas; like in*

European countries chicken breast is more popular whereas in Turkiye chicken thighs is more popular and instead of black meat, white meat is popular in Turkiye. The served product, product variety and grams are different. Like in Turkiye, spicy hot products are more preferable and in Europe these products are not leading the first and in spicy hot products Mexico and Turkiye are the first ones this is for KFC. In Pizza Hut, you can adjust the toppings like pastrami, roast beef, spinach, Turkish sausage and toulum cheese etc. is more localized tastes and it means you are reflecting the culture to the pizza like now holy Ramadan is approaching so pizza hut offers and serves menus according to iftaar and people love it and continue coming and they see stabilization and favourable in prices and honesty. But in KFC there is no real iftaar menu but you can take mix menu "big box meal" as a iftaar menu but in reality there is no iftaar menu."

The findings and conclusions obtained from this research and interview can not be generalized as factors such as the author being an student in the university and previously not knowing the participant, and also there are so many multinational companies in Turkiye and these strategies and beliefs can not be generalized according to them. Maybe these companies could have caused that participants to not provide their accurate perception of events.

Besides it is quite difficult to impugn the validity of perception of people as the topic is very general and in some events participants did not clearly or specifically answered the questions. The researches methodology used was face to face interviews but it is believed that it could have been possible to see another concerns in the matters if another methodologies would have been used. Furthermore it would have been beneficial if the number of participants would have represented all the multinational companies in Turkiye and if the sample size would have been bigger.

Besides as KFC and Pizza Hut is known by is wide number of people in Turkiye, it would

have been useful to have all of Turkish peoples thoughts on the matter but it is impossible to survey all the people in Turkiye and the sample size is limited so that the results may not be accurate.

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