



**The Impact of Marketing Audit on Organizations' Marketing
Performance: An Empirical Study on Private Hospitals in Amman**

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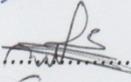
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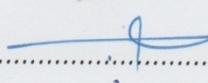
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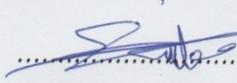
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حديث شريف

Dedication

*I Would Like To Dedicate My Work To My Parents... Thank You For Your
Unconditional Love, Support, And Encouragement ... There Is No Doubt That Without
Their Continued Support I Could Not Have Completed This Thesis...*

To All My Brothers...

To All My Relatives...

To All My friends...

Acknowledgment

Praise And Thanks To God Almighty For Giving Me The Courage And Determination...

Prayers And Peace Be Upon Prophet Muhammad...

I Would Like To Convey My Heartfelt Gratitude And Sincere Appreciation To My Supervisor, Professor Hamad Al-Ghadir For His Continuous Support And Guidance Throughout My Research.

I Also Would Like To Thank The Discussion Committee For Their Active Participation And Their Constructive Comments And Suggestions.

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Many Appreciations For The Experts Panel Who Validate My Questionnaire.

Many Thanks To Those Who Have Participated In This Study.

Finally, I Thank All Those Who Assisted, Encouraged, And Supported Me During This Research, Be Assured That God Will Bless You All For The Contributions You Made.

List of Abbreviations

Acronym

Definition

MA

Marketing Audit

MPA

Marketing Performance Assessment

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The Impact of Marketing Audit on Organizations' Marketing Performance: An Empirical Study on Private Hospitals at Amman

Student: ASEM M.ACHRAF AL SAIED. SULIMAN

Supervisor: Professor. Hamad Al-Ghadeer

Abstract:

This study aimed to identify the extent of applying marketing audit concepts in practice of the private hospitals in Amman, to examine the impact of applying marketing audit concepts on enhancing marketing performance of the private hospitals in Amman, and to investigate the constraints that may limit the application of marketing audit in practice of the private hospitals in Amman.

This study bridges the gap in the current literature by empirically addressing the effect of all marketing audit dimensions (i.e. marketing environment audit, marketing strategy audit, marketing organization audit, marketing system audit, marketing productivity audit, and marketing function audit) on a range of financial and nonfinancial marketing performance indicators (i.e. profits, revenues, market share, customer satisfaction, hospital's beds occupancy rate, customer complaints, customer loyalty, and, hospital's reputation).

In order to achieve research objectives and collect necessary data, self-administered questionnaires were distributed on employees in managerial departments in all private hospitals in Amman. 113 questionnaires from 25 private hospitals in Amman were valid for analysis.

To determine legitimacy of research and to establish logical and valid conclusions, various statistical formulas such as frequencies, reliability analysis (Cronbach's alpha), simple linear regression, means, standard deviation, and percentages were used by utilizing the Statistical Package for the Social Sciences (SPSS) software.

The study results indicated that the marketing audit concepts were applied at large scale in the majority of the investigated hospitals. In addition, the results confirmed the soundness of the impact of applying marketing audit on improving overall marketing performance. Moreover, unawareness of the marketing audit concept, lack of methodology in applying it, lack of knowledge of its benefits, fear of its results and taking corrective actions, rejection of hospital for providing information to those who working in audit, lack of marketing auditor specialists, and insufficient financial resource to implement marketing audit, were received high importance degree in limiting its application.

In view of the results, numerous opportunities for future researches were offered. as well as, recommendations that could contribute significantly towards assisting private hospitals in aligning themselves successfully for the future were provided for managers.

Key words: Marketing audit, Marketing performance, Private hospitals, Amman

أثر التدقيق التسويقي على الأداء التسويقي للمنظمات: دراسة تطبيقية على المستشفيات الخاصة في عمان

الطالب: عاصم "محمد أشرف" السيد سليمان

المشرف: أ.د. حمد راشد الغدير

الملخص

هدفت هذه الدراسة الى معرفة مدى تطبيق التدقيق التسويقي في المستشفيات الخاصة في عمان، واختبار تأثير ممارسات التدقيق على الأداء التسويقي للمستشفيات الخاصة في عمان، وتحديد أهم المعوقات التي تحد من تطبيق التدقيق التسويقي في المستشفيات الخاصة في عمان.

تسهم هذه الدراسة في سد الفجوة البحثية في الأدبيات الحالية من خلال دراسة أثر كل بعد من أبعاد التدقيق التسويقي (تدقيق البيئة التسويقية، تدقيق الاستراتيجية التسويقية، تدقيق التنظيم التسويقي، تدقيق النظم التسويقية، تدقيق الإنتاجية التسويقية، تدقيق الوظائف التسويقية) على مجموعة من مؤشرات الأداء التسويقي المالية وغير المالية (الأرباح، والإيرادات، والحصة السوقية، ورضا المراجعين، ونسبة اشغال أسرة المستشفى، ونسبة شكاوي المراجعين، ونسبة الولاء للمستشفى، والسمعة الطيبة للمستشفى).

لتحقيق أهداف الدراسة وجمع البيانات اللازمة، قام الباحث باعتماد أسلوب الاستبيان، حيث تم توزيعه على المدراء ورؤساء الأقسام والموظفين في الأقسام الإدارية في جميع المستشفيات الخاصة في عمان، وتم استلام (113) استبيان صالح للتحليل الاحصائي من (25) مستشفى خاص في عمان. وقد تم تحليل البيانات التي تم جمعها ومعالجتها احصائيا باستخدام برنامج الحزمة الإحصائية للعلوم الاجتماعية (SPSS). حيث تم حساب المتوسطات والتكرارات والانحراف المعياري للمتغيرات، وتم اختبار الفرضيات باستخدام تحليل الانحدار البسيط.

وقد توصلت الدراسة الى ان ممارسات التدقيق التسويقي يتم تطبيقها على نطاق واسع في غالبية المستشفيات الخاصة المبحوثة في عمان، والى وجود أثر ذي دلالة إحصائية بين تطبيق التدقيق التسويقي والأداء التسويقي للمستشفيات الخاصة في عمان، وتوصلت الدراسة الى أهمية العوامل التالية: (عدم الدراية بمفهوم التدقيق التسويقي الصحي ومدلولاته التطبيقية، وعدم وجود منهجية في تطبيق التدقيق التسويقي الصحي، وعدم معرفة الفوائد العائدة من عملية التدقيق التسويقي الصحي، والخوف من النتائج واتخاذ الإجراءات التصحيحية، وعزوف المستشفى عن توفير معلومات إلى الجهات العاملة في التدقيق التسويقي، وعدم وجود مدققين تسويقيين متخصصين) في الحد من تطبيق ممارسات التدقيق التسويقي في المستشفيات الخاصة في عمان.

في ضوء هذه النتائج، تم تقديم العديد من الفرص للبحوث المستقبلية، بالإضافة الى تقديم توصيات للمدراء يمكن أن تساهم بشكل كبير في مساعدة المستشفيات الخاصة في مواءمة نفسها بنجاح في المستقبل.

الكلمات المفتاحية: التدقيق التسويقي، المراجعة التسويقية، الأداء التسويقي، المستشفيات الخاصة، عمان

Chapter One

Study Introduction

1-1 Introduction

Marketing plays a key role in the success of organizations, however, in today's volatile, challenging, and competitive business environment, and as the marketing environment is constantly changing, it becomes increasingly important to know the effectiveness of organizations marketing functions and processes. With this regard, organizations must periodically review their marketing operations. Hence, marketing audit (MA) comes as a tool for the organizations to keep up with these changes, where it is considered as a method of strategic review and control of an organization's marketing efforts.

The marketing audit is a review of the organizations' current objectives, strategies, performance, and activities. Its primary purpose is to see how well the organization is applying the marketing concepts and to identify the organizations strengths and weaknesses so they can capitalize on their strengths and improve weakness areas. Moreover, it helps marketing executives, top management and investors to assess customer needs and wants, to understand community patterns, and to ensure that they are doing the right things in the right way to help drive growth for their organizations.

Based on careful assessment of environment, customers, channels, and competitors, MA may lead to reassessment of organization's orientation, accordingly changing marketing strategy to be customer driven. As a result, MA has rapidly been adopted in both the business and non-profit sectors along with the goods and services industries.

On the other hand, since health sector plays a key role in sustaining the economic and social evolution in Jordan, and given the opportunities and challenges facing this sector particularly in private hospitals, MA is becoming a new trend in managing the business that contributes towards organizations' growth and future success. Nevertheless, MA is still a relatively new and under-utilized activity for many organizations (Da Gama, 2011).

1-2 Background of the Research Problem

The private sector contains a respectful medical expertise besides high technological capacity and quality of services. The boom in private hospitals is keyed to this growing “medical tourism” trade (export.gov, 2013). They attract significant number of patients from neighboring countries seeking specialized medical care. In 2001, the private sector received about US\$ 600 million in revenues from foreign patients (World Health Organization 2009). However, a lack of detailed information of private sector providers' expenditures and revenue estimates represents a major shortcoming of the data about this sector (High Health Council, 2013).

Furthermore, significant amount of inefficiencies in the provision and financing of healthcare services exists; particularly in light of the significant levels of excess capacity that exist within such institutions (High Health Council, 2013). According to annual statistical report of the ministry of health in 2012, the average overall hospital occupancy rate is estimated at 62.8%, with variation between the public and private sectors. In private sector, there is a significant excess in bed capacity, as indicated by low bed occupancy rates in the private sector (48.8%) (Ministry of Health, 2012).

Hence, as one of the earliest attempts to assess the underlying marketing inputs that lead to superior performance was the marketing audit concept (Brownlie, 1993; Rothe, Harvey, and Jackson, 1997). Therefore, marketing audit were researched as it served as a proactive as well as a reactive analysis of efficiency and effectiveness of marketing activities, and since it could contributes significantly towards assisting private hospitals in aligning themselves successfully for the future.

Although the marketing audit requires certain resources in terms of time, money and specialized human effort, it is still useful to be used in many businesses—including hospitals (HAJDU, 2015; Kotler et al., 1979, 1989; Taghian & Shaw, 1998).

1-3 Overview of the Industry and the Population

Jordan is one of the most interested countries in healthcare, where Jordan spent a rate of 8.4% of GDP on health, and as Jobs growth in Jordanian health sector reaches to 12% (Private Hospitals Association, 2014; World Health Organization, 2012).

The number of doctors in Jordan reached to more than 27 thousand doctors holding a special academic education in the United States, the United Kingdom, Germany and other countries of the world, in addition to having trained and qualified nursing personnel to provide health care services to patients (Private Hospitals Association, 2014; World Health Organization, 2012).

Health care in Jordan is among the best in the Middle East; in addition, it ranked among the top ten countries in the field of medical tourism globally (Private Hospitals Association, 2014). Jordan has become a medical tourism destination in the region by offering relatively high-quality care at comparatively inexpensive rates (export.gov, 2013). The medical tourism sector annually generates over \$1 billion in revenues, as the number of foreign patients from 84 foreign countries seeking treatment in Jordan is over 200,000 per year (Export.gov, 2013), primarily coming from Arab countries; on the top of the list is Yemen, Iraq, Sudan, Libya, Palestine, Saudi Arabia, Syria, Bahrain , the United Arab Emirates, Oman, and Algeria (Arshaid, 2014).

In 2012, Jordan held an international medical tourism conference aimed at developing new strategies to improve and expand the capacity of the private health sector while also seeking opportunities for growth from other markets. During 2012, nearly 250,000 patients around the world were given medical services in Jordanian hospitals; these formed 23% percentage of the total patients who were given treatment services in Jordan. Moreover, Jordan is aiming to reach the figure of 300,000 medical tourists in 2015, which would bring revenues of USD 1.5 billion. (export.gov, 2007). Different types of medical services provided to patients from outside Jordan and included most of the disciplines such as heart disease, neurology, orthopedics, cancer, eye diseases and treatment of infertility and others.

1-4 Statement of the Problem

Based on analysis of secondary data and other literature, it is unclear how widespread audits are in practice (Clark, 1999). Further, marketing audit is still relatively new and under-utilized activity for many organizations (Da Gama, 2011). In addition, there are lack of published empirical studies of the application of marketing audit and its realized benefits -to the researcher knowledge. Moreover, there are some problems preventing companies from putting it in practice (Denisa & Jaroslav, 2013). Therefore, this research is exposed to this subject, which can fill the gap in this field.

The study problem can be summarized by the following questions:

1. What is the extent of applying marketing audit in private hospitals in Amman?
2. What is the relationship between marketing audit and organizations' marketing performance of private hospitals in Amman?

3. What are the main constraints that limit the application of marketing audit in practice of private hospitals in Amman?

1-5 Research Importance

Marketing audit satisfies the organizations' need for a systematic, comprehensive, independent, and periodic examination of their marketing activities in a method that is away from improvisation and randomness assessments that may be right or not.

Additionally, marketing audit takes place from the beginning to the end of marketing activity, as a method for examining marketing efforts before, during, and after the implementation. It also helps to invest time and money in different marketing strategies to achieve a better understanding of the organization and its customers.

Moreover, marketing audit helps to take advantage of marketing resources in the most efficient way. In addition, marketing audit is an essential tool for evaluating organizations' goals and marketing strategy. It helps organizations to identify the most challenges in marketing communications. Therefore, the marketing audit is a useful tool to keep pace with the changes in the environment and to stay in touch with the needs of current and potential customers. In conclusion, marketing audit is important in avoiding many of the crises that may occur because of decisions that are based on imperfect information (Ahmad, 2013). In view of that, marketing audit serves as reactive as well as a proactive analysis of the organizations and their environment; hence, it plays a key role in the success of the organizations.

Since healthcare sector plays a key role in sustaining the economic and social evolution in Jordan, the importance of this study lies in the following points:

1. This study shed light on the importance of applying the marketing audit in the healthcare sector, particularly in hospitals' environment.
2. This study demonstrates the main factors that limiting the application of marketing audit and provides recommendations on how to handle them.
3. It provide a local basis for future research since it is one of the first studies in its field in Jordan -to the researcher knowledge.
4. This study offers recommendations for managers that could contribute significantly toward assisting private hospitals in aligning themselves successfully for the future.
5. This study can be utilized in similar countries, companies, organizations, or entities to those applied in the study.

1-6 Research Objectives

This study aims to achieve the following results:

1. To identify the extent of applying marketing audit concepts in practice of the private hospitals in Amman.
2. To examine the impact of applying marketing audit concepts on enhancing marketing performance of the private hospitals in Amman.
3. To investigate the constraints that limit the application of marketing audit in practice of the private hospitals in Amman.

1-7 Research Limits

1. Time Limits: This study is limited to the time period between 2014 and 2015
2. Human Limits: This study is limited on employees' perspectives in managerial departments in private hospitals in Amman.
3. Geographic Limits: This study was conducted within the limits of Amman, the capital of Hashemite Kingdom of Jordan.
4. Scientific Limits: This study is limited on the subject of marketing audit, identifying the degree of its application in practice of private hospital in Amman, examining its impact on enhancing marketing performance, and identifying the constraints that may limit its application.

1-8 Research Limitation

As with any study, the present work faces some limitations that need to be identified:

First, a limitation represented by lack of an overall empirical study in the literature of the application of the marketing audit, and its realized benefits in improving marketing performance.

Second, Perceptual measures of performance using self-reported, subjective assessments by respondents were used. Therefore, a potential for response bias should be recognized. However, in order to lessen the effect of bias, the researcher have considered different perspectives of respondent from different hospital's managerial departments.

Third, a limitation in using individual level rather than a multi-level approach in financial and nonfinancial measures should be recognized. Future research could use multi-level analysis, and considers other measures of performance.

Fourth, the sample were 113 respondents from 25 private hospitals in the capital city of Jordan, Amman; for generalization of the results, future researches could study other sectors, increase the sample size, and conducting the study in other cities.

Chapter Two

Theoretical Framework &

Literature Review

2-1 Theoretical Framework

2-1-1 Introduction

Since business owners are not necessarily the ones who make a day-to-day business decisions, and in order to meet managers demanded for reliable and accurate information, a need originated to a method of assuring that the business is doing well and the information is sufficiently reliable for critical decisions. As a result, an audit was brought into play as unbiased examination and evaluation for validity and accuracy of business' inputs, processes, and outputs. Hence, the main objective of auditing is to inspect the targeted areas' health.

Auditing can serve different sciences and disciplines, nevertheless, the need for standards of audit and its application will emerge after the development of foundations and principles of the targeted science or discipline.

Traditionally, audits were mainly associated with gaining information about financial systems and the financial records of a company or a business. However, through search, one can identify many other applications of auditing, such as medical performance audit, engineering audit, functional audit, management audit, political audit, etc. From this standpoint, the delay in using audit applications in marketing could be due to the recent emergence of marketing as a discipline in the early twentieth century, after it had been taught at Pennsylvania and Ohio University in 1904 and 1905 respectively (Marketing.wharton.upenn.edu, 2015; Witkowski, 2010).

After the development of the concepts and basic pillars of marketing, since then, comes the process of formulating standards of marketing audit, which tracks the efficiency and

effectiveness of marketing activities. Therefore, marketing audit is responsible of controlling the objectivity of the marketing discipline and its practices.

2-1-2 Overview of Marketing

Marketing as a term is relatively new, exactly in 1904 and 1905 as the University of Pennsylvania and the Ohio State University offered a course entitled "The Marketing of Products" and "Distribution of Products" respectively (Bartels, 1988). The marketing concept at that time was a synonymous with the concept of distribution. It was usual because the need for marketing has emerged after the major developments of the industrial revolution and the achievements of the economies of scale.

Since the establishment of the American Marketing Association in 1937 (Ama.org, 2014), formulating a definition of marketing, that agreed among academics and marketers was among the main of its objectives. After several attempts to formulate this definition, the American Marketing Association in 1948, introduced the first academic definition of marketing, after it has been agreed upon by a large number of academics and marketers. The definition is “the performance of business activities that direct the flow of goods and services from producers to consumers.” (Ringold & Weitz, 2007).

In an article entitled "management of marketing costs" published in Harvard University Press, Culliton (1948) urged for formulating clear and specific elements of marketing more than just merely distribution. Although Culliton has the idea of formulating elements of marketing functions, however, he did not provide a model for these elements (Svensson, 2002).

In 1960, McCarthy presented a model of the main elements of the marketing function, containing four key elements, which called the "4Ps" that stands for the first letters of the four words (product, price, place, and promotion). After that, it has been used largely by marketers throughout the world, especially after Neil Borden's paper "The Concept of the Marketing Mix", in 1964, who reconstructed the history of the term "marketing mix". In 1986, Kotler opened the door towards widening the elements of the marketing mix with an article entitled "Megamarketing" He suggested two additional elements (public relations and power).

In order to deal with the different characteristics of service-marketing environment (i.e. Lack of ownership, Intangibility, Inseparability, Perishability and, Heterogeneity) Booms and Bitner (1981) expanded the four Ps into the seven P's. The three new P's are (People, Physical evidence and, Processes). Considering these elements is crucial when reviewing competitive strategies and for creating a successful marketing plan. Notably, this model has gained significant acceptance over the years as services marketing were increasingly considered as an independent field of study.

In 2013, the American Marketing Association has defined marketing as the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large (Ama.org, 2015).

2-1-3 Definition of Marketing Audit

In early 1950s the idea of marketing audit appeared. Rudolph Dallmeyer, a former executive in Booz Allen & Hamilton, recalls performing marketing audits approximately in 1952. Robert J. Lavidge, president of Elrick and Lavidge, dates his firm's performance

of marketing audits to over two decades ago. The beginning of academic writing in the marketing audit dates back to the 1959. The American Management Association published an excellent set of papers on the marketing audit entitled "*Analyzing and Improving Marketing Performance*", Report No. 32 (Kotler et al., 1989).

Shuchman (1959) Introduced the concept of marketing audit, he defined it as "a systematic, critical, and impartial review of the total marketing operation; of the basic objectives and policies of the operation and assumptions that underlie them; and the methods, procedures, personnel, and organization employed to implement the policies and achieve the objectives".

According to Kotler et al. (1977) marketing audit is "a comprehensive, systematic, independent, and periodic examination of a company's—or business unit's—marketing environment, objectives, strategies, and activities with a view to determining problem areas and opportunities and recommending a plan of action to improve the company's marketing performance".

In addition, a marketing audit can be defined as a systematic objective and comprehensive formative evaluation (examination and appraisal) of an organization's market mission and policy systems, and of its market dynamics, position, programs, performance, and potential (Mokwa, 1986).

Notably, early marketing audit definitions still form the basis for more contemporary definitions. However, for the purpose of this research, Kotler's definition has been adopted. It is worth mentioning that Kotler's definition still current (Kotler & Keller 2011).

2-1-4 Characteristics of Marketing Audit

The four essential characteristics of marketing audit are described below (Akrani, 2014; Denisa & Jaroslav, 2013; LOYA, 2011).

1- Comprehensive Study: The primary purpose of a MA is to ascertain the economy, efficiency and effectiveness of an organization's marketing activities in use of its resources. It studies the marketing environment, marketing objective, marketing plans, policies and strategies, etc.

2- Systematic Process: Marketing audit is a systematic process. It follows an orderly sequence of diagnostic steps. It studies marketing environment, it studies the internal marketing system, it examines the marketing activities, it finds out the problems, and it makes an action plan to deal with problems.

The diagnosis is followed by a corrective action plan involving both short-run and long-run proposals to improve the effectiveness of marketing.

3- Periodic Activity: The organization must conduct a marketing audit regularly or periodically to keep track of its ongoing activities. It must conduct the marketing audit even if it has no problems. This constitutes the basis for projections to anticipate changes and to make future marketing strategies.

4- Independently Conducted: An Independent marketing auditor is the party who examines marketing activities of the organization that he/she is not affiliated with in order to avoid conflicts of interest and to ensure the integrity of the auditing process.

The marketing audit is normally conducted by an inside or outside party who has sufficient independence from the marketing department to attain top management's confidence and the needed objectivity.

2-1-5 Classifications of Marketing Audit

There are several classifications of marketing audits; the following are the most important (Abdelkader, 2014):

1-Methodology of marketing audit: Marketing audit can be classified into a systematic and planned audit methodology, or into an improvisational audit based on personal interpretations and intuition.

2- Objectivity of marketing audit: Marketing audit can be classified into external Marketing Audit or Internal Marketing Audit. More details about this point are under *the marketing auditor* topic.

3-Timing of marketing audit: Marketing audit can be classified into pre, current or post audit.

4-Components of marketing audit: Marketing audit can be classified regarding its components (marketing environment audit, marketing strategy audit, marketing Organization audit, marketing system audit, marketing productivity Audit, and marketing functions audit)

5-Scheduling of marketing audit: Marketing audit can be classified to periodic or ad hoc audit.

6-Intensity of marketing audit: Marketing audit can be classified into horizontal and vertical. Horizontal audit investigates the different marketing activities of the organization whereas vertical audit examining all aspects of a specific marketing activity in detail.

2-1-6 Components of Marketing Audit

Marketing audit have six major components as depicted in figure (2), each of which are either internal or external and can be semi-autonomous if an organization requests less than a full audit (Akrani, 2013; Balasundaram, 2009; HAJDU, 2015; Kotler et al., 1977, 1989; LOYA, 2011).

1- Marketing Environment Audit: Auditing Organization's marketing environment includes both the macro-environment that surrounding the industry and the task environment in which the organization operates.

Macro-environment is the major external and uncontrollable factors that influence an organization's decision-making, and affect its performance and strategies.

Task environment is the external environment of an organization which affects its ability to reach business goals. Any business or consumer with direct involvement with an organization may be part of the task environment.

2-Marketing Strategy Audit: Auditing organization's marketing strategy effectiveness consists of examining corporate goals and objectives, followed by the marketing objectives, as well as assessing how well these are adapted to the current and forecasted marketing environment.

3-Marketing Organization Audit: is mainly considered with the effectiveness of the organization activities as well as efficiency of operation of organization. It is carried out through examining the effectiveness of the processes that affecting the organization, evaluating the organization's capability for developing and carrying out the necessary strategy for the forecasted environment. as well as assessing the quality of interaction

between marketing and other key management functions such as manufacturing, finance, purchasing, and research and development.

4- Marketing Systems Audit: entails examining the adequacy of the organization's systems used by marketing management for information gathering, planning and controlling in the marketing operation.

Most of the organizations are today having different type of marketing systems to collect the information and control the operation. Such as marketing information systems, marketing planning systems, marketing controlling systems and new product development systems. These systems have their own functions. Here the marketing auditor task is to make sure whether the systems are properly worked or not.

5- Marketing Productivity Audit: examines effectiveness and efficiency of different marketing activities. Therefore, it involves understanding both organization's profits and costs structure. It requires examining key accounting data to determine where the organization is making its real profits and what -if any- marketing costs could be trimmed. The marketing auditor can use profitability analysis and cost effectiveness analysis for the evaluation process.

6- Marketing Function Audit: is a complete study of marketing functions in relation to the product, price, promotion, distribution, physical evidence, people, and processes. Therefore, it is an audit of the marketing mix of the organization.



Figure 1

The Scope of Marketing Audit

Source: (Akrani, 2013; Balasundaram, 2009; HAJDU, 2015; Kotler et al., 1977, 1989; LOYA, 2011).

2-1-7 Process of Marketing Audit

The marketing audit process is a systematic and comprehensive marketing examination, consisting of an orderly sequence of diagnostic steps that consider all factors affecting organization's marketing health and performance.

Normally, organization's owners or managements solicits marketing audit. Figure (3) depicts the steps for carrying out marketing audit for the first time, its process can be detailed into ten sequence stages (Andreasen, 1983). However, several stages can be modified or eliminated in following audits. In addition, it will often be necessary to return to previous stages as advanced investigations propose new insights.

1. Backgrounding: Analysis of previous studies including past marketing audits (if any) of the organization is the critical starting point. Discussions should be held with those who requested the audit to ascertain their expectations for the audit's outcomes.

2. Initial Management Contact: The auditor(s) should meet with the management of the organization to be audited in order to explore the nature of the marketing operations and the potential value of the marketing audit.

3. Preparing the Formal Audit Plan: This stage involves determining who will conduct the audit, when it will be performed, what elements will be covered and in what depth. Additionally, the auditor(s) needs to consider what required information is available and when it can be obtained. The auditor then can plan specific steps still to be taken to complete the audit from site visits and additional primary data gathering, to the presentation and follow-up of the final report.

Specific completion dates should be appointed and, if required by the audit's sponsors, an estimate of costs should be presented that includes costs of field research, the auditor's fees and expenses, and report writing.

4. Detailed Review of Secondary Information: Background information to be obtained from the organization will not always be available on the dates specified by management. Some will turn out not to exist, some will be received late, and some will have to be secured from other sources. Therefore, it is important to point out limitations of resources in this stage. A bibliography of the materials and documents used in the audit, both internal and external to the organization, should be appended to the final report.

5. Planning of Any Primary Data Gathering: In order to form a clearer, more detailed and up-to-date analysis of the situation, the auditor should list all of the researches to be undertaken. These researches might include assembling data about macro-environment, industry, suppliers, competitions, customers, as well as of the organization and its marketing mix. It also includes reviewing of the documents not available formerly, and observation of management information systems (if any).

6. Conducting the Site Visit: This stage includes gathering information about the organization's overall marketing health such as marketing strategies, goals and initiatives as well as organization's marketing functions and processes, the use of consultants, and management awareness of organization's image among significant outside groups.

7. Completing the Audit Form: Audit Form (i.e. checklist or questionnaire) details the specific information to be obtained during a marketing audit. This information (e.g. Mission and Core Strategy, Short and Long Range Planning Process, Assumptions about Future, Market Segmentation, Organization's internal environment, Monitoring and Control, Research, Resource Allocation, Sales Force Management, and Pricing) and resulting recommendations will form the basis for the final report.

8. Preparing the Final Report: The audit form itself contains the raw material and detailed recommendations that will feed into the final report. The final report must contain four elements (An executive summary, audit findings for all the areas examined, a presentation of recommendations, and an appendix) The appendix will contain exhibits, reports, questionnaires, tables or sample materials to back up the audit report itself.

The recommendation section should summarize and prioritize the audit's major recommendations, pointing out clearly how results of the next audit should differ from the current one. The findings should include what the organization is doing well and

where the organization needs to improve. The executive summary should briefly present the audit's major findings and recommendations.

9. Presentation: The audit is valuable only if it is used. The auditor, therefore, has a primary responsibility to make sure that the final report is clearly and thoroughly understood. This means that, not only should the report be stated in the simplest, most direct and most convincing language, it also should be discussed in person with all interested parties. Such discussion will ensure that the major ambiguities are cleared up, the absence of misunderstanding of the auditor's major recommendations, and that management understands what is required of them to implement necessary changes. It is important to note that face-to-face presentation offers one additional opportunity to secure feedback about the report. However, the most valuable part of the marketing audit often lies in the process that the managers of the organization begin to go through to assimilate, debate, and develop their own concept of the needed marketing action (Kotler, Gregor, and Rodgers 1977).

10. Follow-up: It is important to get feedback to verify the extent to which management has implemented report recommendations and to insure that the tasks are being achieved properly on schedule. As already noted, the audit must be very explicit about what the organization must do to carry out the report's recommendations. In this regard, it is important that the date of the next audit be set, at least at the point of the final presentation, so that management can develop a timetable to achieve the goals implied by the audit.

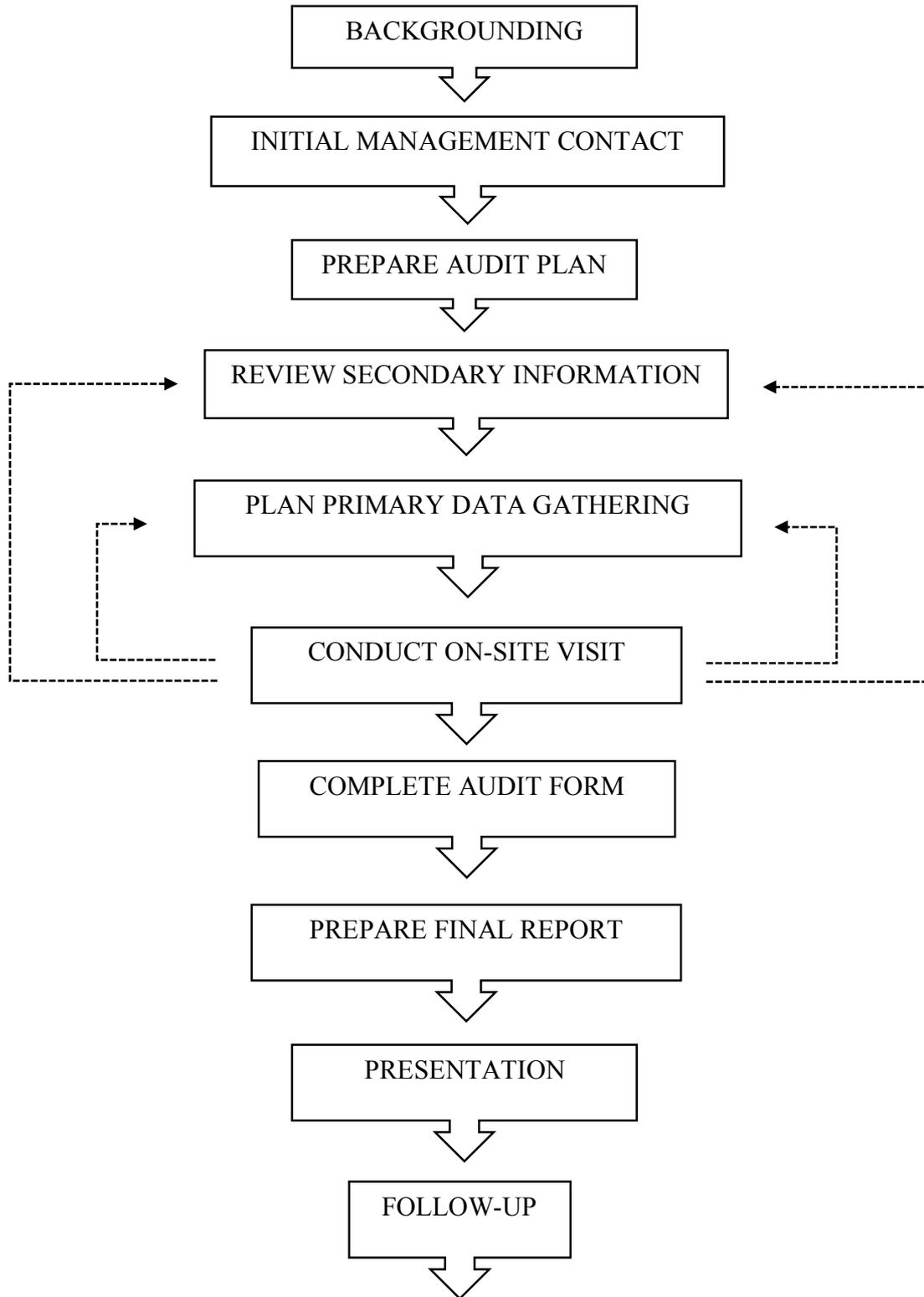


Figure 2

PROCESS OF MARKETING AUDIT

Source: Andreasen, A. (1983). *Marketing audit model for contraceptive social marketing programs* (1st ed.). Washington, D.C.: The Group.

2-1-8 Marketing Audit and Marketing Performance Assessment

In many organizations, measuring marketing performance is a central issue and considered one of the most important priorities for marketers (Clark, Abela & Ambler, 2006). Performance is simply defined as the end result of an activity (Wheelen & Hunger, 2002). For measuring marketing performance, there are a number of important key performance indicators (KPIs) or metrics. These metrics set performance standards for an organization, a business unit, or employees.

Performance measures as a concept can be viewed from two perspectives: subjective and objective.

Subjective assessments of performance can be performed by rating the performance of firms, relative to their own expectation, or relative to the competition. It is used when performance cannot easily be measured because of the difficulty in gaining access to real world data, as in the case of SMEs, when they are very reluctant to publicly reveal their actual financial performance, and considers it to be highly sensitive and confidential (Zulkifli & Perera, 2011). In this case, performance score is derived using a scale with anchors such as “very poor” to “very good,” or “much lower” to “much higher” compared to competitors (Dawes, 1999).

Objective assessments of performance is based on more, seemingly “absolute” measures of performance (Appiah-Adu, 1998). It can be a comprehensible, visible evaluation as an actual percentage figure for sales growth or profitability (Dawes, 1999).

Subjective measures are common practice, they can provide good indicators of performance and can be used as complete substitutes for objective formulas (Merchant, Stringer, & Theivananthampillai, 2010).

Performance measures can also be classified into financial and non-financial indicators.

In fact, financial measures are predominate in the marketing literature. Among the commonly financial marketing objectives are: achieving sales growth, larger market share, or increasing profits (Ambler & Kokkinaki, 1997).

However, businesses are no longer defining performance only in terms of the traditional financial measures (Pont & Shaw, 2003). In the case of health sector, - Particularly hospitals- several nonfinancial measures such as Customer Satisfaction, Occupancy Rates, Customer Complaints, Customer Loyalty, and Organization's Reputation take considerable extent of the managers' attention.

Notably, to measure overall performance, it is important to use 2 types of indicators - financial and non-financial indicators.

Figure (4) shows The expanding domain of marketing performance measures as movement from financial to non-financial output measures, the expansion from measuring only marketing outputs to measuring marketing inputs as well, and the evolution from unidimensional to multidimensional measures of performance (Clark, 1999).

In addition, marketing performance assessment is an important complement to marketing activities in organizations and its importance is growing with amount of invested resources in the marketing and with increased marketing accountability. In fact , one of the dominated the approaches and complex systems for assessing and controlling effectiveness and efficiency of marketing activities, processes, and performance is the marketing audit (Morgan et al., 2002; da Gama, 2011; Solcansky, & Simberova, 2010).

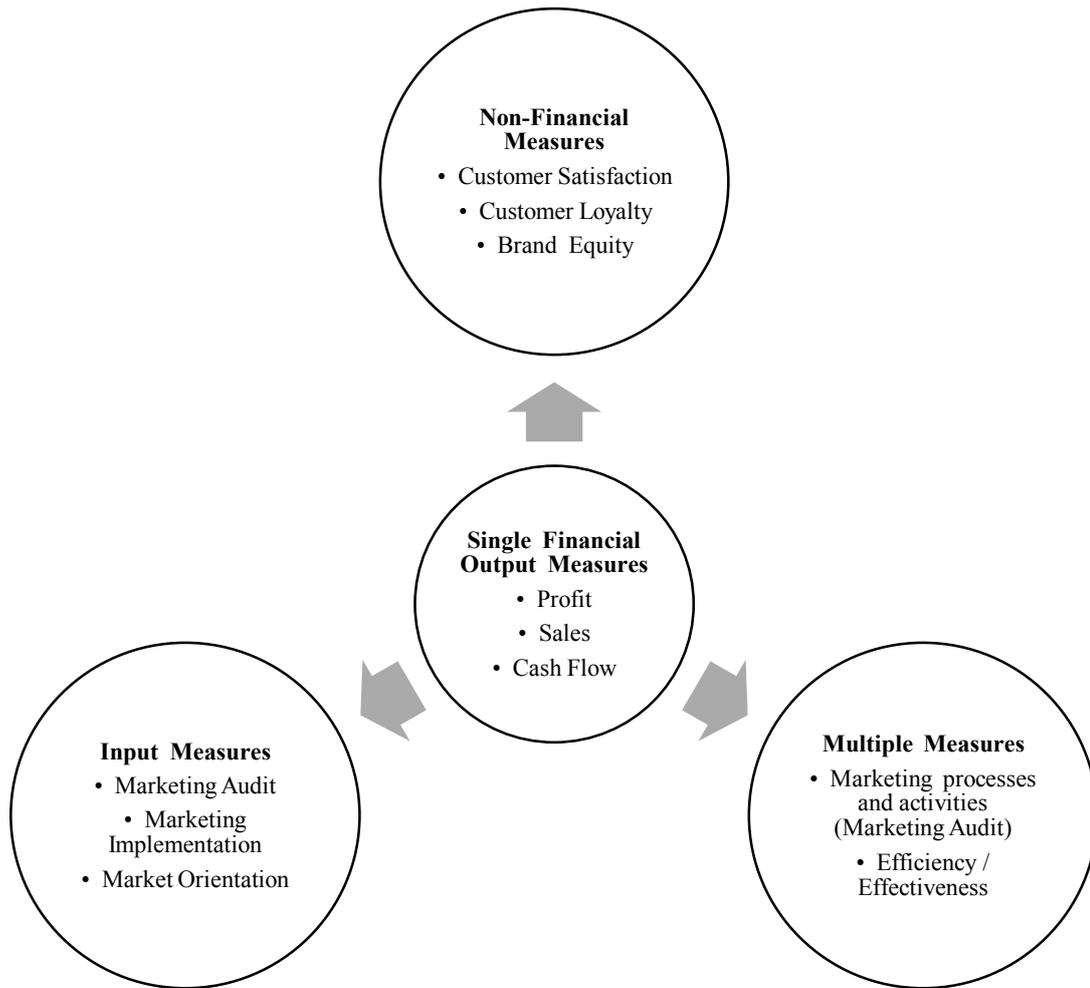


Figure 3

The Expanding Domain of Marketing Performance Measures

Source: adapted from Clark, B. H. (1999). Marketing performance measures: history and interrelationships. *Journal of Marketing Management*, 15(8), 711-732.

To draw distinct limits between marketing audit and marketing performance assessment, marketing audit is a much more thorough examination of the organization's marketing effectiveness than the marketing effectiveness assessment (Kotler, Gregor, and Rodgers, 1977). In addition, though marketing audit necessarily include evaluation of marketing performance, but it extends to other dimensions more than just assessment, one of the most important is providing recommendations for the development of marketing performance. In addition, while the marketing performance is evaluated according to the goals established by the organization, marketing audit extends to the organization's

mission, goals, marketing strategies, marketing environment and other elements necessary for auditing. This may result in changing marketing strategies and goals according to a key reference indicator, which is the customer orientation or so-called "The Customer Driven Company" (Whiteley, 1993).

Moreover, while the marketing performance assessment is at the micro level (how the system works inside the organization) however, the marketing audit concerned at the micro and macro level, that is, how the system works inside and outside the organization. In addition, the required levels of marketing expertise to perform marketing auditing is higher than those required for marketing performance assessment. Hence, the marketing audit activity is more than just comparing between the targeted and the achieved performance, and analyzing the deviation rates among them. Although the marketing audit is profounder and more comprehensive than marketing performance assessment, but there is an intrinsic link between them. To sum up, table (2-1) shows the distinctions between marketing audit and marketing performance assessment concepts.

Table (2-1) Comparison of Marketing Audit and Marketing Performance Assessment

| Points of difference | Marketing Audit | Marketing Performance Assessment |
|--|--|----------------------------------|
| Objectives | To judge an organization's overall commitment to a marketing orientation | Find weaknesses |
| Required expertise and skills | More | Less |
| Comprehensiveness (scope) | Comprehensive | Limited (focused) |
| Providing Recommendations | Yes | No |
| Independency | Required | Not required |
| Its place in marketing activity | Before, during, and after activity | After activity |
| Complexity | Complex | Low to moderate complexity |
| Time required | Long (8-10 weeks) | Relatively few |
| Source: prepared by the researcher depending on: (Abdelkader, 2014; Goren, 2008) | | |

2-1-9 Sources of Data for the Marketing Audit

The following general sources are available to find information regarding marketing audit (Winston, 1987).

1-Macro-environmental Data:

Economic: departments of commerce, labor, and census; chambers of commerce; banks; brokerage houses; investment firms; planning agencies or commissions; local universities; business libraries, etc.

Demographic: Department of Census, planning agencies, chambers of commerce, real estate firms, public and private libraries, economic development agencies, transportation companies, etc.

Social: special interest groups, lobbying groups, non-governmental organizations, local newspapers, personal interviews and surveys, etc.

Political/legal: local legislators, reports, newspapers, periodicals, lobbying groups, special interest groups, health and medical associations, etc.

2-Micro-Environmental Data:

Marketplace factors: local health planning agencies, health consulting firms, investment firms, local public health agencies, department of health and human services, health and medical associations and consortiums, local health educational programs in universities, etc.

Competition: phone directories, health and medical associations, health consulting firms, planning agencies, pharmaceutical and supply firms, departments of health, etc.

Local Health Industry: health and medical associations, health lobbying groups, labor unions in health, health marketing research firms, health consulting firms, health

periodicals, planning agencies, state health regulatory agencies, local legislators, local newspapers, local medical center libraries, local research organizations, medical information centers, interviews, and surveys.

Current Patients: administrative and medical records, phone directories, medical statistics & surveys, industrial employment directories, local department of records, health insurance companies, ministry of health, local health systems agencies.

Psychographics: consumer surveys, focus groups, interviews, patient surveys, discharge surveys, research firms, etc.

Other Important Sources (Wilson, 2002):

Strategic plan or stated objectives, Organization chart (official and informal), Mission statement, Media advertising (own and competitors), Salesforce reporting form, New product search report and evaluations, Service record forms, and Details on any market research undertaken in the last one or two years.

2-1-10 The Marketing Auditor

The auditors' tasks whatever they (i.e. internal or external) are to verify organization's mission statement, strategy, plan, and objectives. As well, to examine adherence to sales and profit plans, and analyze marketing budget. Moreover, to evaluate marketing activities, target market, and geographic profitability and costs. In addition to review of organization's position with respect to its customers, competitors, suppliers and other external stakeholder groups (Kotler, Shalowitz & Stevens, 2008; Chirla & Funar, 2010). As figure (5) shows, two classifications of auditors (i.e. internal or external) can conduct marketing audit depending on organization's circumstances.

On one hand, the **internal marketing audit**, or the audit developed from inside the organization can be conducted by a person or a group appointed by the firm or a manager of another department working inside but not in the area submitted to the audit (Chirla & Funar, 2010).

There are five classifications of internal audit (Balasundaram, 2009):

1-*Self Audit*: Self audit where Managers use a check list to rate their own apparitions, may be useful, but most experts agree that the self-audit lacks objectivity and independence .

2-*Audit From Across*: an organization assigns persons in a related activity in the same functional level to prepare an audit of the neighboring activity .

3-*Audit From Above*: This is done by the executive to whom the manager reports .

4-*Company Auditing Office*: The organization can establish an office with the responsibility for conducting all organization's marketing audits.

5-*company task -force audit*: The organization can appoint a team of company executives with varied backgrounds and experience to conduct the audit.

The advantages of the internal marketing auditor are better understanding the organization's situation and the possibility of conducting a continuous process.

On the other hand, the **external marketing audit** or the outside audit can be conducted by a specialized firm or an independent practitioner. In additions to performing previously mentioned tasks, external marketing auditor maybe assigned to review the work of the organization's internal marketing audit. The advantages of the external audit concern its independency and objectivity (Chirla & Funar, 2010).

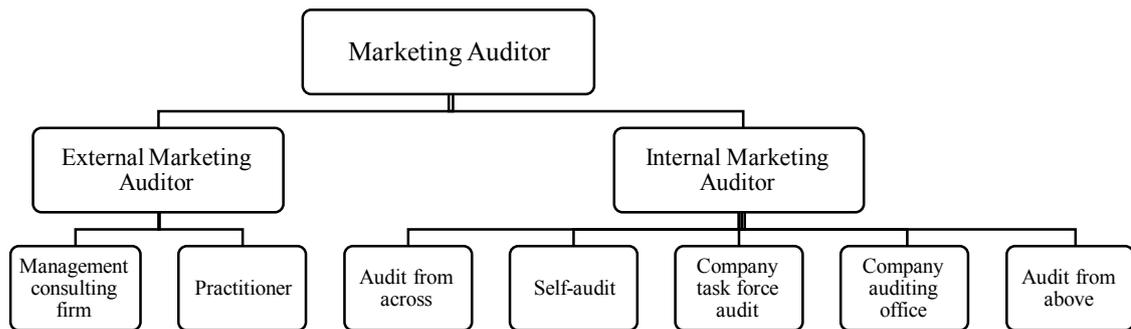


Figure 4

Marketing Audit Classifications

Source: Prepared By the Researcher Depending On: (Balasundaram, 2009; Chirla & Funar, 2010)

Conducting marketing audit requires skilled professionals who combine technical, analytical and interpersonal relationship skills (da Gama, 2012). These characteristics distinguish it from other marketing evaluation and control activities, and set it apart from other audits outside marketing. It is evidenced by the work of marketing auditor that may end up in recommending changes in the strategic objectives of the organization or its mission.

2-1-11 Instruments of Marketing Audit

Marketing audit instruments are the means used in collecting and recording information and in examining various aspects of organization's marketing situation. In its early stage, auditing was depended on personal observation; later, systematic techniques appeared and developed.

However, the following is a description of the most important two instruments:

1-Questionnaire: One of the most-often-used methods for collecting primary data is the questionnaire. Kotler (1977) proposed a structured questionnaire in applying MA through personal interviews from inside and outside the organization by checking six main components (i.e. Marketing Environment Audit, Marketing Strategy Audit, Marketing

Organization Audit, Marketing Systems Audit, Marketing Productivity Audit, and Marketing Function Audits) for evaluating marketing practices. Wilson (1982) and Davidson (1987) advocated this method also. However, the questionnaire is only as useful as the questions it asks. Therefore, it should be developed carefully to ensure that the audit focuses on the "right" issues.

Some of advantages of using questionnaire are: (1) Large amounts of information can be collected from organization's customers and staff; (2) It helps in measuring qualitative perspectives as attitudes and opinions; and (3) the possibility of statistical analysis.

2- Checklist: Wilson (2002) presented a detailed checklist of around 1500 diagnostic questions extended to cover all aspects of an organization's marketing activities, to help the internal marketing auditor and the marketing controller to facilitate the review process of self-marketing auditing through the organization's internal experiences. Checklist elements include twenty-eight areas to be audited and measured by sub-questions. Then compared to a set of benchmarks or expectations, which have been developed for the industry and the firm.

The use of checklists in the marketing audit seems to have three main advantages (Brownlie, 1993): (1) The auditor does not have to rethink or rewrite what has perhaps been done many times before; (2) it provides insights into the thinking and experience of others in the same field; and (3) it ensures that no important item is omitted.

As an illustration, Table (2-2) depicts the main checklists identified in the literature, along with a brief characterization.

Table (2-2) Most Representative Checklists

| Author(s) | Main features |
|--|---|
| Kotler | Focus on marketing effectiveness, which is proposed to be a function of five features: (1) customer philosophy, (2) integrated marketing organization, (3) adequate marketing information, (4) strategic orientation and (5) operational efficiency. Each of these features is evaluated through a more detailed checklist of three close-ended questions, relative to which a possible score of 0, 1 or 2 is attributed, according to pre-defined benchmarks. This procedure results in a numerical marketing effectiveness score, ranging from 0 (inexistent) to 30 (superior) |
| McConnel | Complete methodology to evaluate marketing and sales. Questions, totaling 482, are grouped in 15 categories: (1) department mission, (2) department organization, (3) planning, (4) department personnel, (5) control, (6) sales management, (7) sales force qualification, (8) sales force training, (9) sales force compensation, (10) distribution channels, (11) advertising and sales promotions, (12) price policies, (13) credit policies, (14) market research (15) product service policies. Most of the questions are answered in Yes/No form. Evaluating questions supposes a comparison between answers given and answers previously developed (benchmarks), to which corresponds a defined score. Scores vary between 1 and 9. At the end, punctuation for each category is compared with maximum punctuation for each category, and through this process an evaluation of effectiveness is obtained |
| McDonald | Self-assessment method similar to McConnel. The instrument is divided into seven sections, which in turn are composed of a variable number of chapters, 24 on aggregate. Sections are as follows: (1) marketing management, (2) marketing innovation, (3) market research, (4) communication, (5) distribution, (6) sales force and (7) service to consumers. Each chapter is submitted to nine different checklists in terms of number of questions and respective phrasing, although the base format is the same. Scores for each question are made according to pre-defined benchmarks. In the end, an effective percentage in each checklist is obtained |
| Kotler et al | Set of 75 open-ended questions divided into six components: (1) market environment, (2) marketing strategy, (3) marketing organization, (4) marketing systems, (5) marketing productivity and (6) marketing functions |
| Berry et al | Checklist accommodating the unique characteristics of services and at the same time having the versatility to be applied in a variety of service contexts. The ISME-Index of Services Marketing Excellence instrument is composed of 76 items accompanied by a seven-point, strongly disagree–strongly agree, scale, along six dimensions: (1) marketing orientation, (2) marketing organization, (3) new customer marketing, (4) existing customer marketing, (5) internal marketing and (6) service quality |
| Brownlie | Instrument composed of 52 non-structured items. Questions are evaluated on a five-point, strongly disagree–strongly agree, scale. The scores obtained provide the base for evaluating marketing effectiveness |
| Parkinson and Zairi | Model for evaluating marketing excellence (marketing benchmark matrix), containing a series of performance measures that allow the establishment of how well critical marketing processes are being developed. The instrument reflects seven processes (89 indicators in total) contributing decisively to customer acquisition and satisfaction: (1) marketing strategy, (2) quality strategy, (3) product innovation, (4) customer development and management, (5) branding, (6) supply-chain management and (7) relationship between marketing and operations. Each indicator states typical situations associated with good or bad marketing practices, and each corresponds to a pre-determined score (from 0 to 5) |
| Wilson | Extensive self-assessment checklist spanning around 1500 open-ended questions included in 28 evaluative dimensions (lists in author's terminology) |
| Source: da Gama, A. P. (2012). Marketing audits: The forgotten side of management. <i>Journal of Targeting, Measurement and Analysis for Marketing</i> , 20(3), 212-222. | |

2-1-12 Tools for Auditing

Several techniques or tools can be used for auditing internal and external marketing environment, the most important of these are:

1) **SWOT Analysis:** It is one of the most important marketing audit tools. As depicted in figure (6), this technique is dedicated to assess organization's internal environment to build on its internal strengths and to eliminate its weaknesses, and to assess organization's external environment to anticipate opportunities and to outmaneuver threats.

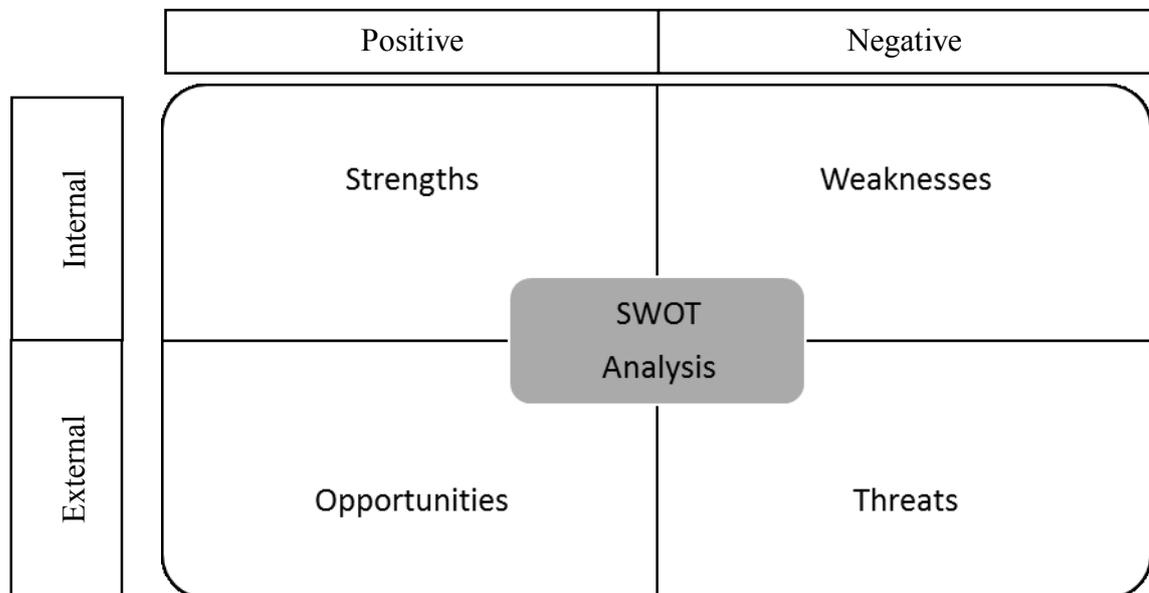


Figure 5
SWOT Analysis

Source: Prepared By the Researcher Depending On: Wikipedia, 2015

2) **PEST Analysis:** PEST is an acronym for Political, Economic, Social and Technological factors. It can be expanded to include (Legal, Environmental, Demographic, and Ethics) to become STEEPLE Analysis or STEER analysis, which includes (Socio-cultural, Technological, Economic, Ecological, and Regulatory factors). As depicted in figure (7), this analysis focuses on organization's external environment and it is used to determine how these factors will affect the performance and activities of the organization.

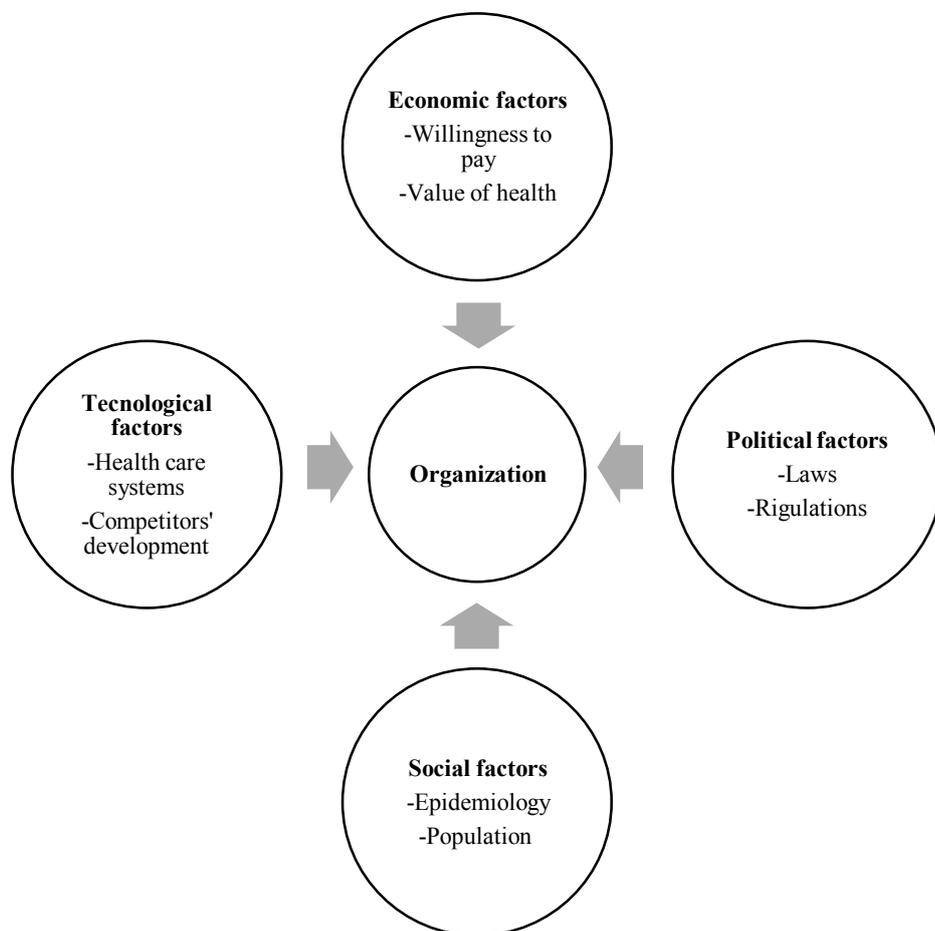


Figure 6
PEST Analysis

Source: Prepared By the Researcher Depending On: Wikipedia, 2015

3) Five Force Analysis: The Porter's Five Forces is a framework for assessing and evaluating the competitive strength and position of the organization within an industry. As figure (8) shows, it assumes five important forces that determine the competitive intensity and attractiveness of a market, namely (Supplier Power, Buyer Power, Competitive Rivalry, Threat of Substitution and Threat of New Entry). This is useful both in understanding the strength of an organization's current competitive position, and the strength of a position that an organization may look to move into.

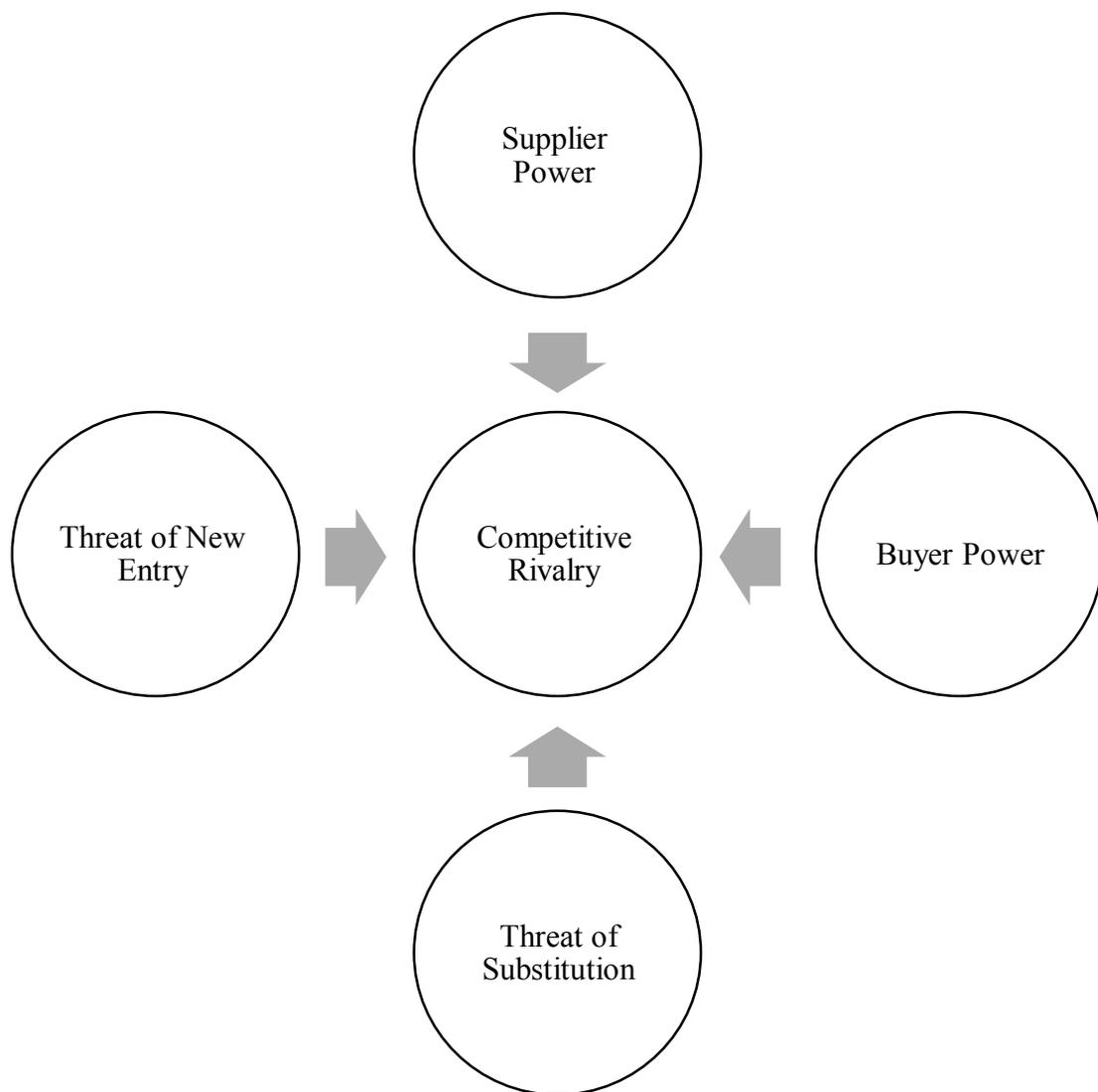


Figure 7
Porter's Five Force Analysis
Source: Prepared By the Researcher Depending On: (Wikipedia, 2015)

These analyses complement one another and often used in collaboration to give a clear understanding of a situation and related internal and external factors, however, several other analyses can be conducted as appropriate, for example, Product life cycle analysis, Boston consulting group analysis, Ansoff's product-market expansion grid analysis, break-even analysis, risk analysis, past-sales analysis and so on.

2-1-13 Most Benefited Organizations of Marketing Audit

All companies can benefit from a marketing audit. However, marketing audit is likely to be most beneficial for the following organizations and situations (HAJDU, 2015).

1-Production-Oriented Organizations

After consumers have all the buying choices and communication channels today, management increasingly getting interested in shifting from 'better mousetrap' philosophy, that is, production-orientation to a market-orientation 'the customer is always right'. This calls for a great number of organizational and attitudinal changes that must be introduced carefully and convincingly. An auditor can perform an important service in guiding management toward a market orientation.

2-Troubled Divisions

Multidivision companies usually have some troubled divisions and may face conflicting goals and agendas. Therefore, it is necessary for management of multi-division organization to know current situation of organization's divisions, to examine the effectiveness of current marketing plan and strategies and to assess the performance of marketing operation of organization's divisions. This can be performed by conducting systematic marketing audit.

3-High-Performing Divisions

Multidivision companies might want an audit of their most profitable divisions to make sure that they are reaching their highest potential and are not coming to experience a sudden decline. Such an audit may also yield insights into how to improve marketing in other divisions.

4-Young Companies

Small Businesses is the "backbone" of many local economies; however, one of the biggest challenges they face is marketing their businesses. Thus, marketing audits of emerging small companies or young divisions of large companies can help to establish a solid marketing approach.

5-Nonprofit Organizations

It is quite beneficial for nonprofit organizations working in different areas like Arts, Culture and Humanities, Education and Research, Environment, Health, and Human Services to effectively market itself. Hence, marketing audit can serve a useful educational as well as diagnostic purpose.

It is worth mentioning that several works had been written about marketing audit, emphasizing its role in several industries; among them are health service organizations (Berkowitz & Flexner, 1978), hotels (Goffee, 1983), parastatals (Odote, Achieng, & Olala, 2013), knowledge Intensive Business Services (Bolisani, & Scarso, 2014), and other different sectors (Paștiu, & Lazea, 2014).

Summary

Marketing audit concept originated in 1950s. Its main purpose is to make sure that the organization is in line with its external and task environment and to judge an organization's overall commitment to a marketing orientation. Marketing audit includes examining six main areas: (environment, strategy, organization, systems, productivity, and functions). Marketing audit had comprehensive, independent, systematic, and periodic characteristics. It takes ten steps to perform the marketing audit for an organization for the first time. Two classifications of auditors (i.e. internal or external) can conduct marketing audit depending on organization's circumstances.

Marketing performance assessment importance is growing with amount of invested resources in the marketing. For measuring overall performance, it is important to use 2 types of indicators - financial and non-financial indicators. Hence, a marketing audit is one of a dominant approach to evaluate marketing and performance.

Questionnaires and checklists can be used for collecting, recording, and examining information about various aspects of organization's marketing situation. Several techniques or tools can be used for auditing internal and external marketing environment, the most common are: SWOT Analysis, PEST Analysis, and Five Force Analyses.

All organizations can benefit from a marketing audit. However, the Most Benefited Organizations are (Production-oriented Organizations, Troubled Divisions, High-Performing Divisions, Young Companies, and Nonprofit Organizations).

2-2 Literature Review

In a study entitled "The marketing audit: a tool for health service organizations" Berkowitz and Flexner (1978) highlighted important concerns in the practical development and implementation of a marketing plan. They argued that the dynamic nature of society and the healthcare industry, in particular, require up-to-date information for the organization to operate effectively. They stated that, for any organization changing to a marketing orientation, the process should begin with a marketing audit.

Berkowitz and Flexner noted that, due to marketing contributions in efficiency and effectiveness of organizations' operations, nontraditional businesses are increasingly requesting marketing audits. Berkowitz and Flexner found that many health organizations are being to recognize the marketing functions and formulating marketing objectives, therefore, they have to embrace marketing audit. They pointed out that marketing audit provides a foundation on which to develop programs and standards for evaluation. Berkowitz and Flexner stressed that to assess organization's responsiveness to market needs and preferences; they must periodically monitor their position and activities.

They concluded that, the marketing audit could help in improving the organization's profitability, competitive position and overall performance by intelligently generating strategies, goals and objectives related to future action.

In a research paper entitled "THE MARKETING AUDIT AND BUSINESS PERFORMANCE: A REVIEW AND RESEARCH AGENDA" Taghian and Shaw (1998) discussed the concept of the marketing audit, outlined the status of the practice of

marketing auditing and the related concepts, and developed a research agenda to conduct an empirical study of the usage and benefits of the marketing audit.

Taghian and Shaw reported that the marketing audit is a generally accepted method of evaluation and a control mechanism of marketing performance, it is considered as a necessary part of the marketing planning process, and it can be an efficient process for developing effective measures and actions.

Taghian and Shaw indicated that there was no consensus on the process of conducting a marketing audit. They added, marketing auditors, therefore, need to improvise their own specific method of conducting an audit based on a given situation and a specific task. Nevertheless, they noted that there has been consistent attempts by writers in the field to introduce general and broad parameters to encourage uniformity in the implementation of the marketing audit. They also reported that the major issue with the use of the marketing audit, besides the lack of an acceptable uniformity and consistency in procedure in conducting MA, it is costly to conduct a full audit and, therefore, it may not be used frequently.

Taghian and Shaw faced some limitations as it apparent by lack of an overall empirical study, in the published literature, of the application of the marketing audit, its realized benefits in improving management's decision-making effectiveness, and management's evaluation of the audit.

In a review article entitled "Marketing Performance Measures: History and Interrelationships", Clark (1999) investigated the history of measuring the marketing performance in organizations. Clark reported that marketing performance measurement went through three stages: (1) The expansion of measuring merely financial performance,

to include non-financial measurement of performance (Customer Satisfaction, Customer Loyalty and Brand Equity), (2) Expanding the measurement of marketing from measuring only the outputs to measuring the inputs as well (Marketing Audit, Marketing Implementation and Market Orientation), (3) The evolution from unidimensional to multidimensional measures of performance (Marketing Audit, Efficiency / Effectiveness and Multivariate Analysis). Clark suggested developing a small group of measurements, at the same time, being representative, comprehensive and tractable measures. Clark advised that it is essential for managers to maintain tracking financial measures such as sales and profits and that the publicly traded firms are required to report these measures.

Clark believed that the satisfaction and loyalty measurement will take more importance in the near future and managers advised to recognize their value. He recommended that satisfaction should be assessed relative to customers' satisfaction with competing products. Regarding loyalty, He concluded that surveys of repurchase intention can be beneficial, but where possible, firms should assess loyalty through a database of transactions. He noted that for companies with many customers, a good summary measure of loyalty is the percentage of customers lost in a time period. For companies with fewer accounts, salespeople often have good information on loyalty. He pointed out that for both of these measures it is critical to compare the summary measures to two referents. First, the trends over time in customer satisfaction and loyalty. Second, each of these measures should be divided by market segment. He suggested that further research needed to identify the few good leading indicators that managers can track for the future.

In a research entitled "The Marketing Audit and Business Performance: An Empirical Study of Large Australian Companies", Taghian & Shaw (2002) investigated practice of

the marketing audit, and examined the relationships between the familiarity with, and the usage of, the marketing audit and organizational performance measures. The researchers developed a questionnaire to sample the senior marketing person in the largest 1,441 organizations in both manufacturing and services. A response rate was 16 per cent with 216 returned useable questionnaires

In their study, about 48 per cent of the respondents indicated that they periodically use the marketing audit. Self-audit (75 per cent), followed by company task-force audit (34 per cent) and outside audit (32 per cent) was dominated methods used in conducting the marketing audit. Taghian & Shaw reported that, in terms of performance outcome, there was no evidence of the superiority of the type of audit used. They uncovered that, there were few mentions about the influence the quality and usefulness / benefits of the audit regarding the usage of checklists, questionnaires, and the review of the effectiveness of the audit. On the other hand, the lack or unavailability of data and the lack of a standard of comparison (benchmark) were the major concerns encountered in conducting a marketing audit.

Taghian & Shaw found that, the "conduct of the marketing audit" and "implementation of the recommendations of the marketing audit" are positively and significantly associated with the "market share" performance measure. That highlighted by the importance of familiarity with and the conduct of the marketing audit for the organizational performance outcomes.

The study also showed that there were no meaningful demographic differences between the users and the non-users of the marketing audit with the exception of the age of the organization (1950 or earlier and 1961-1970) and the formal education of the senior marketing decision-maker (TAFE and postgraduate level). Accordingly, no major

demographic variable distinguishing the users of the marketing audit. Nevertheless, there are some relevance in the organizational age and the manager's education.

In conclusion, Taghian & Shaw reported that it was obvious that the younger companies (founded 1971 or later) were less inclined to use the marketing audit, massive availability of marketing information may be the reason, which may have resulted in the lack of need for a marketing audit.

In an article entitled "Marketing productivity, marketing audits, and systems for marketing performance assessment Integrating multiple perspectives" Morgan, Clark and Gooner (2002) noted that, historically, marketing productivity analysis and the marketing audit concept have dominated approaches in assessing marketing performance. Morgan et al., (2002) suggested that, both approaches have been fundamentally limited in terms of conceptualization and implementation, but that within each approach are the seeds of a more useful, holistic approach to marketing performance assessment (MPA).

The researchers reported that the marketing audit was developed in parallel with the emergence of marketing productivity analysis. They added, from an implementation perspective, the marketing audit approach has suffered from significant problems. These include the lack of suitably qualified independent auditors; gaining management cooperation from within marketing, information availability; and generating sufficient communication with top managers to ensure access and understanding of information. Combined, these problems may explain the lack of implementation of the marketing audit process in companies.

The researchers pointed out that in addition to implementation problems, marketing audit approaches may also be viewed as having a number of conceptual weaknesses. First, audit

approaches are not systematic marketing control systems. Rather, they are disconnected from the overall control system and periodic rather than ongoing assessments of marketing performance, with the objective of defining problems but not necessarily providing insights into solutions. Second, marketing audit approaches were developed as universal, prognostic, normative tools rather than as firm-contingent performance measurement systems. In addition, the audit measurement approaches used have been primarily qualitative checklists, with little empirical validation, therefore, little or no knowledge concerning measurement properties such as validity and reliability.

Finally, Morgan et al. concluded that while researchers in this area may be starting from a relatively low base, evidence suggests that researching in this area may be valuable.

In another article entitled "MEASURING MARKETING PERFORMANCE: A CRITIQUE OF EMPIRICAL LITERATURE", Pont and Shaw (2003) reported two highly relevant topics concerning performance measurement: (1) subjective and objective measurement, and (2) financial and non-financial performance measures.

Pont and Shaw founded that it seemed to be agreement about the use of a subjective measurement perspective as an acceptable means of measuring performance, and that this is the preferred means of measuring performance by researchers. Secondly, they identified that businesses are no longer defining performance only in terms of the traditional financial measures – they are adopting new frameworks and methodologies. However, financial measures still predominate in research results. Furthermore, they also have identified that the current measurement selection by researchers is somewhat arbitrary rather than scientific, which is not assisting in the development of a “general performance measure”.

In a local master's thesis, GRAA (2007) conducted a research entitled "Extent of implementation of marketing audit in five stars hotels in Jordan". The purpose of her study was to examine the extent to which the five-stars hotels in Jordan implement marketing audit, and to display the effect of environmental and organizational factors and the marketing activities' practices on MA process; in addition to identify the obstacles that limit the MA implementation.

Through using statistical methods, GRAA reached to the following results: There was a positive orientation towards applying marketing audit in the five stars hotels in Jordan. Additionally, there was an application of some process' elements but that application was not organized and in a non-periodic way. Furthermore, there was an influence of external environment factors such as competition, politic environment, conferences on the marketing audit. Moreover, there was an influence of organizational environment factors such as training, coordination between management departments on the marketing audit. Additionally, there was an influence of marketing activities' practices such as improvement of services, and doing promotion' activities on the marketing audit in five stars hotels in Jordan. Furthermore, there was a difference in applying audit marketing according to the type of hotel, between hotel chains and the independent hotels, but there was no difference according to the place or the type of clients in applying that process. Finally, there were obstacles that limit the implementation of audit marketing such as the absence of marketing specialists in auditing, unavailability of data and information required for marketing audit process, and marketing audit process was costly and takes a lot of time.

In another study entitled "The marketing audit and organizational performance: an empirical profiling ", Taghian and Shaw (2008) investigated the practice of the marketing audit, examined practitioners' perceptions of its usefulness, the methods they used to conduct it, and problems they encountered in conducting it, as well as their views of how to make the audit more effective. The researchers suggested the use of the marketing audit as a facility that can assist with the establishment, maintenance, and management of a market orientation strategy.

The performance indicators used in this study were selected to assess respondents' perceptions of the direction of any change in performance rather than specific levels of performance. They include (1) change in market share, and (2) change in the overall financial performance of the organization.

The practice of the marketing audit and its perceived benefits were examined in an Australian context. The target population was defined as the larger business organizations (in terms of their reported revenue) in Australia. The unit of analysis in Taghian and Shaw's study was defined as the strategic business unit (SBU). Three in-depth interviews were conducted with a panel of experts (senior marketing professionals) to discuss the overall purpose and specific areas relating to the marketing audit and those that potentially influence business performance. After that, the data were collected using a self-administered questionnaire. 216 usable questionnaires were received out of 1,440 mailed out. Their study faced some limitations as related to sampling, response rate, choice of respondent, and the measures of performance used.

Their results indicated a positive association between the usage of the marketing audit and increase in market share, and a stronger increase in market share than increase in overall financial performance.

The researchers recommended that the practice of the marketing audit can benefit an organization's marketing performance, and its wider implications need to be studied in more detail. In addition, it is important to verify this finding in other countries representing different cultures and business practice traditions. Another useful area of investigation is the procedure used in conducting the marketing audit in different industries, and in markets at different levels of development.

A study of Wu (2010) entitled "Market Environment, Marketing audit and Performance: Empirical Evidence from Taiwanese Firms " focused on the effect of marketing audit on marketing performance (market share, sales and profitability) of Taiwanese firms.

Wu samples 250 small and medium sized service and consumer goods organizations and 250 large consumer goods and services organizations. The response rate was 16% with 160 fully completed usable responses received.

his study showed a strong evidence of the effects of audits for marketing execution (the marketing organization audit, system audit, productivity audit and function audit) on the marketing performance, As it enables management to pinpoint marketing weaknesses or recognize emerging marketing issues in executing marketing strategies and lead to marketing activities effectiveness.

On the other hand, results showed no relationship between audits for marketing planning (the market environment audit and marketing strategy audit) and marketing performance.

Wu explained this by the poor implementation of AMP within respondents.

In a research entitled "A renewed approach to services marketing effectiveness", Da Gama (2011) examined the impact of marketing audit and perceived benefits in service organizations. Based on the Index of Services Marketing Excellence (ISME) framework, he pursued to develop an updated instrument and to test the hypothesized relationships – connections between input and output marketing measures. Data were taken from DunsPep Financial Sector Database in Portugal. First, he carried out five individual interviews with marketing managers in order to validate the measurement instrument content. Then, the same type of professionals were surveyed. A PLS-GRAPH was utilized for structural equations modelling. He demonstrated the connection between marketing activities and company performance, supporting the importance of a framework designed to evaluate the former. In findings, da Gama confirmed that there was a benefit of using marketing audit. The major limitation of his paper was the criticized sample size (n = 51).

Da Gama implied that marketing audits could be viewed as a tool to evaluate activities and to increase marketing awareness and comprehension, leading to practice improvement. Da Gama noted that most existing measures of marketing performance focus on outputs. He added, However, processes are the “glue” that binds together everything a company does. Therefore, input measures must also deserve attention. Da Gama reported that, broad understanding of marketing input quality under the form of processes has had a less clear impact, largely because of the difficulty inherent to their complexity.

Da Gama noted that audits have been presented almost exclusively on the perspective of what to measure and how to measure, paying little attention to the benefits of the process. Therefore, he aimed to demonstrate the connection between input marketing measures and output marketing measures. He intended to empirically prove an objective reason for the usefulness and importance of auditing as a way to improve marketing performance.

In other local study entitled "Auditing of Marketing Activities and its Impact on Marketing Performance" conducted by Al-Saudi and Al-Ziadat (2012), the researchers attempted to understand the level of production organizations involvement in marketing auditing to reveal the degree of marketing performance realization. Their study researched one of the Leading Medical Companies in Jordan (Arabian Medical Manufacturing). The researchers focused on the issue of not giving enough attention by the mentioned company for marketing orientation and marketing auditing. In their study, the researchers provided a marketing auditing framework for marketing activities that help improve marketing performance. Their study revealed that there is a statistically significant relationship between marketing functions auditing and marketing Performance. The researchers concluded that Arabian medical manufacturing plans to practice marketing auditing. Furthermore, they recommended establishing a department specialized in marketing auditing that practice all marketing activities in the company.

In a foreign master's thesis entitled "The Influence of Marketing Audit in Parastatals Performance- A Case of Kenya Power Company", Odote, (2012) researched the effects of marketing audit (marketing environment audit, marketing strategies audit, marketing systems audit, marketing function audit,) on the performance of parastatals in Kenya Power Company (KPC). The study tool was a questionnaire with both closed ended and open ended questions. Odote concluded that (marketing environment audit, marketing strategy audit, marketing organization audit, and Marketing function audit) had a positive significant impact on (sales revenue, profitability, market share, and share price).

Odote recommend KPC management scanning the environment on a continuous basis by establishing a permanent Management Information System department and recruiting a professional staff to manage the department. In addition, he recommended doing a thorough customer analysis to discover other factors that affect clients' consumption behavior. Furthermore, he recommended doing competitor analysis to know their objectives, strategies strengths and weaknesses in order to enable Management to have better strategies and to make them more competitive.

In a research entitled "Marketing Audit and Factors Influencing Its Use in Practice of Companies (From an Expert Point of View)" Denisa and Jaroslav, (2013) aimed to define and establish preconditions for the successful implementation of marketing audit for marketing management of Slovak companies. Their paper presented a marketing audit as a factor of company's growth and future success. The researchers argued that the marketing audit activity is becoming a new trend in managing the business. They added, it can help various types of companies to review their marketing structures and therefore, it can contribute to the renewal of the overall business and to the improvement of not just marketing but also overall performance of the company. Delphi method with a panel of experts from the area of marketing and marketing audit were used to obtain views and opinions of experts on the issue of marketing audit. Their research was carried out in two rounds and a questionnaire was selected as a research tool.

In the first round of the research, open-ended questions were sent to sixteen experts in order to get opinions and views on the factors affecting the results and the efficiency of marketing audit. The surveyed experts identified (1) the expertise of the auditor; (2) knowledge of the marketing situation of the audited company by its managers and (3) the

acceptance of the marketing audit goals by the employees of the audited company. In addition, less than the half of the experts, consider the availability of financial resources for the audit as a factor influencing the results and efficiency of marketing audit. At the same time, most of interviewed experts view: (1) the ignorance of marketing audit; (2) underestimation of marketing audit benefits and, (3) the fear from its results as major problems or barriers that affect the underutilization of marketing audit in practice of companies.

In the second round of the Delphi method, the task of the surveyed experts was to evaluate the results of the first round. The researchers summarized that the experts attribute the greatest significance of the impact on the results and efficiency of marketing audit to: (1) the information availability for the audit, (2) the expertise of the auditor; (3) the independency of marketing audit and (4) the acceptance of the goals of marketing audit by employees of the audited company. However, the experts attributed the least significance impact to the factors such as (1) the consensus between the audited and the audit company, (2) the focus of marketing audit only on a short period of time and (3) its initiation just in time when the problems in business arise. Regarding barriers affecting the use of marketing audit, the experts consider (1) the reluctance of companies to implement changes; (2) unwillingness of companies to provide internal information to the third parties, (3) the ignorance of this marketing activity and its methodology.

In a relevant article entitled "Theoretical Background of Marketing Audit", HAJDÚ (2015) argued that the increase in the complexity of the market environment have limited the ability of functional areas in planning. In the field of marketing, she experienced that it is difficult to calculate and predict success. She advised that it is necessary for all the

functional activities to be financially eligible in the period of austerity that resulted from crisis. Therefore, in the field of marketing, the need to take specific figures to underpin the efficiency and effectiveness of marketing activities has increased.

HAJDÚ noted that the mostly mentioned methods are the marketing metrics and the marketing controlling during the assessment of the marketing performance. She added that, marketing audit belongs to the topic also. She indicated that, more attention focused on marketing audit as control system of marketing. She convinced that the marketing audit is considered as a decision-making method.

HAJDÚ defined marketing audit as a strategic review in which the value of marketing activities, risks, and efficiency are analyzed. She supported that the aim of the marketing audit is the correction of the efficiency of the marketing performance. She concluded that, there are many untapped opportunities in the marketing audit and organizations can take the advantages of them.

2-3 Research Contribution

This study at hand comes to complete the recent studies, as the researcher realized that there are insufficient studies addressed this subject in healthcare industry in Jordan, particularly in private sector -to the researcher knowledge. Moreover, this study has provided further recommendations and implications for academics and managers. Furthermore, since a few previous studies have empirically examined the effects of the marketing audit on marketing performance, and due to limited dimensions of marketing audit that had been examined as in GRAA, (2007) and, Al-Saudi and Al-Ziadat, (2012). This research at hand can fill the gaps in the existing literature by empirically addressing

the effect of all marketing audit dimensions (i.e. marketing environment audit, marketing strategy audit, marketing organization audit, marketing system audit, marketing productivity audit, and marketing function audit) on a range marketing performance metrics (i.e. profits, revenues, market share, customer satisfaction, hospital's beds occupancy rate, customer complaints, customer loyalty, and organization's reputation). Accordingly, verifying the results of the recent studies. Altogether, this can widen the understanding of marketing audit subject.

2-4 Research Model

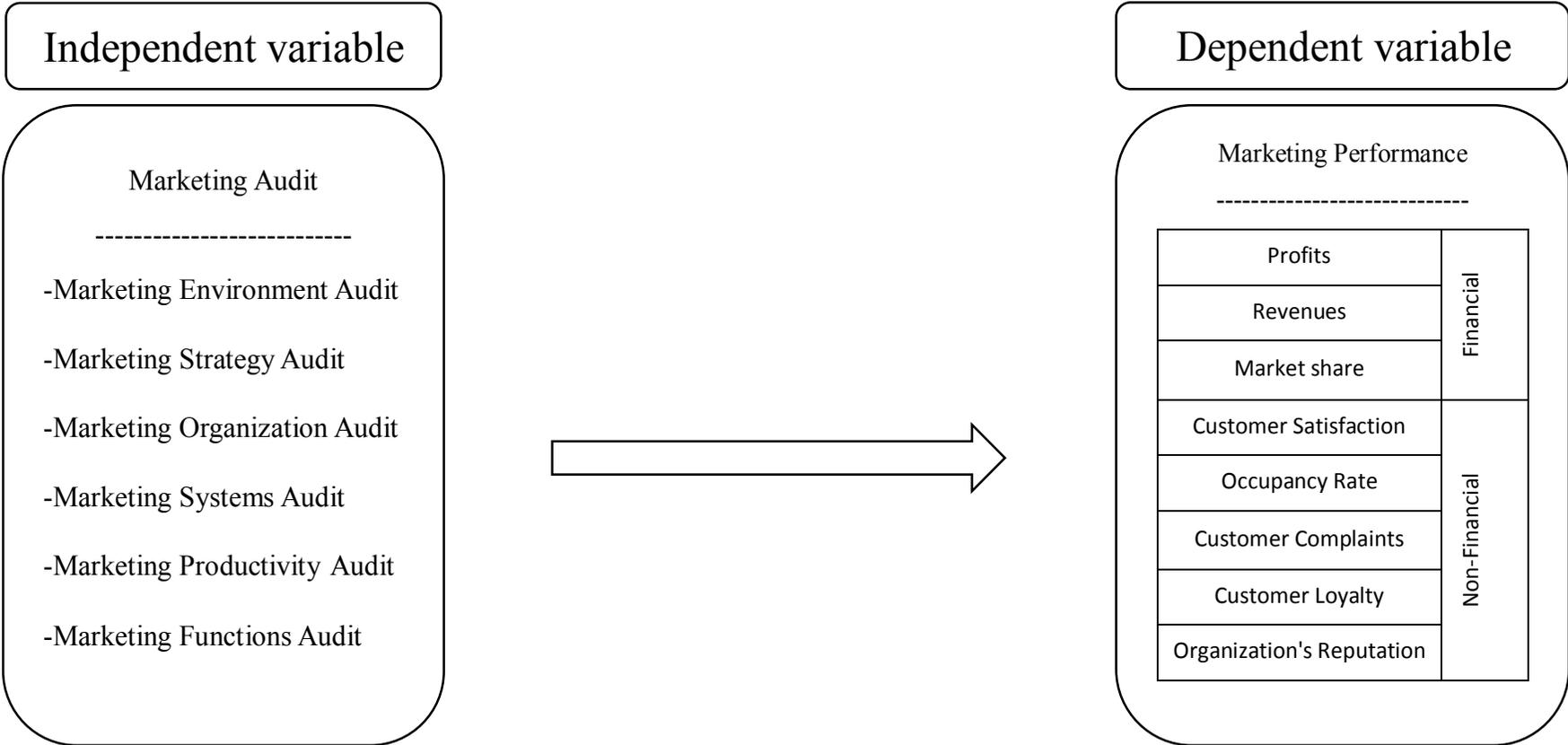


Figure (8)
 The research model adapted by the researcher using following sources:
 (Kotler et al., 1977, 1989; Pont & Shaw, 2003; Wu 2010)

2-5 Hypotheses Formation

Main hypothesis:

Ho.1: There is no significant impact of marketing audit on organizations' marketing performance.

Sub hypotheses:

Ho1: 1- There is no significant impact of marketing environment audit on organizations' marketing performance.

Ho1: 2- There is no significant impact of marketing strategy audit on organizations' marketing performance.

Ho1: 3- There is no significant impact of marketing organization audit on organizations' marketing performance.

Ho1: 4- There is no significant impact of marketing system audit on organizations' marketing performance.

Ho1: 5- There is no significant impact of marketing productivity audit on organizations' marketing performance.

Ho1: 6- There is no significant impact of marketing functions audit on organizations' marketing performance.

2-6 Operational Definitions

The researcher used the following operational definitions for the purpose of this study using following sources: (Kotler & Killer, 2012; Morgan, Clark, & Gooner, 2002; Denisa & Jaroslav, 2013; Balasundaram, 2009).

- 1) Marketing audit is a comprehensive, systematic, independent, and periodic examination of a private hospital marketing environment, objectives, strategies, and activities, with a view to determining problem areas and opportunities.
- 2) The marketing environment audit is consisting of analyses of private hospitals both macro-environment that surrounding the industry (i.e. Demographics, Economic, Ecological, Technological, Legislations, and Cultural) and task-environment in which the organization operates (i.e. Markets, Customers, Competitors, Facilities, Suppliers, Facilitators, and Publics).
- 3) The marketing strategy audit refers to reviewing the private hospital marketing objectives and strategy to be adapted to the marketing environment.
- 4) The marketing organization audit refers to evaluating the effectiveness of the private hospital's marketing capability in carrying out the necessary tasks, and the interaction between marketing and other key management functions.
- 5) Marketing systems audit involves examining the adequacy of the private hospital's systems for obtaining information, planning and controlling marketing operations.
- 6) The productivity audit includes assessing accounting data to determine optimal sources of profits, as well as potential cost savings for private hospital.
- 7) The marketing function audit includes reviewing private hospital key marketing functions (i.e. product/service, price, promotion, place/distribution, physical evidence, people, and processes).

Chapter Three
Research Methodology

3-1 Research Approach

The design of the present study is descriptive, analytical study. It is descriptive as it involves detailed investigations of marketing audit, its dimensions, characteristics, procedures, and as it describes the extent to which marketing audit is applied in the practice of private hospitals in Amman.

In addition, it is analytical as it aims to draw conclusions about the impact of marketing audit on organizations' marketing performance by sampling respondents.

The empirical results of this research stem from an investigation that aimed to evaluate the contribution of marketing audit dimensions to organizations' marketing Performance.

3-2 Research Population, Sample and Unit of Analysis

This study conducted in Amman, Jordan. Amman is Jordanian capital and the commercial and industrial nerve center of the country. The total population of the private hospitals that were operating in Amman was 39 at the time of the survey in April 2014 (Moh.gov.jo, 2014).

In this study, the researcher surveyed all private hospitals located in Amman. However, 25 hospitals have responded- listed in table (4-2). The questionnaires were addressed to employees who were involved with all aspects of the variables in the model being investigated. Specifically, to employees in managerial departments in private hospitals in Amman, such as hospital's management, marketing and public relations, human resources, quality control, patients affairs, etc.

The total number of questionnaires that hospitals' administration have allowed the researcher to distribute were 150 questionnaires, 125 questionnaires were collected back,

the response rate was 75.3% as the participants completed 113 questionnaires which found valid for statistical analysis.

3-3 Data Collection Methods

To meet standards of professional research, answer research questions, and to test the hypotheses, the researcher used a mixed-method approach. This approach includes collection and analysis of both quantitative data (e.g. questionnaires and statistics) and qualitative data (e.g. books, articles). This method was considered after a review of the current literature (Taghian & Shaw, 2002, 2008; Wu, 2010),

This approach allows the researcher to take advantage of the strengths of each technique (i.e. the depth of qualitative research and empiricism of quantitative research), while addressing their respective weaknesses (i.e. the relativism of qualitative research and dogmatism of quantitative research) (Strutton, Taylor, & Thompson, 2011).

The secondary data was collected through the books and articles available in libraries, databases, and the internet. This is supported by statistics issued by the Ministry of Health, the World Health Organization, Department of Statistics, and relevant websites.

In order to collect the primary data, the researcher has designed a questionnaire, distributed to employees in managerial departments in the sampled private hospitals. In addition, the researcher conducted interviews with managers and experts in the field of private hospital business to recognize the nature of hospitals' marketing department or unit -if any- or the employees who were responsible for the marketing functions and tasks, as well to check the wording of the questionnaire.

3-4 Study Instrument

The researcher has built a self-administered questionnaire. It consisted of four parts:

(1) The first part contains (7) demographic questions about the respondent and the hospital (i.e. age, gender, level of education, years of experience, hospital name, Job title, and, quality certificates).

(2) The second part was mainly based on the Kotler, Gregor and Rogers (1977) audit list. After modifying and tailoring it to suit the private hospitals' working environment, it consisted of (38) clauses, distributed over the six dimensions of the marketing audit (i.e. marketing environment audit, marketing strategy audit, marketing organization audit, marketing system audit, marketing productivity audit, and, marketing functions audit). To indicate the degree to which the hospitals are engaged in marketing audit practices, this degree is measured by using a five-point item, by asking respondents to indicate the degree to which their hospital is engaged in marketing audit practices. Scale anchors were “Always, Often, Sometimes, Rarely, and, Never” with higher numbers indicating greater engagement in practice.

(3) The third part includes perceptual measures of hospital's marketing performance, which consists of (8) clauses, divided into financial indicators (i.e. Profits growth rate, Revenues growth rate, and, competitive market share growth rate) and non-financial indicators (i.e. Customer Satisfaction, Hospital's Beds Occupancy Rate, Customer Complaints, Customer Loyalty, and, Hospital's Reputation), measured during the past three years relative to competitors, using a five-point item. Scale anchors were (Much higher, Higher, Similar, Lower, Much lower), with higher numbers indicating better performance.

(4) The fourth and final part of the questionnaire includes: (7) statements concerning the factors that hinder applying marketing audit in hospitals, where the respondents have to determine the importance of these factors as it anchored by, (Very important, Important, Neutral, not important, and, not important at all), with higher numbers indicating greater importance.

Regarding the questionnaire validity, Wu, (2011) has proved the validity and reliability of marketing audit measures. For the purpose of this study, it was tested by a group of (8) experts in the field of the study -listed in appendix (C), evaluating the suitability, relevance, correctness, and formulation of each item of the questionnaire.

Further, table (3-1) shows the factor loadings for each variable, which represent the correlation between the variables and the factor. All of factor loading are more than (.30) which is acceptable (Wu, 2011).

Table (3-1) Factor Analysis

| Factor Loading | Variables |
|------------------------------|-------------|
| Marketing Environment Audit | .369 - .730 |
| Marketing Strategy Audit | .356 - .694 |
| Marketing Organization Audit | .662 - .739 |
| Marketing System Audit | .486 - .700 |
| Marketing Productivity Audit | .513 - .623 |
| Marketing Function Audit | .552 - .718 |

Regarding the reliability of the instrument, Cronbach's alpha measurement was utilized. As table (3-2) shows, the coefficient alpha was (95.5%) for the marketing audit scale, (79.9%) for the marketing performance scale, (88.4%) for Marketing audit constraints, and (95.4%) for all variables of the questionnaire. Which indicates high level of internal consistency for the items (Sekaran & Bougie, 2013).

Table (3-2) Reliability Analysis - Cronbach's Alpha

| Variables | Variable name | Dimensions | Items | Cronbach alpha values |
|--|--------------------------------------|------------------------------|-------|-----------------------|
| Independent | Marketing Audit | Marketing Environment Audit | 13 | 0.852 |
| | | Marketing Strategy Audit | 4 | 0.796 |
| | | Marketing Organization Audit | 5 | 0.882 |
| | | Marketing Systems Audit | 4 | 0.853 |
| | | Marketing Productivity Audit | 5 | 0.815 |
| | | Marketing Functions Audit | 7 | 0.889 |
| Marketing Audit | | | 38 | 0.955 |
| Dependent | Organizations' Marketing Performance | Financial | 3 | 0.844 |
| | | Non-Financial | 5 | 0.753 |
| Organizations' Marketing Performance | | | 8 | 0.799 |
| All items of Independent and Dependent variables | | | 46 | 0.952 |
| Marketing audit constraints | | | 7 | 0.884 |
| All variables | | | 53 | 0.954 |

3-5 Statistical Analysis

In order to determine legitimacy of research and to establish logical and valid conclusions, various statistical formulas such as frequency distribution, Reliability analysis - Coefficient of internal consistency (Cronbach's alpha)-, Simple linear regression, Means, Standard deviation, and Percentages were used by using Statistical Package for the Social Sciences (SPSS) software.

Chapter Four

Data Analysis and Hypotheses Testing

4-1 Descriptive statistics:

A frequency distribution utilizing tables is used to summarize and categorize information, frequencies, means, and standard deviations are presented

4-1-1 Sample characteristics

To facilitate Description of the Sample characteristics, the demographic questions in the first part of the questionnaire are divided into two parts; the first part includes information about the respondents characteristics, while the second part contains demographic information about the hospitals surveyed.

Table (4-1) indicates five indicators that show the demographic characteristics of the study respondents.

Table (4-1) Demographic Characteristics of the Respondents

| Variables | Category | Frequency | Percent |
|---------------------------|------------------------------|-----------|---------|
| Age | Less than 30 years | 38 | 33.6 |
| | 30-40 years | 43 | 38.1 |
| | 41-50 years | 19 | 16.8 |
| | 51 years and over | 13 | 11.5 |
| | Total | 113 | 100.0 |
| Gender | Male | 63 | 55.8 |
| | Female | 50 | 44.2 |
| | Total | 113 | 100.0 |
| Educational qualification | diploma | 15 | 13.3 |
| | Bachelor | 77 | 68.1 |
| | Master | 16 | 14.2 |
| | Doctorate | 5 | 4.4 |
| | Total | 113 | 100.0 |
| Years of Experience | Less than 5 years | 34 | 30.1 |
| | From 5 to less than 10 years | 28 | 24.8 |
| | 10 years and over | 51 | 45.1 |
| | Total | 113 | 100.0 |
| Job position | Reception and Admission | 7 | 6.2 |
| | Public Relations | 14 | 12.4 |
| | Human resources | 9 | 8.0 |
| | Quality | 4 | 3.5 |
| | Marketing | 3 | 2.7 |
| | Secretariat | 4 | 3.5 |

| | | | |
|--|----------------------|-----|-------|
| | Accounting | 12 | 10.6 |
| | IT | 8 | 7.1 |
| | Finance | 12 | 10.6 |
| | Administration | 15 | 13.3 |
| | Patient Affairs | 18 | 15.9 |
| | Personnel management | 7 | 6.2 |
| | Total | 113 | 100.0 |

Table (4-1) shows that the total number of respondents were 113, where the percentage of males (55.8%) were higher than the percentage of females (44.2%), which represents the actual population for the employees in managerial departments at private hospitals in Amman. In addition, the highest respondents' percentage were concentrated in younger age groups, where 71.7% of the respondents were aged less than 41 years. Regarding the educational qualification, more than half of the respondents have a Bachelor's degree, while the doctoral degree holders constitute the least proportion (4.4%). The table also shows that the largest percent of respondents (45.1%) have 10 years and over of experience, while the lowest percent were (24.8%) for those who have from 5 to 9 years of experience. Moreover, the table shows that 12 different job positions have participated in this study. Where the major participants were from Patients' Affairs (15.9%), Administration (13.3%), Public Relations (12.4%), and (12%) from each one of Finance and Accounting positions respectively. On the other hand, the minimum percentages of participants were from Marketing (2.7%), followed by (3.5%) from each one of Quality and Secretariat positions, then (6.2%) from each one of Personnel management and "Reception and Admission" positions respectively.

The researcher had surveyed all private hospitals in Amman that are listed in Ministry Of Health website (Moh.gov.jo, 2014), however, it was found that 3 hospitals were completely closed, 1 hospital was temporarily closed, 1 hospital was a military hospital, 2 hospitals were not-for-profit hospitals, and 7 hospitals have refused to participate in the study.

Table (4-2) indicates the hospitals that participated in this study, their names, number of respondents from each hospital, and percent of respondents from each hospital surveyed.

Table (4-2) Hospitals frequency distribution

| No | Hospital name | Number of Respondents | Percent |
|-------|-----------------------------------|-----------------------|---------|
| 1 | Al Ahli Hospital | 1 | .9 |
| 2 | Arab Medical Center | 2 | 1.8 |
| 3 | Al Khalidi Hospital | 3 | 2.7 |
| 4 | Jabal Amman Meternity Hospital | 3 | 2.7 |
| 5 | Hiba Hospital | 3 | 2.7 |
| 6 | Farah Hospital | 3 | 2.7 |
| 7 | Dar Al Salam Hospital | 3 | 2.7 |
| 8 | Eye Specialty Hospital | 4 | 3.5 |
| 9 | Ibn Al - Haitham Hospital | 4 | 3.5 |
| 10 | Palestine Hospital | 4 | 3.5 |
| 11 | Dr. Ahmad Al-Hamaideh Hospital | 4 | 3.5 |
| 12 | Amman Hospital | 4 | 3.5 |
| 13 | Shmesani Hospital | 4 | 3.5 |
| 14 | ALJAZEERA HOSPITAL | 4 | 3.5 |
| 15 | Italian Hospital | 4 | 3.5 |
| 16 | Marka Islamic Speciality Hospital | 5 | 4.4 |
| 17 | Akilah Hospital | 5 | 4.4 |
| 18 | Jordan Hospital | 6 | 5.3 |
| 19 | Al Hayat Hospital | 6 | 5.3 |
| 20 | Al Bayader Hospital | 6 | 5.3 |
| 21 | Al Quds Hospital | 6 | 5.3 |
| 22 | Tlaa' Al-Ali Hospital | 6 | 5.3 |
| 23 | Al- Essra Hospital | 7 | 6.2 |
| 24 | Istiklal Hospital | 8 | 7.1 |
| 25 | Al-Hanan General Hospital | 8 | 7.1 |
| Total | | 113 | 100.0 |

Table (4-2) shows that more than half of respondents (55.7%) were from 10 hospitals.

The largest percentage of respondents that is (7.1%) were from each of Al-Hanan

General Hospital and Istiklal Hospital, Also (6.2%) of respondents were from Al- Essra Hospital. Additionally, (5.3%) were from each the following hospitals; Jordan Hospital, Al Hayat Hospital, Al Bayader Hospital, Al Quds Hospital, and Tlaa' Al-Ali Hospital. Furthermore, (4.4%) were from each of Marka Islamic Speciality Hospital and Akilah Hospital.

On the other hand, less than half of respondents (44.3%) were from the rest 15 hospitals. The lowest percentage of respondents (0.9%) were from Al Ahli Hospital, followed by Arab Medical Center (1.8%), then by Al Khalidi Hospital, Jabal Amman Meternity Hospital, Hiba Hospital, Farah Hospital, and Dar Al Salam Hospital; Where the respondents from each one of these hospitals contributed by (2.7%) of the total respondents. Notably, the most frequent percentage is (3.5%) for each one of the following hospitals; Eye Specialty Hospital, Ibn Al - Haitham Hospital, Palestine Hospital, Dr. Ahmad Al-Hamaideh Hospital, Amman Hospital, Shmesani Hospital, Aljazeera Hospital, Italian Hospital.

4-1-2 Description of Study Variables

Means and standard deviations and level of engagement were calculated to describe the study variables and their items. It is worth mentioning that the engagement degree interval was calculated by the following formula:

$$\frac{\text{The upper limit of answers scales} - \text{The lower limit of answers scales}}{\text{Number of degrees}} = \frac{5 - 1}{3} = 1.33$$

Consequently, engagement degree will be: Low: (1.00-2.32); Moderate: (2.33-3.66); High: (3.67-5.00).

4-1-2-1 Independent variable (Marketing Audit)

The marketing audit dimensions were measured by using 38 items, divided into six categories as shown in table (4-3).

Table (4-3) Marketing Audit Descriptive Statistics

| No. | Dimension | Mean | Std. Deviation | Engagement degree |
|-----|------------------------------|--------|----------------|-------------------|
| 1 | Marketing Environment Audit | 4.2532 | .43291 | High |
| 2 | Marketing Strategy Audit | 4.3097 | .56623 | High |
| 3 | Marketing Organization Audit | 3.9699 | .71225 | High |
| 4 | Marketing system audit | 4.1084 | .69587 | High |
| 5 | Marketing Productivity Audit | 4.3221 | .55513 | High |
| 6 | Marketing Functions Audit | 4.2541 | .62874 | High |

The table above shows that the means of the independent variable dimensions were from (3.9699) for Marketing Organization Audit to (4.3221) for Marketing Productivity Audit. Where the higher mean value for an element indicates a higher engagement degree.

Marketing Environment Audit took the lowest proportion of the dispersion from the average with a value of (.43291), while the highest went for Marketing Organization Audit with a value of (.71225). Where the lower standard deviation value indicates higher consensus of respondents on the mentioned engagement of certain element and vice versa. Furthermore, the table shows a high degree of involvement for all marketing audit dimensions.

More details about the marketing audit dimensions can be seen in the following tables.

4-2-1-1 First dimension of marketing audit (Marketing Environment Audit)

Table (4-4) Marketing Environment Audit Descriptive Statistics

| No. | Item | Mean | Std. Deviation | Engagement degree |
|-----|--------------|------|----------------|-------------------|
| 1 | Demographic | 3.64 | 1.009 | Moderate |
| 2 | Economic | 3.98 | .906 | High |
| 3 | Ecology | 4.59 | .622 | High |
| 4 | Technology | 4.41 | .703 | High |
| 5 | Legislation | 4.64 | .483 | High |
| 6 | Culture | 4.28 | .700 | High |
| 7 | Markets | 4.27 | .732 | High |
| 8 | Customers | 4.56 | .611 | High |
| 9 | Competitors | 4.24 | .711 | High |
| 10 | Facilities | 4.38 | .672 | High |
| 11 | Suppliers | 4.52 | .628 | High |
| 12 | Facilitators | 3.61 | .968 | Moderate |
| 13 | Publics | 4.11 | .748 | High |

Table (4-4) shows that the means of the Marketing environment audit items were ranging from (3.61) for "Facilitators" to (4.64) for "Legislation".

This shows that hospitals are most concerned about healthcare sector laws, regulations, and policies. The lowest proportion of the dispersion from the average for the mentioned item with value of (.483) supports this high concern.

On the other hand, the table shows that the hospitals' least concern is "Facilitators" with mean of (3.61) followed by "Demographic" with mean of (3.64). This least concern is supported by the high value of standard deviation for these two items, which are (.968) and (1.009) respectively.

Furthermore, the table shows high degree of involvement for all items of marketing environment audit except "Demographic" and "Facilitators" which take moderate degree of engagement.

4-2-1-2 Second dimension of marketing audit (Marketing Strategy Audit)

Table (4-5) Marketing Strategy Audit Descriptive Statistics

| No. | Items | Mean | Std. Deviation | Engagement degree |
|-----|-------------------------------|------|----------------|-------------------|
| 1 | Mission orientation | 4.34 | .727 | High |
| 2 | Mission commitment | 4.47 | .682 | High |
| 3 | Goals | 4.26 | .717 | High |
| 4 | Innovative Long-term Strategy | 4.18 | .747 | High |

Table (4-5) shows almost similar means of the Marketing strategy audit items, however, they were ranging from (4.18) for "Innovative Long-term Strategy" to (4.47) for "Mission commitment".

This reveals that hospitals' most attention is focused on achieving their missions. The lowest proportion of the dispersion from the average for the mentioned item with value of (.682) supports this high attention.

On the other hand, the table shows that the hospitals' least concern is the Long-term Strategy with mean of (3.61). This least concern is supported by the high value of standard deviation for this item, which is (.747).

Furthermore, the table shows a high degree of involvement for all items of marketing strategy audit.

4-2-1-3 Third dimension of marketing audit (Marketing Organization Audit)

Table (4-6) Marketing organization audit Descriptive Statistics

| No. | Items | Mean | Std. Deviation | Engagement degree |
|-----|---------------------|------|----------------|-------------------|
| 1 | Authority | 4.11 | .760 | High |
| 2 | Allocation of tasks | 3.96 | .920 | High |
| 3 | Training | 3.66 | .960 | Moderate |
| 4 | Evaluation | 4.08 | .746 | High |
| 5 | Coordination | 4.04 | .910 | High |

Table (4-6) shows that the means of the Marketing organization audit items were ranging from (3.66) for "Training" to (4.11) for "Authority".

This denotes that hospitals give highest priority for evaluating marketing staff authority appropriateness. The relatively low value of the dispersion from the average for the mentioned item (.760) supports this high priority.

On the other hand, the table shows that the hospitals' lowest priority is the marketing staff training verification with mean of (3.66). This least concern is supported by the highest value of standard deviation for this item, which is (.960).

Furthermore, the table shows a high degree of involvement for all items of marketing organization audit except "Training" which takes a moderate degree of involvement.

4-2-1-4 Fourth dimension of marketing audit (Marketing Systems Audit)

Table (4-7) Marketing Systems Audit Descriptive Statistics

| No. | Items | Mean | Std. Deviation | Engagement degree |
|-----|--------------------------------|------|----------------|-------------------|
| 1 | Information System | 4.19 | .808 | High |
| 2 | Control | 4.19 | .766 | High |
| 3 | New Product Development System | 4.12 | .776 | High |
| 4 | New Product Testing System | 3.94 | .975 | High |

Table (4-7) shows that the means of Marketing systems audit items were ranging from (3.94) for "New Product Testing System" to (4.19) for both "Information System" and "Control".

This means that hospitals give the highest importance for their information system and controlling procedures. The lowest (.766) and the relatively low (.808) values of the dispersion from the average for the "Control" and "Information System" supports this high importance.

On the other hand, the table shows that the hospitals give lowest importance for "New Product Testing System" with mean of (3.66). However, the considerable value of standard deviation for this item (.975) indicates high dispersion from the average. Furthermore, the table shows high degree of involvement for all items of marketing systems audit.

4-2-1-5 Fifth dimension of marketing audit (Marketing Productivity Audit)

Table (4-8) Marketing Productivity Audit Descriptive Statistics

| No. | Items | Mean | Std. Deviation | Engagement degree |
|-----|--------------------------|------|----------------|-------------------|
| 1 | Services profitability | 4.25 | .688 | High |
| 2 | markets profitability | 4.35 | .731 | High |
| 3 | channels of distribution | 4.36 | .720 | High |
| 4 | marketing expenditure | 4.31 | .757 | High |
| 5 | cost-reducing | 4.34 | .763 | High |

Table (4-8) shows almost similar means of the marketing productivity audit items, indicating the high engagement degree of this dimension.

"Services profitability" took the lowest proportion of the dispersion from the average with a value of (.688), this constitutes the highest consensus on this item. While the highest value went for "cost-reducing" with a value of (.763) which constitutes the lowest consensus on this item.

Furthermore, the table shows high degree of involvement for all items of marketing productivity audit.

4-2-1-6 Sixth dimension of marketing audit (Marketing Functions Audit)

Table (4-9) Marketing functions audit Descriptive Statistics

| No. | Items | Mean | Std. Deviation | Engagement degree |
|-----|-------------------|------|----------------|-------------------|
| 1 | Services quality | 4.41 | .715 | High |
| 2 | Pricing | 4.36 | .768 | High |
| 3 | Distribution | 4.34 | .775 | High |
| 4 | Promotion | 3.84 | 1.082 | High |
| 5 | People | 4.26 | .729 | High |
| 6 | Processes | 4.28 | .750 | High |
| 7 | Physical evidence | 4.29 | .798 | High |

Table (4-9) shows that the lowest mean of the marketing functions audit items was "Promotion" indicating less interest of this item than the rest of the items.

Almost all items of the marketing functions audit have approximately similar proportion of the dispersion from the average, indicating that the respondents have more consensus on these items except the "Promotion" item, which took the highest value (1.082).

Furthermore, the table shows high degree of involvement for all items of marketing functions audit, indicating the high importance of this dimension.

4-1-2-2 Dependent variable (Organizations' Marketing Performance)

The Organizations' Marketing Performance were measured by 8 items, divided into two categories as shown in table (4-10).

Table (4-10) Organizations' Marketing Performance Descriptive Statistics

| Type | No. | Items | Mean | Std. Deviation | Performance degree |
|-----------|-----|--------------|------|----------------|--------------------|
| Financial | 1 | Market share | 3.44 | .719 | Moderate |
| | 2 | Revenues | 3.48 | .642 | Moderate |

| | | | | | |
|--------------|---|--------------------------------|------|------|----------|
| | 3 | Profits | 3.40 | .872 | Moderate |
| Nonfinancial | 4 | Customers Satisfaction | 4.01 | .726 | High |
| | 5 | Hospital's beds occupancy rate | 3.68 | .869 | High |
| | 6 | Lower Customers Complaints | 3.63 | .868 | Moderate |
| | 7 | Customers Loyalty | 3.77 | .779 | High |
| | 8 | Hospital Reputation | 3.87 | .861 | High |

Table (4-10) shows that the means of the dependent variable dimensions were ranging from (3.40) for Profits to (4.01) for Customers Satisfaction.

Revenues took the lowest proportion of the dispersion from the average, with a value of (.642), while the highest went for Profits with a value of (.872). Furthermore, the table shows a moderate degree of financial performance, and a high degree of nonfinancial performance, except Lower Customers Complaints, which took a moderate degree.

Notably, half of the mentioned marketing performance indicators have moderate performance degree. This maybe attributed to the constraints that are explained in the following table.

4-1-2-3 Constraints of not applying the marketing audit

Table (4-11) shows Means, standard deviations, and level of importance for the seven factors/ Constraints that may hinder the application of the marketing audit.

Table (4-11) Constraints of applying the marketing audit Descriptive Statistics

| No. | Factors | Mean | Std. Deviation | Importance degree |
|-----|----------------------------|------|----------------|-------------------|
| 1 | Unawareness of the concept | 3.80 | .847 | High |
| 2 | Lack of methodology | 3.81 | .844 | High |

| | | | | |
|---|---|------|------|------|
| 3 | Lack of knowledge of the benefits | 3.72 | .930 | High |
| 4 | Fear of results and taking corrective actions | 3.80 | .847 | High |
| 5 | Rejection of hospital for providing information to those working in the marketing audit | 3.73 | .848 | High |
| 6 | Lack of marketing auditor specialists | 3.67 | .958 | High |
| 7 | Insufficient financial resource to implement marketing audit | 3.80 | .956 | High |

Table (4-11) shows that the means of the variable items were almost similar, however, they were ranging from (3.67) for "lack of marketing auditor specialists" to (3.81) for "Methodology".

"Lack of methodology" took the lowest proportion of the dispersion from the average, with a value of (.844), while the highest value went for "lack of marketing auditor specialists" with a value of (.958).

Furthermore, the table shows a high degree of importance for all items of constraints of applying the marketing audit.

The most important consequences here are the negative effects of these factors on the efficiency and effectiveness of applying marketing audit. Consequently, may negatively affecting marketing performance.

4-2 Hypotheses Testing

In this part, the researcher demonstrates the results of the hypotheses testing by using simple linear regression.

4-2-1 Testing the main hypothesis: There is no significant impact of marketing audit on organizations' marketing performance.

A simple linear regression was performed to ascertain the extent to which Marketing Audit can predict Organizations' Marketing Performance.

Table (4-12) The Impact Of Marketing Audit On Organizations' Marketing Performance

| Independent variable | Unstandardized Coefficients (B) | Standardized Coefficients (Beta) | Sig. | Hypothesis support |
|---|---------------------------------|----------------------------------|------|--------------------|
| Marketing Audit | .420 | .389 | .000 | Reject |
| (R= .389; R ² = .151; (F(1,111) = 19.763); t=4.446 | | | | |

Table (4-12) shows the correlation between the two variables (i.e. Marketing Audit and Organizations' Marketing Performance). Our R-value as can be seen is (.389), which indicates a positive correlation.

The coefficient of determination (R-square) for this model is (.151), which means that the independent variable (i.e. Marketing Audit) can explain 15.1% of the change in dependent variable (i.e. Organizations' Marketing Performance).

The table shows that the Unstandardized Coefficients (B) equals (.420), which means that the dependent variable (Organizations' Marketing Performance) goes up by (.420) when the independent variable (marketing audit) goes up one unit.

The table shows that there is a significant impact of the independent variable (i.e. Marketing Audit) on the dependent variable (i.e. Organizations' Marketing Performance), ($\beta = .389$), ($F_{(1,111)} = 19.763$; $p < .05$), therefore, the null hypothesis is rejected.

4-2-2 Testing the first sub-hypothesis: There is no significant impact of marketing environment audit on organizations' marketing performance.

A simple linear regression was performed to ascertain the extent to which Marketing environment Audit can predict performance.

Table (4-13) The Impact Of Marketing Environment Audit On Organizations' Marketing Performance

| Independent variable | Unstandardized Coefficients (B) | Standardized Coefficients (Beta) | Sig. | Hypothesis support |
|--|---------------------------------|----------------------------------|------|--------------------|
| Marketing environment Audit | .449 | .376 | .000 | Reject |
| R= .376; R ² = .141; (F(1,111) = 18.281); t=4.276 | | | | |

Table (4-13) shows the correlation between the two variables (i.e. Marketing Environment Audit and Performance). Our R-value as can be seen is (.376), which indicates a positive correlation.

The coefficient of determination (R-square) for this model is (.141), which means that the independent variable (i.e. Marketing Environment Audit) can explain 14.1% of the change in dependent variable (i.e. Organizations' Marketing Performance).

The Unstandardized Coefficients (B) means that the dependent variable (i.e. Organizations' Marketing Performance) goes up by (.449) when the independent variable (environment marketing audit) goes up one unit.

The table shows that there is a significant impact of independent variable (i.e. Marketing Environment Audit) on the dependent variable (i.e. Organizations' Marketing Performance), ($\beta = .376$), ($F_{(1,111)} = 18.281$; $p < .05$), consequently, the null hypothesis is rejected.

4-2-3 Testing the second sub-hypothesis: There is no significant impact of marketing strategy audit on organizations' marketing performance.

A simple linear regression was performed to ascertain the extent to which Marketing strategy Audit can predict performance.

Table (4-14) The Impact Of Marketing Strategy Audit On Organizations' Marketing Performance

| Independent variable | Unstandardized Coefficients (B) | Standardized Coefficients (Beta) | Sig. | Hypothesis support |
|---|---------------------------------|----------------------------------|------|--------------------|
| Marketing Strategy Audit | .232 | .254 | .007 | Reject |
| R= .254; R ² = .065; (F(1,111) = 7.661); t=2.768 | | | | |

Table (4-14) shows the correlation between the two variables (i.e. Marketing Strategy Audit and Performance). Our R-value as can be seen is (.254), which indicates a positive correlation.

The coefficient of determination (R-square) for this model is (.065), which means that the independent variable (i.e. Marketing Strategy Audit) can explain 6.5% of the change in dependent variable (i.e. Organizations' Marketing Performance).

The Unstandardized Coefficients (B) means that the dependent variable (Organizations' Marketing Performance) goes up by (.232) when the independent variable (Marketing Strategy Audit) goes up one unit.

The table shows that there is a significant impact of independent variable (i.e. Marketing Strategy Audit) on the dependent variable (i.e. Organizations' Marketing Performance), ($\beta = .254$), ($F_{(1,111)} = 7.661$; $p < .05$), as a result, the null hypothesis is rejected.

4-2-4 Testing the third sub-hypothesis: There is no significant impact of marketing organization audit on organizations' marketing performance.

A simple linear regression was performed to ascertain the extent to which Marketing organization Audit can predict performance.

Table (4-15) The Impact Of Marketing Organization Audit On Organizations' Marketing Performance

| Independent variable | Unstandardized Coefficients (B) | Standardized Coefficients (Beta) | Sig. | Hypothesis support |
|---|---------------------------------|----------------------------------|------|--------------------|
| Marketing Organization Audit | .176 | .242 | .010 | Reject |
| R= .242; R ² = .059; (F(1,111) = 6.924); t=2.631 | | | | |

Table (4-15) shows the correlation between the two variables (i.e. Marketing Organization Audit and Performance). Our R-value as can be seen is (.242), which indicates a positive correlation.

The coefficient of determination (R-square) for this model is (.059), which means that the independent variable (i.e. Marketing Organization Audit) can explain 5.9% of the change in dependent variable (i.e. Organizations' Marketing Performance).

The Unstandardized Coefficients (B) means that the dependent variable (Organizations' Marketing Performance) goes up by (.176) when the independent variable (Marketing Organization Audit) goes up one unit.

The table shows that there is a significant impact of independent variable (i.e. Marketing Organization Audit) on the dependent variable (i.e. Organizations' Marketing Performance), ($\beta = .242$), ($F_{(1, 111)} = 6.924$; $p < .05$), accordingly, the null hypothesis is rejected.

4-2-5 Testing the fourth sub-hypothesis: There is no significant impact of marketing system audit on organizations' marketing performance.

A simple linear regression was performed to ascertain the extent to which Marketing systems Audit can predict performance.

Table (4-16) The Impact Of Marketing Systems Audit On Organizations' Marketing Performance

| Independent variable | Unstandardized Coefficients (B) | Standardized Coefficients (Beta) | Sig. | Hypothesis support |
|--|---------------------------------|----------------------------------|------|--------------------|
| Marketing Systems Audit | .240 | .323 | .000 | Reject |
| R= .323; R ² = .105; (F(1,111) = 12.964); t=3.601 | | | | |

Table (4-16) shows the correlation between the two variables (i.e. Marketing Systems Audit and Performance). Our R-value as can be seen is (.323), which indicates a positive correlation.

The coefficient of determination (R-square) for this model is (.105), which means that the independent variable (i.e. Marketing Systems Audit) can explain 10.5% of the change in dependent variable (i.e. Organizations' Marketing Performance).

The Unstandardized Coefficients (B) means that the dependent variable (Organizations' Marketing Performance) goes up by (.240) when the independent variable (Marketing Systems Audit) goes up one unit.

The table shows that there is a significant impact of independent variable (i.e. Marketing Systems Audit) on the dependent variable (i.e. Organizations' Marketing Performance), ($\beta = .323$), ($F_{(1, 111)} = 12.964$; $p < .05$), hence, the null hypothesis is rejected.

4-2-6 Testing the fifth sub-hypothesis: There is no significant impact of marketing productivity audit on organizations' marketing performance.

A simple linear regression was performed to ascertain the extent to which Marketing productivity Audit can predict performance.

Table (4-17) The Impact Of Marketing Productivity Audit On Organizations' Marketing Performance

| Independent variable | Unstandardized Coefficients (B) | Standardized Coefficients (Beta) | Sig. | Hypothesis support |
|--|---------------------------------|----------------------------------|------|--------------------|
| Marketing Productivity Audit | .300 | .322 | .000 | Reject |
| R= .322; R ² = .104; (F(1,111) = 12.875); t=3.588 | | | | |

Table (4-17) shows the correlation between the two variables (i.e. Marketing Productivity Audit and Performance). Our R-value as can be seen is (.322), which indicates a positive correlation.

The coefficient of determination (R-square) for this model is (.104), which means that the independent variable (i.e. Marketing Productivity Audit) can explain 10.4% of the change in dependent variable (i.e. Organizations' Marketing Performance).

The Unstandardized Coefficients (B) means that the dependent variable (Organizations' Marketing Performance) goes up by (.240) when the independent variable (Marketing Productivity Audit) goes up one unit.

The table shows that there is a significant impact of independent variable (i.e. Marketing Productivity Audit) on the dependent variable (i.e. Organizations' Marketing Performance), ($\beta = .322$), ($F_{(1,111)} = 12.875$; $p < .05$), thus, the null hypothesis is rejected.

4-2-7 Testing the sixth sub-hypothesis: There is no significant impact of marketing functions audit on organizations' marketing performance.

A simple linear regression was performed to ascertain the extent to which Marketing Functions Audit can predict performance.

Table (4-18) The Impact Of Marketing Functions Audit On Organizations' Marketing Performance

| Independent variable | Unstandardized Coefficients (B) | Standardized Coefficients (Beta) | Sig. | Hypothesis support |
|--|---------------------------------|----------------------------------|------|--------------------|
| Marketing Functions Audit | .305 | .371 | .000 | Reject |
| R= .371; R ² = .138; (F(1,111) = 17.737); t=4.212 | | | | |

Table (4-18) shows the correlation between the two variables (i.e. Marketing Functions Audit and Performance). Our R-value as can be seen is (.371), which indicates a positive correlation.

The coefficient of determination (R-square) for this model is (.138), which means that the independent variable (i.e. Marketing Functions Audit) can explain 13.8% of the change in dependent variable (i.e. Organizations' Marketing Performance).

The Unstandardized Coefficients (B) means that the dependent variable (Organizations' Marketing Performance) goes up by (.305) when the independent variable (Marketing Functions Audit) goes up one unit.

The table shows that there is a significant impact of independent variable (i.e. Marketing Productivity Audit) on the dependent variable (i.e. Organizations' Marketing Performance), ($\beta = .371$), ($F_{(1,111)} = 17.737$; $p < .05$), in view of that, the null hypothesis is rejected.

Chapter Five

Findings and Discussion

5-1 Findings and Discussion

This chapter includes discussions of the main findings of this study in the light of the results, as well as providing recommendations for future researchers and for managers.

The main findings of the study and its implications can be summarized as follows:

1- The study results indicated a positive correlation between applying marketing audit practices and overall Organizations' Marketing Performance. In addition, the results revealed that marketing audit could predict 15.1% of the variance in overall Organizations' Marketing Performance; also, the results indicated that an increase in marketing audit practices by one unit resulted in an increase by 42% in overall Organizations' Marketing Performance. The results confirmed the soundness of the impact of marketing audit on improving overall marketing performance.

These results are consistent with similar findings reported by (Taghian and Shaw, 2008; Odote, 2012). And partially consistent with (Wu, 2010)

Implications: The results demonstrated the importance of applying marketing audit on improving marketing performance outcomes. It is suggested that, it is good for managers to pay more attention for marketing audit and consider implementing its practices in their work, which would improve their hospital overall marketing performance.

2- The study results indicated a positive correlation between applying marketing environment audit practices and overall Organizations' Marketing Performance. In addition, the results revealed that marketing environment audit could predict 14.1% of the variance in overall Organizations' Marketing Performance, also, the results indicated that an increase in marketing environment audit practices by one unit resulted in an increase by 44.9% in overall Organizations' Marketing Performance. The results

confirmed the soundness of the impact of marketing environment audit on improving overall marketing performance.

These findings contradict with those presented by (Wu, 2010), but are consistent with findings reported by (Taghian and Shaw, 2008; Odote, 2012).

Implications: The results revealed the importance of applying marketing environment audit on improving marketing performance outcomes. It is suggested that it is good for managers to pay attention to the changes in Macro-Environment factors (i.e. Economic-Demographic, Technology, Political-Legal, and Socio-Cultural) surrounding their industry and to pay attention to the task environment (i.e. Markets, Customers, Competitors, Distributions and Dealers, Suppliers, and Facilitators) in which the organization is intimately operate.

3- The study results indicated a positive correlation between applying marketing strategy audit practices and overall Organizations' Marketing Performance. In addition, the results revealed that marketing strategy audit could predict 6.5% of the variance in overall Organizations' Marketing Performance, also, the results indicated that an increase in marketing strategy audit practices by one unit resulted in an increase by 23.2% in overall Organizations' Marketing Performance. The results confirmed the soundness of the impact of marketing strategy audit on improving overall marketing performance.

These findings contradict with those presented by (Wu, 2010), but are consistent with findings reported by (Taghian and Shaw, 2008; Odote, 2012).

Implications: The results make evident of the importance of applying marketing strategy audit on improving marketing performance outcomes. In view of that, in order to

formulate a successful strategy managers have to pay attention into organization's strengths and weaknesses, and into market opportunities and threats. Further, business mission must be market-oriented and clearly stated It also must be feasible. Moreover, managers have to state appropriate and clear objectives and goals in order to guide marketing planning and performance measurement in the light of competitive position, resources and opportunities. Finally yet importantly, managers must take into account that in order to achieve marketing objectives, they must articulate an appropriate, clear, and convincing marketing strategy, in the light of competitors' strategies and the state of the economy. They must consider that they have the best basis for segmenting the market, and that they have clear criteria for choosing the best one. In addition, managers have to develop accurate profiles of each target segment and developing an effective positioning and marketing mix for each target segment. Furthermore, enough marketing resources should be optimally allocated to the major elements of the marketing mix to accomplish the marketing objectives.

4- The study results indicated a positive correlation between applying marketing organization audit practices and overall Organizations' Marketing Performance. In addition, the results revealed that marketing organization audit could predict 5.9% of the variance in overall Organizations' Marketing Performance, also, the results indicated that an increase in marketing organization audit practices by one unit resulted in an increase by 17.6% in overall Organizations' Marketing Performance. The results confirmed the soundness of the impact of marketing organization audit on improving overall marketing performance.

These results are in line with those presented in the literature (Wu, 2010; Taghian & Shaw, 2008; Odote, 2012).

Implications: In the light of these results, it could be implied that the existence of marketing department that possess the sufficient authorities and responsibilities for hospital's marketing activities are crucial for its success. Managers have to be sure that the marketing staff have an adequate training, motivation, and supervision, moreover periodical evaluation must be held to ensure that their Productivity is at best. Even more, good communication and coordination between marketing department and the other departments must be ensured.

5- The study results indicated a positive correlation between applying marketing system audit practices and overall Organizations' Marketing Performance. In addition, the results revealed that marketing system audit could predict 10.5% of the variance in overall Organizations' Marketing Performance, also, the results indicated that an increase in marketing system audit practices by one unit resulted in an increase by 24% in overall Organizations' Marketing Performance. The results confirmed the soundness of the impact of marketing system audit on improving overall marketing performance.

These results are in line with those presented in the literature (Wu, 2010; Taghian & Shaw, 2008).

Implications: With regard to these results, the importance of applying marketing systems audit practices and their impact on improving marketing performance could be concluded. Hospitals' managers should have a Marketing Information System that produces an accurate, sufficient, and timely information about the developments in the healthcare marketplace, with respect to customers, prospects, competitors, suppliers and various publics. In addition, the existence of adequately and timely control procedures must be considered to ensure that the objectives are being achieved as planned. Furthermore,

hospitals must have a New Product Development System in order to gather, generate, and screen new product ideas. Moreover, managers and decision makers have to conduct an adequate concept research and business analysis before investing in the new idea, as well, an adequate product and market testing should be carried out before launching the new product.

6- The study results indicated a positive correlation between applying marketing productivity audit practices and overall Organizations' Marketing Performance. In addition, the results revealed that marketing system audit could predict 10.4% of the variance in overall Organizations' Marketing Performance, as well, the results indicated that an increase in marketing productivity audit practices by one unit resulted in an increase by 30% in overall Organizations' Marketing Performance. The results confirmed the soundness of the impact of marketing productivity audit on improving overall marketing performance.

These results are in line with those presented in the literature (Wu, 2010; Taghian & Shaw, 2008).

Implications: Given these results, one could infer the importance of the application of marketing productivity audit practices on enhancing marketing performance. On the one hand, hospitals' managers must give attention to the profitability of hospital's various services, targeted and served markets. Hospitals' managers should carry out an adequate Profitability analysis before entering, expanding, or withdrawing from any market segments. On the other hand, hospitals' managers should perform cost effectiveness analysis to ensure the validity of marketing activities costs and to ensure their benefits are more than their costs. Finally, hospitals' managers must seek to reduce costs in the

hospital without compromising the quality of services. To sum up, Profitability is vital in business and this is consisted of scrutinizing both, hospital's profits and cost structure.

7- The study results indicated a positive correlation between applying marketing functions audit practices and overall Organizations' Marketing Performance. In addition, the results revealed that marketing functions audit could predict 13.8% of the variance in overall Organizations' Marketing Performance, also, the results indicated that an increase in marketing functions audit practices by one unit resulted in an increase by 30.5% in overall Organizations' Marketing Performance. The results confirmed the soundness of the impact of marketing functions audit on improving overall marketing performance.

These results are in line with those presented in the literature (Wu, 2010; Taghian & Shaw, 2008; Odote, 2012).

Implications: In view of these results, we can suggest the following marketing implications; first, with respect to services, it is supposed that managers make sure of hospital's services objectives are being achieved as required, and if there are certain services that should be phased out, worth adding, or need some improvements. Second, with respect to prices, hospital's managers should think highly of pricing based upon sound criteria. Nevertheless, the value of services must equal or exceed what customers pay. Third, with regard to distribution/place, it is important for managers to give more attention to accessibility and availability of the service to customers and ensure providing convenient and timely services to customers. Fourth, with regard to people element, hospitals must have enough staff with sufficient competency and training while being adequately compensated, incentivized, and rewarded. In addition, periodical evaluation must be done to insure their performance. Fifth, concerning processes, it is important for managers to make procedures adaptable to different variations imposed by dynamic

environment, rather than keeping it rigid in which that do not allow for change. It is vital to verify the procedures that are most crucial, and improve or eliminate that impeding performance. All this is to deliver a satisfactory outcome for the hospital and its customers and to improve the flow of work. Sixth, about promotions, in order to reach target market, build a good image, and attract new customers, managers should allocate the right amount of budget in order to utilize -efficiently and ethically- different kinds of promotions such as advertising and publicity. Seventh, in relation to physical evidence, it is important for managers to recognize the impact of physical evidence on the comfortability of patients, their families, and staff members, by giving attention to hospital's exteriors such: exterior design, entrance, parking, landscape, and surrounding environment. At the same time, to hospital's interiors such: patients care and recovery rooms, interior design, medical equipment, decor, furniture, ambience, lighting, color, and temperature. As well as other tangible evidence such waiting areas, staff appearance and hospital's cards, reports and website.

Constraints That May Limit the Application of Marketing Audit

The results revealed a high degree of importance for all items of constraints of applying the marketing audit. Namely, unawareness of the concept, lack of methodology, lack of knowledge of the benefits, Fear of results and taking corrective actions, rejection of hospital for providing information to those working in the marketing audit, lack of marketing auditor specialists, and insufficient financial resources to implement marketing audit.

These results are compatible with those presented in the literature (Denisa & Jaroslav, 2013; Morgan, Clark and Gooner, 2002).

Implications: The most important implications here are the negative effects of these constraints on limiting the application of marketing audit, applying it in a subjective/biased, uncomprehensive, not periodical, and/or unsystematic way, and in applying concepts marketing audit in an ineffective and inefficient way. Consequently, this may result in failure to achieve the desired outcomes of marketing audit in improving marketing performance.

5-2 Managerial Recommendations

In the light of the results that are presented in chapter four and with the support of the current literature, we can draw the following recommendations for hospitals' managers.

- 1 Managers should recognize marketing audit concepts, methodologies, and benefits as well as applying its concepts independently, systematically, periodicity, and comprehensively.
- 2 Managers are strongly urged to give researchers the ability to access research sites, providing them the necessary information, and facilitating their tasks to conduct the needed marketing research.
- 3 In the light of the results of the impact of marketing audit on marketing performance, it is recommended that for hospitals administrations to invest in marketing in a planned and controlled manner, and to consider it as an investment rather than an expenditure. In addition, it is essential to evaluate marketing efficiency and effectiveness by continuously monitoring inputs and outputs.
- 4 In order to measure marketing performance, it is necessary to use multiple measures, namely, financial and non-financial.

- 5 Marketing audit should become an integral part of the planning process and in formulating marketing objectives as well as in controlling and evaluation phase.
- 6 In the process of making decisions concerning health services consumers, it is important to take into account their needs and wants, that is, consumers should be the focal point.
- 7 Seeking support from professional marketing experts, academics' scientific expertise, and specialized marketing agencies in the application of marketing concepts in hospital practices as well as learning better allocate marketing resources.
- 8 Managers should closely monitor the dynamic market environment and be adaptive to changes. Thus, a periodically marketing audit is crucial in monitoring the hospital's position and in being responsiveness to market needs and preferences.
- 9 The hospital can carry out a partial marketing audit that is less costly than a full audit on the most critical areas, if the hospital suffers from financial burdens.
- 10 Reassuring the employees that the results of the auditing will be for their benefits, in means of more training, motivation or another appropriate relevant decision.

5-3 Recommendations for Researchers

In terms of future direction, numerous opportunities for future research can be offered:

- 1 In order to deepen the field of this study, the impact of marketing audit on competitive advantage can be studied. in addition, we suggest studying other performance metrics such as: total number of customers, awareness, number of new products, distribution/availability, Allocating resources more efficiently,

Reducing the cost of customer interaction, Attracting and retaining customers and prospects , Improving clinical outcomes, and Services rendered.

- 2 In order to gain a deeper understanding of applying marketing audit practices and its consequences, it is recommend to research a variety of potential moderating variables on the considered theoretical model such as: perceived importance of marketing audit, marketing culture, marketing capabilities, different levels of market development, complexity of a certain industry, intensity of competition, accelerating technological change, and other factors that affect an organization or its market.
- 3 To promote generalizability, it would be beneficial to replicate the study by researching marketing auditing in other industries, and using other research methods.
- 4 Study of Computer Assisted Audit Techniques or the so-called computerized marketing audit (CMA) can be fruitful.
- 5 Researching the Marketing Audit Cycle, that is, How often it should be performed (the optimal frequency of marketing audits), and whether a “full” marketing audit needs to be undertaken every time.
- 6 Researching preconditions for the successful implementation of marketing audit.
- 7 Additional Research is Necessary to study factors that affect the efficiency and results of marketing audit.
- 8 Larger samples and longitudinal studies can be proposed to acquire clearer comprehension of the impact of marketing audit on organizations' performance.

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Appendixes

Appendix (A)

Arabic Questionnaire



جامعة العلوم التطبيقية الخاصة عمادة البحث العلمي والدراسات العليا ماجستير التسويق

تحية طيبة وبعد:

هذا الاستبيان يتعلق بجمع بيانات خاصة برسالة ماجستير في التسويق، تحت عنوان "أثر التدقيق التسويقي على الأداء التسويقي للمنظمات: دراسة تطبيقية على المستشفيات الخاصة في عمان" والتي يجري إعدادها تحت إشراف قسم التسويق، في جامعة العلوم التطبيقية الخاصة، كجزء من متطلبات الحصول على شهادة الماجستير.

نرجو منكم التعاون في الإجابة عن فقرات هذا الاستبيان، إسهاماً منكم في تحقيق أهداف هذه الدراسة، التي تسعى إلى معرفة مدى تطبيق مفهوم التدقيق التسويقي الصحي، وأثره على الأداء التسويقي في المستشفيات، ومعرفة أبرز المشاكل التي تحول دون تطبيق هذا المفهوم. علماً بأن المعلومات ستعامل بطريقة سرية وعلمية، ولن يتم الإفصاح عن بيانات المستشفى أو معنى الاستمارة، وستستخدم لأغراض البحث العلمي فقط.

علماً بأن الاستبيان موجه إلى إدارة المستشفى ورؤساء الأقسام والموظفين في الأقسام الإدارية في المستشفى (إدارة المستشفى/ الشؤون الإدارية/العلاقات العامة والتسويق/ الموارد البشرية/ الجودة/المحاسبة/ التدقيق/ المالية/ الرقابة/التعليم المستمر/ شؤون الموظفين/شؤون المرضى/ المشتريات...).

شاكرين لكم حسن تعاونكم ومقدرين جهودكم ووقتكم الثمين من أجل خدمات صحية أفضل، مع الترحيب بكافة مقترحاتكم وملاحظاتكم.

وتفضلوا بقبول فائق الاحترام والتقدير

إشراف: أ.د. حمد الغدير

الباحث: عاصم السيد سليمان
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القسم الأول: بيانات شخصية

(أ) العمر: أقل من 30 سنة 30-40 سنة 41-50 سنة 51 سنة فأكثر

(ب) الجنس: ذكر أنثى

(ج) المؤهل العلمي: دبلوم بكالوريوس ماجستير دكتوراه

(د) سنوات الخبرة: أقل من 5 سنوات من 5 إلى أقل من 10 سنوات 10 سنوات فأكثر

(و) الموقع الوظيفي الحالي: (.....)

(ه) اسم المستشفى: (.....)

القسم الثاني:

يرجى الإشارة إلى مدى قيام المستشفى بما يخص العبارات التالية المتعلقة بممارسة التدقيق التسويقي (1) الصحي وذلك بوضع إشارة (√) عند الإجابة المناسبة

1- العبارات التالية متعلقة بتدقيق البيئة التسويقية (2) للمستشفى

أولاً:

| عبارات متعلقة بتدقيق البيئة الكلية للمستشفى | درجة الإجابة | | | |
|---|--------------|--------|---------|--------|
| | دائماً | غالباً | أحياناً | نادراً |
| أ) يدرس المستشفى الخصائص السكانية والحيوية للقطاعات المستهدفة والمخدومة في سوق العمل الصحي (مثل أعداد السكان، التوزيع الجغرافي، معدلات الخصوبة...) | | | | |
| ب) تراقب إدارة المستشفى التطورات الاقتصادية للقطاعات المستهدفة والمخدومة في سوق العمل الصحي (مثل معدلات الرواتب، الأسعار، ارتفاع تكاليف المعيشة...) | | | | |
| ج) يحرص المستشفى على أن تكون ممارساته صديقة للبيئة (مثل الطرق الصحية في التخلص من نفايات المستشفى...) | | | | |
| د) يراقب المستشفى تطورات التقنيات الطبية الحديثة في تقديم الخدمات الصحية والعلاجية | | | | |
| هـ) يراقب المستشفى التغييرات الحاصلة في التشريعات والقوانين الخاصة بالأنظمة الصحية وغيرها | | | | |
| و) يراقب المستشفى التغييرات في الثقافة الصحية للمجتمعات المستهدفة والمخدومة | | | | |

ثانياً:

| عبارات متعلقة بتدقيق بيئة العمل الصحي للمستشفى | درجة الإجابة | | | |
|---|--------------|--------|---------|--------|
| | دائماً | غالباً | أحياناً | نادراً |
| أ) تدرس إدارة المستشفى سوق العمل الصحي من حاجات وتوقعات | | | | |
| ب) يحرص المستشفى على الاطلاع على ملاحظات وآراء المراجعين | | | | |
| ج) يحرص المستشفى على مراقبة توجهات وسلوكيات المستشفيات المنافسة | | | | |
| د) يحرص المستشفى على كفاية المرافق الخدمية المختلفة لديه للمراجعين (مثل عدد أسرة المستشفى، قاعات الانتظار، مواقف السيارات، دورات المياه...) | | | | |
| هـ) يحرص المستشفى على التعامل مع مزودي الخدمات ومع أكثر من مزود (مثل موردين المعدات والتجهيزات الطبية، خدمات التنظيف والتعقيم...) | | | | |
| و) تحرص إدارة المستشفى على دراسة بحوث سوق العمل الصحي عبر شركات متخصصة (مثل إجراء دراسات وأبحاث عبر شركات إعلامية/طبية...) | | | | |
| ز) تدرس إدارة المستشفى حاجات الجماهير المختلفة (مثل الجهات المانحة، الأطباء والموظفين، المرضى والمرافقين...) | | | | |

(1) يقصد بالتدقيق التسويقي: اختبار دوري، شامل، نظامي، ومستقل لبيئة وأهداف واستراتيجيات وأنشطة المستشفى لمعاينة الفرص والتحديات وتحديد الإجراءات الراجية لتحسين الأداء التسويقي للمستشفى.

(2) يقصد بتدقيق البيئة التسويقية: تحليل عناصر البيئة الكلية (مثل التغييرات السكانية والاقتصادية والتكنولوجية والقانونية والثقافية) وبيئة عمل المستشفى (مثل المستفيدين من خدمات المستشفى والمنافسين والموردين والجماهير) ودراسة تأثيرها على عمل المستشفى.

| درجة الإجابة | | | | | 2- العبارات التالية متعلقة بتدقيق الاستراتيجية التسويقية (3) للمستشفى |
|--------------|--------|---------|--------|---------|--|
| دائماً | غالباً | أحياناً | نادراً | اطلاقاً | |
| | | | | | أ) تحرص إدارة المستشفى على أن تكون رسالتها نابعة من احتياجات المجتمع وسوق العمل الصحي المستهدف |
| | | | | | ب) تحرص الإدارة على تحقيق رسالة المستشفى |
| | | | | | ج) تحرص المستشفى على التأكد من وضوح الأهداف التسويقية (خدمية/مالية) للمستشفى في ضوء الوضع التنافسي والموارد والفرص المتاحة في سوق عمل المستشفى |
| | | | | | د) تحرص إدارة المستشفى على صياغة استراتيجيات وخطط مبتكرة لتنفيذ أهداف المستشفى الصحية طويلة الأمد |

| درجة الإجابة | | | | | 3- العبارات التالية متعلقة بتدقيق التنظيم التسويقي (4) للمستشفى |
|--------------|--------|---------|--------|---------|--|
| دائماً | غالباً | أحياناً | نادراً | اطلاقاً | |
| | | | | | أ) تقيم إدارة المستشفى ملائمة صلاحيات مسؤولي التسويق في المستشفى (مثل قسم العلاقات العامة/ الجودة/ التخطيط/ التدقيق/ شؤون المرضى...) |
| | | | | | ب) تتحقق إدارة المستشفى من توزيع المهام بشكل مناسب على مسؤولي التسويق في المستشفى |
| | | | | | ج) تتحقق إدارة المستشفى من حاجة مسؤولي التسويق للتدريب |
| | | | | | د) تقيم إدارة المستشفى أداء مسؤولي التسويق في المستشفى |
| | | | | | هـ) تحرص إدارة المستشفى على التنسيق بين مسؤولي التسويق وباقي الأقسام في المستشفى |

| درجة الإجابة | | | | | 4- العبارات التالية متعلقة بتدقيق النظم التسويقية (5) للمستشفى |
|--------------|--------|---------|--------|---------|--|
| دائماً | غالباً | أحياناً | نادراً | اطلاقاً | |
| | | | | | أ) تحرص إدارة المستشفى على وجود نظام يقدم معلومات دقيقة وكافية وفي الوقت المناسب عن تطورات سوق العمل الصحي |
| | | | | | ب) تتأكد إدارة المستشفى من وجود إجراءات مراقبة كافية لتحقيق أهداف الخطة الاستراتيجية للمستشفى |
| | | | | | ج) تحرص إدارة المستشفى على وجود نظام فعال لا ابتكار أفكار خدمات جديدة في المستشفى |
| | | | | | د) تحرص إدارة المستشفى على وجود نظام فعال لا اختبار أفكار الخدمات الجديدة في المستشفى |

(3) يقصد بتدقيق الاستراتيجية التسويقية: اختبار الرسالة والأهداف والاستراتيجيات التسويقية لدى المستشفى ومدى ملاءمتها للبيئة التسويقية الحالية والمستقبلية.

(4) يقصد بتدقيق التنظيم التسويقي: تقييم القدرات التنظيمية لإدارة التسويق ومدى توافر الكفاءات اللازمة لتنفيذ الاستراتيجية الموضوعة لمواجهة الظروف البيئية المستقبلية.

(5) يقصد بتدقيق النظم التسويقية: تقييم جودة الأنظمة الفرعية للمستشفى في خدمة أهدافها وفي تخطيط ورقابة الأنشطة التسويقية المختلفة.

| درجة الاجابة | | | | | 5-العبارات التالية متعلقة بتدقيق الإنتاجية التسويقية (6) للمستشفى |
|--------------|--------|---------|--------|--------|--|
| اطلاقاً | نادراً | أحياناً | غالباً | دائماً | |
| | | | | | أ) تقيم إدارة المستشفى العوائد من مختلف الخدمات والتخصصات وأنواعها |
| | | | | | ب) تقيم إدارة المستشفى العوائد من مختلف الفئات المستهدفة والمخدومة (مثل المؤمنين وغير المؤمنين، الأردنيين/وغير الأردنيين...) |
| | | | | | ج) تقيم إدارة المستشفى ربحية منافذ تقديم الخدمات الطبية المختلفة (مثل سيارات الإسعاف المجهزة، الصيدلية، المختبرات...) |
| | | | | | د) تتحقق إدارة المستشفى من فعالية تكاليف الأنشطة التسويقية في المستشفى (علاقة النفقات بالنتائج المتحصلة) |
| | | | | | هـ) تسعى الإدارة إلى تخفيض التكاليف في المستشفى دون الإخلال بجودة خدماتها |

| درجة الاجابة | | | | | 6-العبارات التالية متعلقة بتدقيق الوظيفة التسويقية (7) للمستشفى |
|--------------|--------|---------|--------|--------|--|
| اطلاقاً | نادراً | أحياناً | غالباً | دائماً | |
| | | | | | أ) تقيم إدارة المستشفى جودة الخدمات الصحية المقدمة |
| | | | | | ب) تقيم إدارة المستشفى كفاءة وفاعلية تسعير الخدمات المقدمة |
| | | | | | ج) تقيم إدارة المستشفى سهولة الحصول على الخدمات الطبية (مثل توفير الخدمات الطبية في الوقت المناسب، سهولة الوصول للمستشفى...) |
| | | | | | د) تقيم إدارة المستشفى فاعلية الأنشطة الترويجية (مثل العلاقات العامة والإعلانات والمؤتمرات الطبية...) |
| | | | | | هـ) تقيم إدارة المستشفى كفاءة العنصر البشري في المستشفى (مثل الكادر الطبي ومختلف الموظفين...) |
| | | | | | و) تقيم إدارة المستشفى كفاءة الإجراءات في تقديم خدماتها |
| | | | | | ز) تهتم إدارة المستشفى بمظهر المستشفى وديكوراتها |

(6) يقصد بتدقيق الإنتاجية التسويقية: اختبار ربحية المجالات التسويقية المختلفة ووحدات الأعمال التي تمتلكها المستشفى وفعالية التكاليف التسويقية وإمكانية تخفيض التكاليف.

(7) يقصد بتدقيق الوظيفة التسويقية: التقييم التفصيلي لكل عنصر من عناصر المزيج التسويقي (الخدمة، السعر، المكان، الترويج، الأفراد، العمليات، المظاهر المادية) ومدى قدرتها على تحقيق الأهداف التسويقية للمستشفى.

القسم الثالث:

الرجاء وضع علامة (√) عند الإجابة المناسبة بما يتعلق بالعبارات التالية:

أ- عبارات تخص الأداء (المالي) للمستشفى خلال السنوات الثلاث الماضية قياساً بالمنافسين

| درجة الإجابة | | | | | العبرة |
|--------------|-----|--------|------|------------|--|
| أقل بكثير | أقل | مشابهة | أعلى | أعلى بكثير | |
| | | | | | 1 معدل نمو الحصة السوقية التنافسية (8) |
| | | | | | 2 نسبة نمو الإيرادات المالية للمستشفى |
| | | | | | 3 نسبة نمو أرباح المستشفى |

ب- عبارات تخص الأداء (غير المالي) للمستشفى خلال السنوات الثلاث الماضية قياساً بالمنافسين

| درجة الإجابة | | | | | العبرة |
|--------------|-----|--------|------|------------|---|
| أقل بكثير | أقل | مشابهة | أعلى | أعلى بكثير | |
| | | | | | 1 نسبة رضى المراجعين عن خدمات المستشفى |
| | | | | | 2 نسبة إشغال أسرة المستشفى |
| | | | | | 3 نسبة الشكاوى المقدمة من المراجعين |
| | | | | | 4 نسبة ولاء (9) المراجعين للمستشفى |
| | | | | | 5 السمعة الطبية للمستشفى (الثقة بالمستشفى ونزاهتها) |

(8) يقصد بالحصة السوقية: نصيب المستشفى من الإيرادات الإجمالية للقطاع الصحي

(9) يقصد بالولاء: تعامل المستفيدين مع المستشفى نفسها دون غيرها (احتفاظ المستشفى بالمستفيدين من خدماتها)

القسم الرابع

معوقات تطبيق التدقيق التسويقي الصحي في المستشفيات

يرجى تحديد أهمية العوامل التالية في عدم تطبيق التدقيق التسويقي الصحي في المستشفيات

| درجة الإجابة | | | | | العبارة |
|--------------------|---------|-------|-----|----------|---|
| غير مهم إطلاقاً | غير مهم | محايد | مهم | مهم جداً | |
| | | | | | 1 عدم الدراية بمفهوم التدقيق التسويقي الصحي ومدلولاته التطبيقية |
| | | | | | 2 عدم وجود منهجية في تطبيق التدقيق التسويقي الصحي |
| | | | | | 3 عدم معرفة الفوائد العائدة من عملية التدقيق التسويقي الصحي |
| | | | | | 4 الخوف من النتائج واتخاذ الإجراءات التصحيحية |
| | | | | | 5 عزوف المستشفى عن توفير معلومات إلى الجهات العاملة في التدقيق التسويقي |
| | | | | | 6 عدم وجود مدققين تسويقيين متخصصين |
| | | | | | 7 عدم وجود المورد المالي الكافي لتطبيق التدقيق التسويقي الصحي |

شكراً على حسن تعاونكم

انتهى

Appendix (B)

English Questionnaire

Applied Science University
Deanship of Scientific Research and Graduate Studies
Master's in Marketing



Greetings:

This questionnaire concerns for collecting data regarding a thesis of a Master's degree in Marketing, entitled "The impact of marketing audit on organizations' marketing performance: an empirical study on private hospitals in Amman" which is being prepared under the supervision of the Marketing Department, at the University of Applied Sciences, as part of the requirements for obtaining a Master's degree.

Looking forward for your cooperation in answering the paragraphs of this questionnaire, which will contribute in the achievement of the objectives of this study, which aims to determine the extent to which marketing audit is applied in the hospitals, its impact on marketing performance, and identifying the main problems that prevent the application of this concept. Note that the information collected are confidential and will be treated in a scientific way, and the data of the hospital or the filler will not be disclosed and will be used only for the purposes of scientific research.

Knowing that the questionnaire is addressed to managements, heads of departments, and employees in the managerial departments in the hospital.

Thanks for your cooperation with an appreciation of your efforts and your valuable time.

Your comments and suggestions are welcome

Yours sincerely

The researcher: Aasem alsayed soleman
Master student at Applied Science University
aasem89@hotmail.com

Supervisor: Prof: Hamad Al Ghadair
Marketing department
Applied Science University

First Section: Personal Data

AGE: Less than 30 years 30-40 years
 41-50 years

GENDER: Male Female

LEVEL OF EDUCATION: Diploma Bachelor
 Master Doctorate

YEARS OF EXPERIENCE: Less than 5 years
 5 to less than 10 years
 10 years and over

JOB TITLE: (.....)

HOSPITAL NAME: (.....)

SECOND SECTION:

Kindly indicate the extent to which your hospital is engaged in the following statements regarding the practice of marketing audit, by marking (√) at the appropriate answer.

The following are statements regarding the marketing environment audit

First:

| Macro-environment marketing audit statements | Answer Scales | | | | |
|--|---------------|-----------|-------|---------|--------|
| | Never | Sometimes | Often | Usually | Always |
| A) The hospital examines its target market demographics. | | | | | |
| B) Hospital's administration monitors the economic developments for the targeted and served markets in the healthcare marketplace. | | | | | |
| C) The hospital is keen to be friendly to environmental practices. | | | | | |
| D) The hospital is interested in the developments of modern medical technology in the delivery of health services and treatment. | | | | | |
| E) The hospital monitors healthcare systems legislation and laws developments. | | | | | |
| F) The hospital monitors the changes in the health education of the targeted and the served communities | | | | | |

Second:

| Task-environment marketing audit statements | Answer Scale | | | | |
|--|--------------|-----------|-------|---------|--------|
| | Never | Sometimes | Often | Usually | Always |
| A) Hospital's administration examine the needs and expectations of the healthcare marketplace. | | | | | |
| B) The hospital is keen to get feedback from the patients. | | | | | |
| C) The hospital is keen to monitor trends and behaviors of the competitive hospitals | | | | | |
| D)The hospital is keen to the adequacy of the various service facilities for the patients | | | | | |
| E) The hospital is keen to deal with multiple service providers. | | | | | |
| F) The hospital administration is keen to study healthcare marketplace through specialized research companies. | | | | | |
| G) Hospital's administration study the needs of different audiences | | | | | |

| 2- Marketing Strategy Audit Statements | Answer Scale | | | | |
|---|--------------|-----------|-------|---------|--------|
| | Never | Sometimes | Often | Usually | Always |
| A) Hospital's administration is careful about hospital's mission to be Market-Driven medical care and Customer-Oriented. | | | | | |
| B) The hospital's administration is keen on achieving the hospital's mission. | | | | | |
| C) The hospital is keen to ensure the clarity of hospital's marketing objectives, in the light of the competitive situation, resources and opportunities available in the healthcare marketplace. | | | | | |
| D) Hospital administration is keen to formulate innovative strategies and plans to achieve hospital's long-term goals. | | | | | |

| 3- Marketing Organization Audit Statements | Answer Scale | | | | |
|---|--------------|-----------|-------|---------|--------|
| | Never | Sometimes | Often | Usually | Always |
| A) Hospital's administration evaluates marketing staff authority appropriateness at the hospital. | | | | | |
| B) Hospital's administration verifies the distribution of tasks properly on marketing staff at the hospital. | | | | | |
| C) Hospital's administration verifies the need Marketing staff Training. | | | | | |
| D) Hospital's administration assess the Marketing staff performance in the hospital. | | | | | |
| E) Hospital's administration is keen on coordination between the Marketing departments and other departments in the hospital. | | | | | |

| 4- Marketing Systems Audit Statements | Answer Scale | | | | |
|--|--------------|-----------|-------|---------|--------|
| | Never | Sometimes | Often | Usually | Always |
| A) Hospital's administration is keen on having a system that provides an accurate, adequate, and timely information on developments in the healthcare marketplace. | | | | | |
| B) Hospital's administration ensure that there are adequate control procedures to achieve the goals of the Hospital Strategic Plan. | | | | | |
| C) Hospital's administration is keen on the existence of an effective system to generate new ideas in hospital services. | | | | | |
| D) Hospital's administration is keen on having an effective system to test the ideas of new services in the hospital. | | | | | |

| 5- Marketing Productivity Analysis Statements | Answer Scale | | | | |
|---|--------------|-----------|-------|---------|--------|
| | Never | Sometimes | Often | Usually | Always |
| A) Hospital's administration evaluates revenues from various specialties and types of hospital services. | | | | | |
| B) Hospital's administration assesses revenues from various targeted and served markets. | | | | | |
| C) Hospital's administration evaluates the profitability of the various medical services outlets. | | | | | |
| D) Hospital's administration verifies the cost-effectiveness of marketing activities in the hospital | | | | | |
| E) Hospital's administration seeks to reduce costs in the hospital without compromising the quality of services | | | | | |

| 6- Marketing Functions Audit Statements | Answer Scale | | | | |
|--|--------------|-----------|-------|---------|--------|
| | Never | Sometimes | Often | Usually | Always |
| A) Hospital's administration evaluates the quality of health services provided. | | | | | |
| B) Hospital's administration assess the efficiency and effectiveness of the prices of the provided services. | | | | | |
| C) Hospital's administration evaluates the access to medical services convenience. | | | | | |
| D) Hospital's administration evaluates the effectiveness of hospital's promotional activities | | | | | |
| E) Hospital's administration evaluates the efficiency of the human element in the hospital. | | | | | |
| F) Hospital's administration evaluates the efficiency of procedures in the provision of services. | | | | | |
| G) Hospital's administration is concerned about the appearance of the hospital and its décor. | | | | | |

THIRD SECTION:

Please mark (√) on the appropriate answer with respect to the following statements.

A-Phrases related to financial marketing performance of the hospital, during the past three years relative to competitors

| statements | Answer Scale | | | | |
|--|--------------|-------|-------|--------|-------------|
| | Much Lower | Lower | Equal | Higher | Much Higher |
| 1 Competitive market share growth rate | | | | | |
| 2 Hospital's Revenues growth rate | | | | | |
| 3 Hospital's profit growth rate | | | | | |

B-phrases related to non-financial marketing performance of the hospital, during the past three years relative to competitors

| statements | Answer Scales | | | | |
|---|---------------|-------|-------|--------|-------------|
| | Much Lower | Lower | Equal | Higher | Much Higher |
| 1 Patients satisfaction rate of hospital services | | | | | |
| 2 Hospital's beds occupancy rate | | | | | |
| 3 Patients' complaints rate | | | | | |
| 4 Hospital's patients loyalty rate | | | | | |
| 5 Medical reputation of the hospital (hospital's trust and integrity) | | | | | |

Fourth section: Constraints in applying Marketing audit in hospitals

Kindly indicate the importance degree regarding the following factors of not applying marketing audit in hospitals, Please mark (√) on the appropriate answer.

| Statements | Answer Scale | | | | |
|--|----------------------|---------------|---------|-----------|----------------|
| | Not important at all | Not important | Neutral | important | Very Important |
| 1. Lack of familiarity with the concept of the marketing audit and its practical implications in healthcare organizations. | | | | | |
| 2. Lack of methodology in the application of the marketing audit in healthcare or organizations. | | | | | |
| 3. Lack of knowledge of the benefits of the marketing audit in healthcare organizations. | | | | | |
| 4. Fear of the results and taking corrective action | | | | | |
| 5. Hospital's reluctance in providing information to those who work in the marketing audit. | | | | | |
| 6. Lack of auditors specialists in healthcare or organizations. | | | | | |
| 7. Lack of sufficient financial resources. | | | | | |

Thank you for your cooperation

The END

Appendix (C)

Panel of Experts in Alphabetical Order

| <i>No.</i> | <i>Reviewer</i> | <i>Rank</i> | <i>University</i> |
|------------|--------------------|--|------------------------------------|
| 1 | Anas Al-Hadeed | Assistant Professor of Marketing | Applied Science University |
| 2 | As`ad Abu-Rumman | Full Professor of Marketing | Applied Science Private University |
| 3 | Firas al-Atum | Assistant professor of Marketing | Al-Isra University |
| 4 | Ghaith Al-Abdalah | Assistant Professor of Marketing | Applied Science University |
| 5 | Khaled Al-Tarawneh | Assistant Professor of Marketing | Petra University |
| 6 | Mahmoud Al-Kelani | Full Professor of Marketing | Yarmouk University |
| 7 | Musa Ajlouni | Assistant Professor of Hospital Management | Philadelphia University |
| 8 | Thamer Al-Bakri | Full Professor of Marketing | Applied Science Private University |