

# MARKETING MANAGERS' ATTITUDES TOWARD THE MARKETING APPROACHES IN TURKEY<sup>1</sup>

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## ÖZET

**P**azarlama anlayışları ve pazarlama anlayışlarının benimsenmesinin önündeki engeller gerek teorik gerekse de pratik açıdan kısıtlı bir şekilde ele alınmıştır. Gelişmiş ve gelişmekte olan ülkelerde benimsenen pazarlama anlayışları farklı olabilmektedir. Ülkeler bazındaki bu farklılıklar, ülke içindeki çeşitli sektörler için de farklılaşabilmektedir. Bu doğrultuda bu çalışmanın amacı, Türkiye'de sektörler için benimsenen pazarlama anlayışlarının farklı olup olmadığını belirlemek, eğer farklılıklar varsa bu farklılıkların hangi sektörlerden kaynaklandığını ve günümüzün pazarlama anlayışlarının benimsenmesinin önündeki engellerin neler olduğunu ortaya koymaktır. Araştırma sonuçları, hangi sektörlerde pazarlama anlayışlarının geliştirilmesi gerektiğine ve pazarlama anlayışlarının benimsenmesinin önündeki temel engellerin nasıl aşılabacağına dair pazarlama yöneticilerine katkı sunmaktadır. Türkiye'de faaliyet gösteren farklı sektörlerden işletmeler üzerinde gerçekleştirilen web tabanlı anket uygulamasından elde edilen veriler, ilk olarak Faktör analiziyle incelenmiş ve Türkiye'de benimsenen pazarlama anlayışları bulunmuştur. Sonrasında pazarlama anlayışlarının benimsenmesinde sektörel farklılıklar Anova analiziyle araştırılmıştır. Pazarlama anlayışlarının benimsenmesinin önündeki engeller ise frekans analiziyle incelenmiştir. Araştırma sonucunda, literatürdeki pazarlama anlayışlarının Türkiye'deki işletmelerin yöneticileri tarafından da benimsendiği bulunmuştur. Ancak rekabetçi ve modern pazarlama anlayışlarının benimsenmesinin diğer anlayışlarla karşılaştırıldığında daha yaygındır. Pazarlama anlayışlarının benimsenmesinde sektörler için farklılıklar olduğu bulunmuştur. Pazarlama anlayışlarının benimsenmesinde en önemli engeller ise sırasıyla işletme bölümlerinin her birinin kendi bölüm öncelikleriyle meşgul olması, sınırlı finansal kaynakların pazarlama yönelimine engel olması ve pazarlamanın tam anlamıyla anlaşılabilmesi gelmektedir. Alan araştırmasına dayanan bu çalışma, genel olarak literatürde kavramsal olarak ele alınan pazarlama anlayışları konusunun geliştirilmesine katkı sağlamaktadır. İşletmelerin performanslarını arttırabilmeleri ve amaçlarına ulaşabilmeleri için günümüzün pazarlama anlayışlarını benimsemeleri gerekmektedir. Pazarlama anlayışlarının önündeki engelleri aşabilmek için ise işletmelerin pazar yönelimli olmaları, bu konulara finansal kaynak ayırmaları ve işletme içinde pazarlamanın önemini tam olarak kavranmasına yönelik çalışmalarda bulunmaları gerekmektedir.

**Anahtar Kelimeler:** Pazarlama, Pazarlama Kavramı, Pazarlama Anlayışı, Türkiye'de Pazarlama Anlayışları.

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## ABSTRACT

The marketing approaches and the barriers before the adoption of marketing approaches have been examined both theoretically and practically in a limited manner. The marketing approaches adopted in the developed and developing countries may be different. The differences on a country basis may differ according to the various sectors within a country. Thus, the purpose of this study is to determine whether there were sector-based differences in the adoption of marketing approaches in Turkey; if the differences existed, marketing approaches adopted in Turkey differed; which sectors these differences stemmed from; and what the barriers were today before the adoption of marketing approaches. The results of the study make a contribution to in which sectors the marketing approaches need to be improved and how the basic barriers before the adoption of marketing approaches can be overcome. The data obtained in the web-based survey carried out in the businesses operating in different sectors in Turkey was initially analyzed by the Factor analysis and the marketing approaches adopted in Turkey were found. Then, the sectoral differences in adopting the marketing approaches were analyzed by the Anova analysis. The barriers before the adoption of marketing approaches, on the other hand, were examined by the Frequency analysis. The results of the study revealed that the marketing approaches in the literature were adopted by the marketing managers in Turkey as well. However, the adoption of competitive and modern marketing approaches was more prevalent in comparison to other approaches. It was found that there were sector-based differences in the adoption of marketing approaches. The most important barriers in adopting the marketing approaches were; 'Each and every department of business is only interested in their own priorities', 'Limited financial resources hinder marketing orientation' and 'There is a lack of understanding regarding what marketing really means' respectively. The present study which is based on a field study makes a contribution to the improvement of the subject of marketing approaches, which is usually dealt with conceptually in the literature. In order for the businesses to enhance their performances and achieve their goals, they need to adopt the marketing approaches of today. In order to be able to overcome the barriers before the marketing approaches, on the other hand, businesses need to be market-oriented, allocate financial resources for these issues and work towards a full understanding of the importance of marketing within a company.

**Keywords:** Marketing, Marketing Concept, Marketing Approach, Marketing Approaches in Turkey.

**JEL Classification:** M30, M31

## INTRODUCTION

Marketing approaches have been changing over time. For instance, while the approach to manufacturing was dominant in the business world when the supply was low, as the demand subsequently increased (however, during the periods when the demand was not fully met), the competition between companies increased and the sales approach was emphasized. This particular situation experienced by the developed countries in the world with the USA leading the way before 1950s, came to be experienced in Turkey as late as 1990s. In these periods, the names of marketing departments of businesses were titled as *Sales Department* and the responsible personnel as *Sales Manager*. However, as a result of the following developments, greater value started to be attached to people in numerous fields and it began to be perceived as a more comprehensive concept inclusive of marketing sale. As a result of these changes, instead of name of sales department and the title of sales managers, the name of marketing department and the title of marketing directors started to be used. Even though the name changed at the beginning, the content remained the same. Today, on the other hand, it is commonly seen that in some businesses while the name and content of the sales department is still in current use, in some others, the name and content of marketing department is used; however, while the content of the activates in some others have not changed, in some others, on the other hand, the definition of marketing has fully changed. Some businesses, on the other hand, separate the marketing and sales departments in line with the content of their commercial activities. The reason behind all these different attitudes stems from the different perspectives of the business owners and managers toward marketing. What should really happen is to manage the product by considering marketing in the form of as developing the product, the monitoring of product life cycle, packaging the product, labeling the product, and branding the product by adopting a modern marketing approach; to adopt an appropriate pricing method and strategies, establishing and managing an efficient distribution system and enabling the promotion of the product.

Marketing success of businesses may have to do with whether a modern marketing approach has been adopted by the business. Furthermore, previous studies revealed that marketing had a significantly crucial function in enhancing the performance of the business (Simpson *et al.*, 2006; Engelen, 2011; Auh and Merlo, 2012; Homburg *et al.* 2015) and in developing innovative products (Kılıç, 2013). Market orientation effects on businesses' tendency to innovate are related to the satisfaction of

consumers' existing and future needs. Market-oriented businesses' market knowledge-processing capabilities provide for defining consumers' needs quickly and guide new-product offering timing (Baker and Sinkula, 2005). When market orientation literature is examined, some studies state that market orientation is a component of innovation facilities and performance processes within the context of new-product success and innovativeness (Atuahene-Gima, 1995; Hult and Ketchen, 2001; Jaworski and Kohli, 1993; Kumar et al., 2002; Matsuno et al., 2002; Narver and Slater, 1990; Slater and Narver 1994; Han et al., 1998). These studies emphasize that market orientation with entrepreneurship increases the effect on business performance (Matsuno et al., 2002), directly increases business performance (Hult and Ketchen, 2001), and contributes to the spread of innovativeness within the business (Salavou et al, 2004). Some of these studies emphasize that the innovation process increases the effect of market orientation on performance (Jaworski and Kohli, 1993; Han et al. 1998; Hurley and Hult, 1998). For instance, Atahuene-Gima (1995) found that market orientation was significantly related to new-product performance in the early stages of a product life cycle. Similarly, O'Cass and Ngo (2007) found that market orientation and innovative culture had positive effects on brand performance. These studies state conceptualization of market orientation directly or indirectly affects new-product and business performance according to innovation (e.g., market-related facilities, market knowledge-processing facilities, organizational culture or capability).

Today increase in the number of consumers, the fact that consumers have become more informed and that product life cycles have increasingly become shorter have made it inevitable for the businesses to be aware of consumers behavior and implement innovation activities. Businesses should closely keep track of consumer needs, competition, technology and other environmental conditions and envisage the changes even before they emerge (should act proactively) and be transformative. The businesses which fail to live up to this level may disappear in the face of changes and competition in today's markets. For instance, it was revealed that more than one third of the businesses on the Fortune Top 500 between 1975 and 1985 vanished within ten year; in Turkey, on the other hand, according to the study done by the Ankara Chamber Of Commerce among its members between 1923 and 2004, it was found that average life expectancy of businesses was 12 years (Koç, 2016: 39-80).

The number of studies that have examined which marketing approaches businesses have in Turkey is very limited. Günay (2001) investigated the modern marketing approach from a theoretical perspective stating that market orientation had an important role in the success of companies, which was an application of modern marketing approach. Therefore, the purpose of this study is to investigate marketers' attitudes toward the marketing approaches and to show the barriers in adopting the marketing approaches in Turkey. The present study has significant contributions to make both theoretically and practically. From the theoretical perspective, the present study made the following contributions; given the period when the study was conducted, the sector-based marketing approaches in Turkey were different; which sectors these differences came from; what the barriers were towards the adoption of these marketing approaches and the recommendations in order to overcome the obstacles. From the practical perspective, on the other hand, the results of the study included recommendations on how these barriers would be overcome. In accordance with these recommendations, businesses may adopt market orientation acquiring the opportunity to meet the consumer needs better, have competition advantages and enhance customer loyalty and performances. This particular situation will enable the consumers to obtain the desired products and services, and increase their level of satisfaction.

In the following parts of the study, the relevant literature will initially be reviewed. Subsequently, the method and findings of the research will be explicated, and the present study will be followed by discussion and conclusion parts.

## 1. Literature review

Review of the relevant literature reveals the presence of some research-based studies dealing with marketing approaches. For instance, in their study which they carried out with 224 managers and 142 trainers from the American Marketing Association, Barksdale and Darden (1971) investigated the attitudes of the participants toward marketing. Their research concluded that the senior management was more optimistic toward marketing in comparison to marketing managers; that the managers in the consumer product businesses had more positive attitude toward marketing in comparison to the managers in the industrial product businesses; and that the academicians with more education and work experience relied on the marketing concept less than the people with less education and work experience. In a study done in England by Hooley *et al.* (1990), marketing theory was investigated by the practitioners. In the present study, an attempt was exerted in order to classify the existing marketing approaches from a comprehensive sectoral framework and marketing practices based on different marketing approaches were explicated. In a study carried out by Marinov *et al.* (1993) in Bulgaria, they classified the existing marketing approaches in Bulgaria by using the similar approaches used by Hooley *et al.* (1990) and evaluated the level of marketing development in Bulgaria by comparing their results with those of England study. Furthermore, the barriers in adopting the marketing approach were explicated in this study. The research concluded that most of the business in Bulgaria (during the period when the research was carried out) adopted the production approach and started to steer for sales approach. In this study, it was established that the lack of understanding of what marketing meant was one of the most important barriers in adopting the modern marketing approach.

In a study they carried out in Romania, Lascu *et al.* (1993) investigated the possible changes in the transition from the centrally planned economy following the democracy movement in 1989 to the consumer-oriented economy from the perspective of marketing. The results of this study involving 100 consumers in Bucharest were compared with the pre-1989 period and the participants were asked to express their views regarding the elements of the marketing mix. The research concluded that the quality of the products in the consumer-oriented economy was high (59%); however, they were sold for high prices (97%); the products were sold in more shops (38%); the sales staff were more helpful and polite (43%); the quality of the advertising were better (90%); and the advertising were more informative (90%) and appealing (89%). In another study done by Hooley *et al.* (1993) in 576 companies, they investigated the marketing strategies used in Hungary. The research concluded that businesses were clustered as event-oriented advocates, quality-oriented advocates, low-price advocates, market-share challengers, organic growth classifiers.

In a study done by Reijonen (2010) in 106 SMEs (small and medium sized enterprises), it was investigated how the concept of marketing was used in practice. In this context the differences in practices based on the sector and customers, and the size of the businesses were considered; and the attitudes of business managers toward marketing were examined. The research concluded that the participants regarded marketing as an important part of business activities. Furthermore, it was also concluded in this study that there were differences among business marketing practices in relation to size of the business and customer markets; and especially small-sized businesses regarded marketing

as an advertising tool; and each and every customer were equally important for them. In their study they carried out in 6 big cities in on a randomly selected sample in Nigeria, Mitchell and Agenmonmen (1984) investigated the attitudes of marketers toward the marketing concept. In a study done by Ogunmokun and Li (2014) in 111 exporting companies in China, the relationship between the adopted marketing approach and export performances of companies was investigated. The research concluded that the companies would not be successful unless they adopted the modern marketing approach and social marketing approach.

In their study in which Simpson *et al.* (2006) examined the role of marketing regarding the perception of marketing in SMEs, they tested a relatively new model regarding the role (internal factor) and relevance of marketing (external factor) in the SMEs. The internal and external factors in the model were divided into quad scale in the form of big and small. The following cases are true; in cases when both factors are small, an organization where there is no marketing; in cases when marketing interest is low, but the role of marketing within an organization is big, an organization that is dominated by marketing; in cases when marketing interest is high, but the role of marketing is low, an organization where marketing is weak; in cases when both factors are high, an organization led or directed by marketing. The research concluded that there was a positive relationship between the financial performances of businesses and their approaches toward marketing. According to the research results, some businesses have clear ideas of what to do about marketing and strategies. However, many organizations with weak marketing approach do not have a clear idea about what they do. At this point, it is recommended that marketing-oriented SMEs need to meet certain basic conditions. There are; presence of a marketing database in the company, having an active work plan, and the representation of marketing at the senior management level (administrative board) and existence of a marketing department. Alsem and Kosteljik (2008) thought that expanding the marketing paradigm was an obligation from a theoretical and practical perspectives based on the idea that there was an insufficient balance between the notion of customer and brand, and in their study they also added the brand identity into a new and more balanced marketing paradigm, which they termed as identity-based marketing.

In other studies, on the other hand, new marketing approaches were investigated in relation to different sectors and subjects. For instance, in one of those studies, Grönroos (1994) examined relational marketing together with the elements of marketing mix from a theoretical perspective. In their study, Traynor and Traynor (2004), on the other hand, investigated the marketing approaches and tactics used by the high technology companies. In their study involving 309 consumers, Chowdhury *et al.* (2006) investigated the attitudes of the participants toward mobile advertisements. The research concluded that by enabling reliability and appropriate information, the businesses that used mobile advertisements could be successful in the market. Schweitzer and Lyons (2008) studied the subjects of relations with the employees and internal marketing. In his study, Vasconcelos (2008) aimed to broaden internal marketing approach for the generation of happiness at the work place and for this purpose, by presenting the conceptual framework based on the internal marketing variables, he explicated how happiness-related objectives could be fulfilled at the work place. Peattie and Peattie (2009), on the other hand, investigated the role of social marketing approach aimed at reducing consumption. Dann (2010) used the contemporary commercial marketing theory in re-defining the social marketing. In their study they carried out in China involving 250 young consumers, Gao *et al.* (2010) examined the factors that affected the recognition of mobile marketing. Hutter and Hoffman (2011) studied the guerrilla marketing approach from a theoretical perspective. In their study, Shams

*et al.* (2011) focused on the social marketing approach. In their study involving 400 students, Akar and Topçu (2011), on the other hand, studied participants' attitudes toward social media marketing. Gordon (2012), on the other hand, examined the role of marketing mix model in social marketing. In their study involving 216 consumers in Pakistan, Zernigah and Sohail (2012) investigated consumers' attitudes toward increasing viral marketing practices together with the developing technology. It was concluded in this study that companies were recommended to use permission marketing and consumer-reassuring viral marketing messages. Within the framework of green marketing strategy, Cherian and Jacob (2012) investigated consumers' attitudes to environment-friendly green products from a theoretical perspective in their study. Keelson (2012) also examined the different marketing concepts that have been developed over time from a theoretical perspective. In her study, Günay (2001) examined the background of marketing concept and the size of the marketing area in Turkey. Furthermore, the criticism directed at marketing concept was also dealt with in this study.

## 2. Methodology

### 2.1. Purpose

The purpose of this study is to investigate which marketing approaches have been adopted by the businesses in Turkey and establish whether the businesses in different sectors differ in their marketing approaches. At the same time, the present study also aims to determine the barriers in adopting the marketing approaches.

### 2.2. Sampling and data collection

The population of the research is comprised of businesses operating in different sectors in Turkey. For this purpose, it was decided that the businesses registered at associations, societies or trade unions of various sectors believed to represent the population of the study. Therefore, the sampling method used in this research is judgment sampling. The basic conception in judgment sampling method is to study with the sampling group that meets a pre-determined series of criteria (Yıldırım and Şimşek, 2005: 112). The principle criterion in deciding to choose this set of sampling is that the businesses selected operate in Turkey and are registered at sector-related associations, societies or trade unions. Another criterion is that all the businesses in the relevant sector have an e-mail address. It is because a web-based questionnaire was applied in the study. All the associations, societies or trade unions that meet these criteria and thought to comply with the purposes of this research are; Turkish Cement Manufacturers' Association, Turkish Chemistry Industrialists Association, Cotton Textile Producers' Association, Automotive Parts and Components Manufacturers' Association, Turkish Branded Product Producers' Association, Pharmaceutical Industry Employers' Union, Turkish Metal Industrialists Union, Uludag Exporters' Association and Turkish Travel Agencies Association. Briefly, the sampling framework of the study is comprised of 4570 businesses registered at associations, societies or trade unions of various sectors.

### 2.3. Questionnaire and measurement

In an attempt to test the previously-prepared questionnaire form prior to data collection, a face-to-face interview was conducted with employees of 20 businesses available within the population of

the research and they were asked to fill in the questionnaire forms. In this way, a pilot study of the questionnaire form to be used in the research was conducted. At this stage, the final draft of the questionnaire form was established by paying closer attention to such issues as the intelligibility of the questions, the order of the questions and response time of the questions. A request e-mail with a link enabling access to the questionnaire form was sent to the aforementioned a total of 4570 businesses that had an e-mail address and were registered at associations, societies or trade unions of various sectors. Since no sufficient number of e-mails was returned, two weeks after the first mail, a second request e-mail was sent to those businesses. A total of 282 people responded our mail having filled in the questionnaire form. The return rate of our questionnaires was 6.17%. The reasons why there was a low rate of e-mail returns were; the membership information (e-mail address) of some business were not updated and/or some businesses simply closed down, but their memberships were still active (therefore, they seemed to have existing and current communication information); the work load of the respondents and/or their lack of desire to answer and fill in the questionnaire forms. Moreover, although the number of businesses registered at the Turkish Travel Agencies Association (3379 companies) was high, the fact that there was a very low rate of return (67) from the registered businesses of this association negatively impacted the return rate of our questionnaire forms.

The questionnaire form we prepared was comprised of two parts. The first part included categorical questions regarding the characteristics of the respondents and businesses. The second part was comprised of scale questions investigating their marketing approaches and the barriers in adopting the marketing. For the questions in the questionnaire, the following literature was reviewed and the validity and reliability of the questions were tested based on these studies; for the adoption of marketing (Barksdale and Darden, 1971; Mitchell and Agermonmen, 1984; Hooley *et al.*, 1990; Marinov *et al.*, 1993; Morgan, 1996; Helgesen, 2007; Kotler and Keller, 2012) and for the barriers in adopting the marketing approach (Marinov *et al.*, 1993). Therefore, assessments of the respondents from different sectors regarding the marketing approach and the barriers in adopting their marketing approach were investigated and by the 5 point Likert Scale (1=Strongly Disagree, 5= Strongly Agree) composed of 20 questions and 6 questions for each question respectively. In order to establish the reliability of the questions used in the study, the Cronbach's alpha values were calculated. It was found that the reliability of the questions inquiring about the adoption of marketing approaches was 0,817. The reliability of the questions inquiring about the barriers before the adoption of marketing was 0,785. It is clearly seen that the reliability of all the questions were above the 0,70 Cronbach's Alpha value, which is the acceptable value in the relevant literature (Bayram, 2004: 128). All the analyses were carried out at the 95% reliability level. The SPSS 13.0 package program was utilized for these analyses. The study was implemented in the first 4 months of 2015. The attitudes of the respondents toward the adoption marketing approaches are illustrated in Table 2 and the barriers in adopting the marketing approach in Table 6.

#### 2.4. Hypothesis of the Research

In this reserach, the respondents were asked to evaluate the given statements regarding the marketing approaches. The research hypothesis developed in line with the purpose of the study and tested as a result of the aforementioned relevant literature review was established as follows:

H<sub>1</sub>: There are significant differences among the sectors in adopting marketing approaches.



### 3. Findings

#### 3.1. Demographic characteristics

The findings regarding the participating respondents and the companies they worked for are presented in the Table 1 below.

**Table 1: Information about the respondents and their companies**

		n	%
<b>Gender</b>	Female	48	17,0
	Male	234	83,0
<b>Age</b>	30 years and under	77	27,3
	31-40	147	52,1
	41 years and over	58	20,6
<b>Education</b>	Elementary	34	12,0
	Undergraduate	213	75,5
	Post-Graduate	35	12,5
<b>Position</b>	Marketing manager	134	47,5
	Business owner	72	25,5
	General Director or Vice General Director	25	8,9
	Other positions	51	18,1
<b>Sector</b>	Tourism	67	23,7
	Pharmaceutical	43	15,3
	Construction-Building	40	14,2
	Banking and Finance	36	12,8
	Automotive and Supply Industry	29	10,3
	Machinery – Metal	21	7,5
	Textile and Apparel industry	17	6,0
	Food, Agriculture and Livestock	6	2,1
	Others (Informatics, Electronics, Chemical, Logistics, Retail, Insurance)	23	8,1
<b>Number of Employees</b>	Less than 50	129	45,8
	51–250	52	18,4
	251 and over	101	35,8
<b>Total</b>		<b>282</b>	<b>100</b>

When Table 1 is examined, it is seen that the participants in the study were composed of respondents mostly aged 31-40 (52,1%) and with undergraduate degrees (75,5%). Male participation (83%) was greater than female participation. Table 1 also demonstrates that the participating respondents were from such different sectors as tourism, construction-building, banking and finance, and automotive and supply industry. Majority of the respondents were marketing managers (47,5%). However, the business owners (25,5%) and general managers or vice general managers who partially or completely undertook operations related to marketing management (8,9%) also participated in this marketing-related research.

When the businesses that the participants worked for or owned are examined, it is seen that 129 businesses were classified as small, 52 medium and 101 big businesses. The classification of KOSGEB (Small and Medium Industry Development Organization) was used in this classification.

### 3.2. Marketing managers' attitudes to marketing approaches

The attitudes of the participants toward the adoption of marketing approaches in Turkey are illustrated in Table 2. When Table 2 below is examined, it is seen that the participating managers were still under the influence of production approach. It is because the level of agreement (expressing their agreement with options of 'agree' and 'strongly agree') with the statements "marketing means planning and managing the production" (49,3%) and "marketing means deciding on the volume and quality of production" (51,1%) was quite high. The response of the participants regarding their approaches to products was very low. For instance, the rate of agreement with the statements such as "if the product is of good quality (25,5%) and includes innovation (17%), it sells itself without marketing efforts" was very low. This finding proves that the managers were of the opinion that if the product was new and of good quality, there was definitely need for marketing efforts.

**Table 2: The attitudes of the participants toward the adoption of marketing approaches**

Attitudes	Strongly Disagree		Disagree		Undecided		Agree		Strongly Agree	
	n	%	N	%	n	%	n	%	n	%
1. If the product is of good quality, it sells itself without marketing efforts.	61	21.6	99	35.1	50	17.7	52	18.4	20	7.1
2. If the product involves an innovation, it sells itself without other marketing efforts.	51	18.1	131	46.5	52	18.4	37	13.1	11	3.9
3. Marketing means planning and managing the production.	23	8.2	55	19.5	65	23.0	97	34.4	42	14.9
4. Marketing means deciding on the volume and quality of production.	33	11.7	49	17.4	56	19.9	100	35.5	44	15.6
5. The purpose of marketing is to make profit by enhancing the sales amount.	9	3.2	38	13.5	53	18.8	118	41.8	64	22.7
6. Marketing integrates the efforts such as product, price, distribution, sales and advertising.	9	3.2	3	1.1	55	19.5	133	47.2	82	29.1
7. The purpose of marketing is to determine the needs of consumers and to meet them.	10	3.5	20	7.1	68	24.1	127	45.0	57	20.2
8. Marketing focuses on long-term profits rather than short-term profits.	9	3.2	25	8.9	64	22.7	122	43.3	62	22.0
9. Marketing focuses on improving the long-term customer relations.	10	3.5	14	5.0	62	22.0	127	45.0	69	24.5
10. Marketing means establishing trust in relationships.	8	2.8	18	6.4	58	20.6	125	44.3	73	25.9
11. Marketing is consumer-oriented in all activities from pre-product/service development to after-sales services.	5	1.8	21	7.4	61	21.6	127	45.0	68	24.1
12. In marketing activities, welfare of the consumers and society is taken into account.	10	3.5	25	8.9	88	31.2	119	42.2	40	14.2
13. Marketing has a strong ethical background rather than an aggressive sale.	11	3.9	28	9.9	75	26.6	107	37.9	61	21.6
14. The place of marketing in our company is not clear.	57	20.2	65	23.0	95	33.7	47	16.7	18	6.4
15. There are no marketing activities in our company.	93	33.0	76	27.0	49	17.4	47	16.7	17	6.0
16. Marketing is to analyze the market.	10	3.5	16	5.7	64	22.7	140	49.6	52	18.4
17. Marketing is to harmonize with the market.	10	3.5	29	10.3	78	27.7	122	43.3	43	15.2
18. Marketing is to shape the market.	8	2.8	21	7.4	67	23.8	125	44.3	61	21.6
19. Marketing requires collecting competitive information.	9	3.2	7	2.5	52	18.4	144	51.1	70	24.8
20. In decisions and practices with regards to marketing, the competitors are taken into consideration as well.	7	2.5	10	3.5	46	16.3	131	46.5	88	31.2

The rate of agreement with the statement related to sales approach "The purpose of marketing is to make profit by enhancing the amount of sales" was very high (64,5%). This particular finding demonstrates that marketing managers considered enhancing the amount of sales as a basic marketing purpose. The rate of those who disagreed with this statement was very low (16,7%).

The level of agreement with the modern marketing approach was very high. For instance, the rate of agreement with the following statements were very high: Marketing integrates the efforts described as 4P which are product, price, place and promotion (76,3%), the purpose of marketing was to determine and meet the needs of consumers (65,2%), long-term profitability was better than short-term profitability (65,3%) and marketing focused on improving long-term consumer relations (69,5%), marketing meant establishing trust in relationships (70,2%), marketing was consumer-oriented in all activities from pre-product/service development to after-sales services (69,1%). It is possible to interpret these findings as that marketing managers adopted the modern marketing approaches and attempted to apply them. However, the level of agreement with the social marketing approach that was attached to this approach over time was not as high as expected. The level of agreement with the statement "In marketing activities, welfare of the consumers and society is taken into account" was not as high as expected (56,4%). However, when the responses to this statement are examined, it is seen that certain part of the respondents were undecided on this theme (31,2%). This particular finding implies that this approach will be adopted by the marketing managers over time. It is because the rate of those marketing managers who disagreed with this statement was very low (12,4%).

As far as the last two statements in Table 2 are concerned, it is seen that the competitive marketing approach available in the relevant literature was very well adopted by the marketing managers in Turkey. It is because the level of agreement of the marketing managers with the statements that marketing required collecting competitive information (75,9%) and in decisions and practices with regards to marketing; and the competitors should be taken into consideration as well (77,7%) was very high. When the undecided respondents are not taken into consideration, the rate of those who disagreed with these statements was nearly 6%. This finding shows that the intense competition in Turkey and in the world affected especially the marketing managers a great deal and that the impact of this competition naturally was felt on marketing departments the most.

The level of agreement of the marketing managers with market-orientation was very high. The market-orientations statements such as "marketing is to analyze the market" (68%), "marketing is to harmonize with the market" (58,5%) and "marketing is to shape the market" (65,9%) were very high. This particular finding proves that one of the other priorities of marketing managers was to keep track of the markets and the changes in the markets and shape them. In this section, the findings obtained only in the Likert scale were examined. The marketing approaches adopted in Turkey were explicated by the exploratory factor analysis below.

### 3.3. Exploratory factor analysis

One of the fundamental purposes of this research is to establish which strategic marketing approaches are adopted by the businesses in Turkey. For this purpose, a varimax rotated exploratory factor analysis was carried by using the principle components technique. Before the exploratory factor analysis, the Cronbach's Alfa value of the scale was examined and it was seen that no variable existed within the scale that reduced the reliability. The Kaiser-Meyer-Olkin (KMO) measurement regarding the proficiency of sample was 0.829. This value is within the acceptable limits. The Barlett Spheric-

ity Test results demonstrate that factor analysis can be used for these scale questions ( $\chi^2=2629.249$ ;  $P=0.00$ ). The varimax rotated principle components technique was used in order to test the validity of theory-based model. The factor analysis demonstrated that a consistent structure in which 20 variables were collected under 6 factors. The exploratory factor analysis results showed that factor loadings were between 0,60 and 0,91. 6 factors (composing nearly 70% of the total variation) whose eigenvalue were greater than 1 were found and these factors (according to their total variances) were named as Modern Marketing Approach, Competitive Marketing Approach, Unknown Approach, Product Approach, Production Approach and Sales Approach. The factors, the characteristics of these factors, the sub-variables included in each factor and factor loadings are illustrated in Table 3.

**Table 3: Factors and factor loadings**

Statements	Factors					
	Modern Marketing Approach	Competitive Marketing Approach	Unknown Approach	Product Approach	Production Approach	Sales Approach
1				.868		
2				.911		
3					.853	
4					.875	
5						.800
6						.729
7	.753					
8	.769					
9	.806					
10	.786					
11	.652					
12	.724					
13	.730					
14			.832			
15			.826			
16		.686				
17		.720				
18		.694				
19		.722				
20		.598				
<b>Eigenvalues</b>	6.429	2.389	1.501	1.384	1.206	1.055
<b>Variation</b>	32.146	11.944	7.507	6.921	6.032	5.276

The factors obtained as a result of factor analysis and the sub-variables related to these factors are examined, it is seen that modern marketing approach accommodated nearly 32% of the total variation. This factor had 7 sub variables, and of these factors, the factor that had the highest factor loading had the variable "marketing focuses on long-term customer relations" (factor loading = 0.806). The other sub variables of "marketing means establishing trust in relationships" (factor loading = 0.786) and "the purpose of marketing is to determine the needs of consumers and to meet them" (factor loading = 0.753) were those that had the highest share. The factor of competitive marketing approach was composed of 5 sub variables and explicated nearly 12% of the total variation. The sub variables of "marketing requires collecting competitive information" (factor loading = 0.722) and "marketing is to harmonize with the market" (factor loading = 0.720) were the ones that had the highest share in this factor. The unknown approach factor was composed of the sub variables of "the place of marketing in our company is not clear" (factor loading = 0.832) and "there are no marketing activities in our company" (factor loading = 0.826), and explicated nearly 7.5% of the total variation. The factor of product approach explicated nearly 6.9% of the total variation and was comprised of two sub variations. These were sub variables of "if the product involves an innovation, it sells itself without other marketing efforts" (factor loading = 0.911) and "If the product is of good quality, it sells itself without marketing efforts" (factor loading = 0.868). The production approach factor was composed of the sub variables of "marketing means deciding on the volume and quality of production" (factor loading = 0.875) and "marketing means planning and managing the production" (factor loading = 0.853), and explicated nearly 6% of total variation. The sales approach factor explicated nearly 5.2% of the total variation together with the sub variables of "the purpose of marketing is to make profit by enhancing the sales amount" (factor loading = 0.800) and "marketing integrates the efforts such as product, price, distribution, sales and advertising" (factor loading = 0.729).

All these factors obtained in our research are consistent with the marketing approaches available in the relevant literature. However, the social marketing approach and market orientation approach have not emerged as separate factors. The social marketing approach, the modern marketing approach, and market orientation approach were all integrated within the competitive marketing approach.

### 3.4. The relationship between marketing approaches and sectors

The hypothesis ( $H_1$ ) designated to demonstrate whether the marketing approaches differed according to sectors was tested by the One-Way Analysis of Variance (ANOVA). Table 4 below illustrates the results of the one-way variation analysis.

**Table 4: The results of One-Way Analysis of Variance (ANOVA) of the relationship between marketing approaches and sectors\*\***

Factors (Marketing Approaches)		General sum of the squares	Sd	Squared average	F	Level of Significance*
<b>Modern Marketing Approach</b>	Between the groups	12,88	8	1,61	2,77	0,06
	Within group	158,44	273	0,58		
	Total	171,32	281			
<b>Competitive Marketing Approach</b>	Between the groups	10,91	8	1,36	2,80	0,05
	Within group	132,71	273	0,48		
	Total	143,62	281			
<b>Unknown Approach</b>	Between the groups	42,14	8	5,26	5,11	<b>0,00</b>
	Within group	281,08	273	1,03		
	Total	323,22	281			
<b>Product Approach</b>	Between the groups	39,75	8	4,97	5,15	<b>0,00</b>
	Within group	263,10	273	0,96		
	Total	302,85	281			
<b>Production Approach</b>	Between the groups	28,27	8	3,53	3,24	<b>0,02</b>
	Within group	297,72	273	1,09		
	Total	325,99	281			
<b>Sales Approach</b>	Between the groups	15,26	8	1,90	2,94	<b>0,04</b>
	Within group	177,21	273	0,64		
	Total	192,48	281			

\* 0,05 shows the level of significance.

\*\* For the evolution of the data, 5 point Likert scale was utilized (1-Strongly Disagree, 5-Strongly Agree).

As far as the results of the one-way analysis of variance in Table 4 are concerned, it was found that there was  $p < 0,05$  level of significant difference between the unknown approach, product approach, production approach and sales approach, and the sectors the companies operated in. No significant difference was found at  $p < 0,05$  level between modern marketing approach and competitive marketing approach, and the sectors the companies operated in. In other words, it was revealed that modern and competitive marketing approaches were adopted by the businesses in all sectors. The Post-Hoc Tukey HSD test was applied in order to explicate in which sectors the unknown approach, product approach, production approach and sales approach differed; in other words, the test revealed in which groups the differences existed. The findings obtained are presented in Table 5.

When Table 5 is examined, it is seen that unknown approach differed according to sectors and the differences appeared in three groups. The sectors that basically created a difference were food-agriculture-livestock, machinery-metal and pharmaceutical sectors. While food-agriculture-livestock, construction-building, tourism, textile and apparel industry, banking-finance and other comprised the first group, the sectors except food-agriculture-livestock, machinery-metal and pharmaceutical sectors formed the second group. The third group, on the other hand, was composed of the sectors except the food-agriculture-livestock and construction-building sectors.

**Table 5: Tukey (HSD) test results regarding the relationship between marketing approach and between the sectors**

<b>Unknown Approach</b>	<b>Sectors</b>	<b>N</b>	<b>1</b>	<b>2</b>	<b>3</b>
	Food-agriculture-livestock	6	1.58		
	Construction-building	40	1.95	1.95	
	Textile and Apparel industry	17	2.08	2.08	2.08
	Banking-finance	36	2.41	2.41	2.41
	Tourism	67	2.47	2.47	2.47
	Other	23	2.54	2.54	2.54
	Automotive and supply industry	29		2.62	2.62
	Machinery-metal	21			3.07
	Pharmaceutical	43			3.08
	<b>Sig.</b>		.06	.46	.05
	<b>Product Approach</b>	<b>Sectors</b>	<b>N</b>	<b>1</b>	<b>2</b>
Construction-building		40	1.92		
Textile and Apparel industry		17	2.00	2.00	
Machinery – metal		21	2.07	2.07	2.07
Automotive and supply industry		29	2.22	2.22	2.22
Banking-finance		36	2.33	2.33	2.33
Other		23	2.67	2.67	2.67
Tourism		67	2.76	2.76	2.76
Pharmaceutical		43		2.95	2.95
Food-agriculture-livestock		6			3.00
<b>Sig.</b>			.14	.05	.06
<b>Production Approach</b>		<b>Sectors</b>	<b>N</b>	<b>1</b>	<b>2</b>
	Food-agriculture-livestock	6	1.5833		
	Construction-building	40		3.0125	
	Tourism	67		3.1716	
	Machinery-metal	21		3.2143	
	Automotive and supply industry	29		3.2586	
	Banking-finance	36		3.4306	
	Other	23		3.4348	
	Pharmaceutical	43		3.5698	
	Textile and Apparel industry	17		3.6471	
	<b>Sig.</b>		1.000	.587	
<b>Sales Approach</b>	<b>Sectors</b>	<b>N</b>	<b>1</b>	<b>2</b>	
	Machinery-metal	21	3.3571		
	Other	23	3.4348		
	Textile and Apparel industry	17	3.7353		
	Tourism	67	3.7612		
	Pharmaceutical	43	3.8837	3.8837	
	Automotive and supply industry	29	3.9655	3.9655	
	Construction-building	40	3.9750	3.9750	
	Banking-finance	36	4.0417	4.0417	
	Food-agriculture-livestock	6		4.5833	
	<b>Sig.</b>		.149	.129	

Product approach differed according to sectors and the differences appeared in three groups. The sectors that basically created a difference were food-agriculture-livestock and machinery-metal sectors. The first group was composed of construction-building, textile and apparel industry, machinery-metal, automotive and supply industry, banking-finance, tourism and other sectors. While the second group was composed of textile and apparel industry, machinery-metal, automotive and supply industry, banking-finance, tourism and pharmaceutical sectors, the third group machinery-metal, automotive and supply industry, banking-finance, tourism, pharmaceutical, food-agriculture-livestock and other sectors.

Production approach differed according to sectors as well and the differences appeared again in two groups. The first group was formed by the food-agriculture-livestock sector. The second group was composed of the sectors except the food-agriculture-livestock sector.

Sales approach differed according to sectors as well and the differences appeared again in two groups. The basic differences stemmed from machinery-metal, textile and apparel industry, tourism, food-agriculture-livestock and other sectors. Accordingly, food-agriculture-livestock differed from other sectors and was not in the first group. In the second group, machinery-metal, textile and apparel industry, tourism and other sectors differed and were not available in this group. Pharmaceutical, automotive and supply industry, construction-building and banking-finance were present in both groups.

### 3.5. Assessments of respondents regarding the barriers to adoption of marketing approach in Turkey

There are numerous barriers in adopting the marketing approaches. These barriers are illustrated in Table 6. The agreement rates (agree and strongly agree) of the respondents regarding the barriers were assessed according to the assessment of all the respondents and the different sectors (the sectors that exceeded the total of 10 percent of all those involved in the research) present in the research.

**Table 6: The Sector-based Barriers in Adopting Marketing Approach**

Barriers	Total n=282, 100%	Tourism n=67, 23,7%	Pharmaceutical n=43, 15,3%	Construction and Building n=40, 14,2%	Banking - Finance n=36, 12,8%	Automotive and supply industry n=29, 10,3%
	%	%	%	%	%	%
Limited financial resources hinder marketing orientation.	53,9	52,2	65,1	60,0	50,0	62,0
There is a lack of understanding regarding what marketing really means.	53,9	56,7	67,4	42,5	58,3	65,5
Skills are limited to develop a more marketing-oriented approach.	36,8	35,8	60,4	35,0	33,3	27,5
Each and every department of business is only interested in their own priorities.	62,0	65,6	58,1	65,0	80,5	55,1
There are problems in cooperation between marketing and other functional departments.	39,7	29,8	69,7	50,0	47,2	31,0
The company is constrained by stereotyped relationships in which change is difficult.	40,0	28,3	58,1	27,5	50,0	51,7



The first three barriers regarding the adoption of marketing approach respectively were 'each and every department of business is only interested in their own priorities', 'limited financial resources' and 'a lack of understanding regarding what marketing really means'. When analyzed from a sectoral perspective, it is seen that the results differed. According to the managers in the sector, the most recognized two factors were as follows; in the tourism sector, 'each and every department is only interested in their own priorities' (65,6%) and 'a lack of understanding regarding what marketing really means' (56,7%); in the pharmaceutical sector, 'the problems in cooperation between marketing and other functional departments' (69,7%) and 'a lack of understanding regarding what marketing really means' (67,4%); in the construction and building sector, 'each and every department of business is only interested in their own priorities' (65%) and 'limited financial resources' (60%); in the banking and finance sectors, 'each and every department of business is only interested in their own priorities' (80,5%) and 'a lack of understanding regarding what marketing really means' (58,3%); in the automotive and supply industry, 'a lack of understanding regarding what marketing really means' (65,5%) and 'limited financial resources' (62%).

When the respondents' statements regarding the barriers are evaluated according to sectors, the response 'each and every department of business is only interested in their own priorities' in the banking and finance sectors (80,5%) was higher than the other sectors. This particular finding proves that departmentalization in these sectors was far stricter and each and every department focused on the targets set for them. Other barriers were higher especially in the pharmaceutical sector than other sectors.

## 4. DISCUSSION AND CONCLUSIONS

One of the most important business functions in acquiring the desired performance in companies is marketing. For instance, in their study, Homburg *et al.* (2015) concluded that marketing was the function that made the greatest contribution to the business performance. The present study investigated which marketing approaches were adopted by the businesses in Turkey and whether there were differences between the adopted marketing approaches in terms of sectors. When the data obtained by the Likert scale are examined, it is seen that the marketing managers could not stay away from the effect of production approach. The managers were of the opinion that the good quality of the product and possessing innovative characteristics were not sufficient in terms of the success of marketing. This particular finding can be interpreted together with the findings obtained with the regards to the competitive marketing approach present in this research. It is because the approach adopted the most by the marketing managers is the competitive marketing approach. Another finding is that the modern marketing approach was adopted by the marketing managers. However, it is seen that the level of adoption of the statement specifying the social marketing approach was low. It is possible to suppose that the effects of the competitive marketing approach might be the reason why this approach was low. In other words, it is seen that businesses could not take into account the social subjects due to intense competition and their focus shifted toward competition. However, it should be remembered that for the businesses that wish to succeed in competition, placing the welfare of the consumers and society among their priorities will make a difference for them in the eyes of the consumers and the society at large.

The research revealed that sales approach was adopted at a level similar to one the modern marketing approach was adopted by the marketing managers. One of the main reasons why sales approach was adopted could be that competition and the resulting sales-oriented target pressure over the marketing managers. In order to succeed in competition, the marketing managers must reach the targeted sales figures. One of the ways to achieve this is to analyze the market well, adapt to the market and shape the market in the desired manner; in other words, being market-oriented. The findings relevant to this issue in our research proved that the businesses in question had a high degree market-orientation. When we evaluate all these results obtained by generalizing them for Turkey, it becomes clear that the importance and practices of modern marketing approach and social approach together with market orientation should be grasped better, and production and sales approaches should be abandoned. All these require the modern marketing approach to get adopted by those who will work especially in the marketing field, the visions and missions of businesses should be formed based on these approaches and the most important of all, the senior management of businesses should adopt these approaches.

Apart from the evaluation of these general results obtained in this study, the data collected in this research were evaluated with the aim of determining which were the marketing approaches adopted by the businesses in Turkey as well. As a result of the factor analysis performed for this purpose, 6

factors were found. These factors, in a sense, demonstrated the grouping of the marketing approaches adopted by the marketing managers in Turkey. All the emerging factors, in other words, the marketing approaches, were termed as modern marketing approach, competitive marketing approach, unknown marketing approach, product approach, production approach and sales approach. In a similar study done in Bulgaria, (Marinov *et al.* 1993), the marketing approaches were grouped under 5 factors. These factors were specified as the market orientation, marketing orientation, production orientation, sales/promotion orientation and unknown orientation. When compared with the Bulgarian example, while product approach was not found as a factor during the period of research in Bulgaria, it is seen in our research that product approach was an approach adopted by the participating businesses in our research.

When the results of the by Hooley *et al.* (1990) who carried out a similar study to the adopted marketing approaches in England are analyzed, four clusters emerged. These clusters respectively were termed as; those with a marketing philosophy (41%), sales supporters (9%), departmental marketers (26%) and the unsures referring to the uncertainty of the role of marketing. Marinov *et al.* (1993) who carried out similar analyses at the same time period gathered the businesses in Bulgaria in four clusters. The biggest clusters was the production orientation with 63%, followed by sales orientation 31(%). While the rate of the businesses with marketing orientation in Bulgaria was 3%, the rate of the cluster in similar businesses with unknown or no approach at all was also 3%. These results demonstrate that the businesses in Bulgaria adopted in general the production and sales approaches during the period of the study. Adoption of the modern marketing approach in that time period was very low. When both studies done almost at the same time period are examined, it is clearly seen that the marketing approaches adopted by the businesses in England was much more advanced in comparison to those adopted by the businesses in Bulgaria.

Since the marketing approaches adopted demonstrate the developments in the adoption of marketing sometimes by countries and mostly by the sectors, it is crucially important to make these assessments from sectoral perspectives. Therefore, adoption of marketing approaches by the businesses was analyzed according to the sectors the participants in our study operated in. As a result of the one-way variation analysis, it was found that there were no differences between the sectors in terms of the modern marketing approach and competitive marketing approach. In other words, it is seen that the modern marketing approach and competitive marketing approaches were adopted by all the participating sectors in the present research. At this point, it will be worthwhile to mention especially the modern marketing approach. It is because this is the leading approach to be adopted by the businesses in this day and age. The businesses with the modern marketing approach wish to meet the demands of the consumers through an analysis of all the wishes and needs of consumers accomplish the marketing objectives successfully and aim at a reasonable profitability in the long term (Morgan, 1996). The modern marketing approach includes developing appropriate products for the consumers, delivering the products to the consumers at reasonable prices, a suitable distribution system and promotion of the products. At this point, businesses should make efforts to improve their know-how and skills related to product design and quality that can connect to the consumers (Moorman and Rust, 1999). It is crucially important at this point how the theoretically defined marketing approach is perceived by the practitioners. In a study done by Helgesen (2007) on this subject at the companies of furniture and fishing sectors in Norway, marketing perceptions of the practitioners were investigated by the factor analysis. According to the analysis, the marketing concept was divided into four factors of long term focus, reciprocity, marketing as sales, and strategy and function. The research concluded that the respondents perceived the factors of long term focus, and strategy and function as the factors that reflected the marketing concept better than reciprocity and marketing as sales.

Another approach adopted by all the sectors available in the research was competitive marketing approach. It is natural for this approach to be adopted by all the sector managers. It is because ever

increasing economic, technological and political uncertainties cause the intensity of the competition to increase as well. This requires the businesses to be informed about the activities and plans of especially the existing and potential competitors (Özdemir, 2010). All the information possessed about the competitors is crucially important especially regarding the strategic and tactical actions of businesses (Zahra, 1994). As it was revealed in our research, the marketing managers were of the opinion that information about the competitors was very important in marketing and the competitors should definitely be taken into account regarding the decisions and practices in marketing.

The results of our analysis demonstrated that there were significant differences between unknown approach, product approach, production approach and sales approach, and the sectors the businesses operated in. The differences mainly emerged in three groups in the unknown approach; and the differences were mostly in the pharmaceutical and machinery-metal sectors (the third group). Similarly, differences in the product approach appeared in three groups and the differences were in the pharmaceutical and food-agriculture-livestock sectors present in the third group. The sectors were divided into two groups based on their production approach. All the rest of the sectors except the food-agriculture-livestock were gathered in the second group. In other words, they constituted the sectors where this approach was the most prevalent. The sales approach, on the other hand, was gathered in two groups. While machinery-metal, tourism and textile and apparel industry comprised the first group, the other sectors formed the second group. It is observed that the sales approach was adopted more in the second group.

Lastly in this study, the issue of barriers in adopting the marketing approaches was investigated as well. When assessed from sectoral point of view, it is observed that the results regarding the barriers before the adoption of marketing approaches differed according to sectors as well. However, the three barriers in adopting marketing approach in businesses were respectively; 'each and every department of business is only interested in their own priorities', 'limited financial resources' and 'a lack of understanding regarding what marketing really means'. Marinov *et al.* (1993) who carried out a similar study found that the barriers in adopting the marketing approach were respectively; limited skills in developing a market orientation approach (65%), limited financial resources hampering the market orientation (53%), failure to fully grasp the meaning of marketing (48%), the rapid changing of the environment where marketing will be helpful (48%), each and every department manager is only interested in their own priorities (51%), problems in the cooperation between marketing and other functional departments (31%), and the company is constrained by stereotyped relationships in which change is difficult (5%). When the results of our study are compared with the results of the study in question, it is seen that the managers' approaches toward the barriers were different.

The first barrier in our study that 'each and every department of business is only interested in their own priorities' was not only surprising, but also it was a result that decreased the success of businesses. However, there was a relationship between the functions and performances of businesses. For instance, according to the results of the study carried out by Engelen (2011), a powerful marketing and sales function was related to differentiation strategy that a company had; a powerful production function to cost leadership, and a powerful R&D function to strategy types. At this point, Auh and Merlo (2012) who investigated the relationship between marketing and business performance found that a powerful marketing function which was based on the contribution of market orientation enhanced the performances of the businesses. Furthermore, it was revealed that the power asymmetry together with the other functions of marketing had an impact over the business performance. Accordingly, while the power asymmetry between marketing-finance/accounting functions and marketing-production had a negative impact over the business performance, the power asymmetry between marketing and R&D functions had a positive impact over the business performance.

One of the barriers explicated by this research was related to the limited financial resources. The businesses that really attach importance to marketing are able to adjust financial resource allocation

according to this importance. Just at this point, managers' point of view toward marketing must change as well. One of the barriers was 'a lack of understanding regarding what marketing really means'. Especially in real life in practice, sometimes for the right reasons, there is a negative prejudice against the sale. This negative prejudice has an impact over the reputation of marketing departments as well. In a study done by Gök *et al.* (2015) on this subject in Istanbul, the history and results of the reputation of the marketing department in businesses were investigated. It was concluded in the study that there was a positive relationship between the customer linkage ability, responsibility and status, and the reputation of marketing departments within the businesses, but the unpredictability of the resources controlled by the marketing department had a negative relationship with the reputation of marketing departments. Developing the skills and abilities of marketing departments within an organization is crucially important for the reputation of marketing departments.

In order for the modern marketing approach to be adopted, especially the barriers explicated in the present study should be overcome. One of the first steps to be taken to achieve this is that each and every department of business should not only be interested in their own priorities; in other words, the business should be perceived as a whole and the marketing approach adopted should be spread. At this point, especially the connection between marketing and sales should be improved. Oliva (2006) who carried out a study in this subject stated that there were linkages in language, linkages of organization and linkages of process. It was concluded that for the efficiency of linkage between marketing and sales, a powerful communication was needed. It was further stated that for organizational linkage, on the other hand, reducing the barriers between marketing and sales and organizing activities such as meetings to improve interpersonal communication would be beneficial in order to achieve the desired results. Furthermore, businesses should clearly define the role of sales and marketing during the period of demand creation and clearly explicate how one supports the other in order to obtain the desired results.

Another issue is that financial resources are not sufficiently allocated for the marketing departments to the degree of importance attached to marketing. The efforts and activities that need to be implemented regarding another barrier which is 'the lack of understanding regarding what marketing really means' should be extended as far as the years of study for the person who will work in the field of marketing. Both the levels of consciousness and abilities of the students should be improved. For instance, Dacko (2006) who evaluated the skills and abilities of the post-graduate students studying at the MBA programs related to this subject, made some recommendations in order to improve the skills and abilities of the future marketing managers. It was concluded in the study that the students were weak in 6 important abilities and those abilities should be improved. These were the skills and abilities of taking decisions, leadership, defining the problem, persuasion, creativity and negotiation. In order to improve these skills and abilities, marketing trainings should be supported by projects and thesis studies, classroom debates, discussions and verbal presentations.

The results of the present study are important both as it includes a sectoral analysis and constitutes a sample both for the developing countries. There are some important limitations in this study. The first limitation is that the study has included only the companies in the sectors operating in Turkey and with easy access. Therefore, the results of this study should be assessed within the context of sectors included in the study. Secondly, the fact the relevant literature on marketing approaches was a limited one made it compulsory to make a comparison between the results of the present study and those of studies done in different countries before 2000. The study to be done in the near future will allow us to make more and topical comparisons in this subject. Furthermore, replication of similar studies in the future will present the development in the adoption of marketing approaches in Turkey. Based on the limitation present within the study, future studies should be carried out comparatively on an international basis or the sample size should be kept larger in order to obtain more comprehensive results.

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