

MARKET ORIENTATION AND MARKETING STRATEGY CREATIVITY:  
ASSESSMENT OF THEIR ANTECEDENTS

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MARKET ORIENTATION AND MARKETING STRATEGY CREATIVITY:  
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## Thesis Abstract

Hasan Özmen, “Market Orientation and Marketing Strategy Creativity: Assessment of Their Antecedents”

Creativity of marketing strategies is very vital for companies, who want to broaden their markets toward foreign markets to increase sales and profit. Due to rise of globalization, competition among companies became fierce and multinational companies began to threaten domestic companies in all around the world with their ability to innovatively provide what customer exactly needs. The threat of competition in domestic markets led domestic companies internationalize their businesses and expand their markets to foreign markets to enjoy opportunities in there. The literature articulates that creative marketing strategies play significant role in success of companies in foreign markets. Creativity of marketing strategy has two major components, which are meaningfulness and novelty of marketing strategy.

This study proposes a model that is explaining how Turkish companies can have a creative (meaningful and novel) international marketing strategy to be successful in foreign markets. The study suggests that while market orientation approach of a company provides meaningfulness to marketing strategy, organizational creativity provides novelty to marketing strategy of the company. However, in the model there are also organizational antecedents of both market orientation and organizational creativity. These antecedents effect existence of market orientation and organizational creativity in the companies.

An interview was conducted with marketing executives of 5 companies, one is a multinational company and 4 are international Turkish companies, to get their ideas about the model, and a survey was done with 119 employees of international Turkish companies in certain sectors to test the model of this study. To make statistical analyses, descriptive, frequency, Pearson correlation, t-test, one-way ANOVA and multiple regression analyses were employed.

The result of the study indicates that Turkish companies’ international marketing strategies are quite creative and they perform quite well in foreign markets. However, there are some problems in organizational creativity and novelty of marketing strategies of Turkish companies. In line of findings of the study, some suggestions were proposed to Turkish companies and their managers to progress creativity of international marketing strategies that increase performance of companies in foreign markets.

## Tez Özeti

Hasan Özmen, “Piyasa Yönelimi ve Pazarlama Stratejisinin Yaratıcılığı: Öncüllerinin Değerlendirilmesi”

Satışlarını ve gelirlerini arttırmak için pazarını yabancı piyasalara genişletmek isteyen şirketler için pazarlama stratejisinin yaratıcılığı çok önemlidir. Küreselleşmesinin artmasından dolayı şirketler arası rekabet acımasız bir hale gelmiştir ve çok uluslu şirketler müşterilerin ihtiyaçlarını yaratıcı bir şekilde sağlayabilme yeterliğiyle dünyanın her yerinde yerel şirketleri tehdit eder hale gelmişlerdir. Yerel piyasalardaki bu rekabet tehdidi yerel şirketleri işlerini uluslararasılaştırmaya ve yabancı piyasalardaki fırsatlardan yararlanmak için pazarlarını bu yabancı piyasalara genişletmeye yöneltmiştir. Literatürün açıkça belirttiğine göre yaratıcı pazarlama stratejileri şirketlerin yabancı pazarlardaki başarılarında çok önemli rol oynamaktadır. Pazarlama stratejisinin yaratıcılığının iki ana parçası vardır, bunlar pazarlama stratejisinin anlamlılığı ve yeniliğidir.

Bu çalışmanın ortaya koyduğu model yabancı piyasalarda başarılı olabilmeleri için Türk şirketlerinin yaratıcı (anamlı ve yenilikçi) bir uluslararası pazarlama stratejisine nasıl sahip olabileceklerini anlatıyor. Çalışmanın ileri sürdüğüne göre şirketin pazar yönelimi yaklaşımı pazarlama stratejisine anlamlılığı katarken örgütsel yaratıcılığı pazarlama stratejisine yeniliği sağlamaktadır. Bununla birlikte modelde pazar yönelimliliğin ve örgütsel yaratıcılığın bazı örgütsel öncülleri vardır. Bu öncüller pazar yönelimliliğin ve örgütsel yaratıcılığın şirketlerdeki varoluşunu etkilemektedir.

Bu çalışmadaki model hakkındaki fikirlerini almak için 4’ü uluslar arası Türk şirketi ve biri çok uluslu şirket olmak üzere toplam beş şirketin pazarlama departmanında yönetici olarak çalışan kişilerle röportaj yapıldı ve modeli test etmek için belirli sektörlerde faaliyet gösteren uluslar arası Türk şirketlerinde çalışan 119 görevli ile anket yapıldı. İstatistiksel analizler yapmak için betimsel, sıklık, Pearson korelasyon, T-testi, tek yönlü ANOVA ve çoklu regresyon analizleri gerçekleştirildi.

Çalışmanın sonuçlarının belirttiğine göre Türk şirketlerinin uluslar arası pazarlama stratejileri oldukça yaratıcı ve bu şirketler yabancı pazarlarda oldukça iyi performans gösteriyorlar. Bununla beraber Türk şirketlerinin örgütsel yaratıcılığı ve pazarlama stratejisinin yeniliğiyle ilgili bazı problemler mevcuttur. Çalışmanın bulgularının çizgisinde Türk şirketlerinin yabancı pazarlardaki performansını yükseltecek olan uluslar arası pazarlama stratejisinin yaratıcılığını arttırmak için şirketlere ve onların yöneticilerine bazı öneriler getirilmiştir.

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To my grandfather

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## CHAPTER 1

### INTRODUCTION

Marketing strategy of a company is a major building block of its successes in the market and refers to the company being more efficient than competitors in generating, providing and communicating superior customer value to its target markets (Kotler and Keller, 2006). Business functions of a company will not really matter if there is not enough demand for products or services, which the company sells to profit (Kotler and Keller, 2006) and marketing strategy is the plan generating the sufficient demand. Due to globalization, which increased speed of knowledge diffusion, knowledge became commoditized and each organization can easily reach market information by paying some money to a market research company. Therefore, a company cannot easily differentiate itself and its goods from its competitors simply on the basis of knowledge based assets (Erevelles, et al., 2007) and using the same knowledge with other companies makes marketing strategies of them similar to each other. Due to commoditization of knowledge and fierce competition among companies, significance of creativity (innovativeness) highly increased for companies in recent years. Companies should integrate their creativity into their businesses and marketing activities to eliminate negative effects of globalization and to overcome competitors in the market (Porter, 1986; Fillis and Rentschler, 2006; Im and Workman, 2004), since creativity is the thing that separates a company's marketing strategy and itself from its competitors. This fact is also valid for Turkish companies in international markets.

Creativity has two significant dimensions, which are meaningfulness and novelty (Im and Workman, 2004; Andrews and Smith, 1996; Amabile, 1983).

Meaningfulness indicates appropriate marketing strategy to customers' needs and expectations; novelty designates originality of marketing strategy to customers. So, creative marketing strategy of companies should include those two dimensions (Im and Workman, 2004). Market orientation and organizational creativity are the two factors that provide meaningfulness and novelty to marketing strategies of companies (Im and Workman, 2004; Amabile et al., 1996; Andrews and Smith, 1996). Creative marketing strategy provides proactive and opportunistic approach to providing value for customers by bringing unique ideas together (Fillis and Rentschler) and the differentiation supplied by creative marketing strategy increases performance of companies (Im and Workman, 2004; Andrews and Smith, 1996; Bharadwaj et al., 1993). So, Turkish companies, which have market orientation approach and organizational creativity, are expected to have creative marketing strategy and their creative marketing strategies are expected to lead them to better performance in international markets.

This study offers a model assessing creativity of Turkish companies' international marketing strategies and how they perform in foreign markets. The study researches organizational antecedents making marketing strategy creative, creativity of international marketing strategy of Turkish companies, and performance of them in international markets. Variables were assessed through a survey in Turkish companies, which are manufacturing the goods and marketing them in international markets. Regarding the results of the assessments, some suggestions were made to Turkish companies about how to increase creativity of their international marketing strategies leading to better their performance in foreign markets. Those suggestions are expected to contribute to Turkish companies, which

would like to expand their marketing activities to foreign markets, as a long-term strategy.

## CHAPTER 2

### LITERATURE REVIEW

In the literature review, several studies were assessed ranging from date of 1961 to 2010 to get ideas about creative marketing strategy and related subjects. The ideas gathered from these studies highly contribute construction of theoretical framework of this study. Literature review consists of six main parts, which are innovation in business, innovative (creative) marketing, creativity, market orientation, marketing strategy, and national innovativeness. Each of these parts emerged from the studies that were assessed to get and construct ideas about creative marketing strategy.

#### Innovation in Business

The world economy is experiencing rapid changes in recent years, especially with the increasing effects of globalization. With this economic dynamism customer needs, preferences, tastes and technologies in products are changing, product life cycles are decreasing and the competition in each industry is increasing. Companies, which fail to innovate, decrease their chance to survive in this rapidly changing business environment. Thus, continuous innovation is necessary to keep being compatible in the dynamic economic environment for companies.

#### Definition of Innovation

Trott (1998) argues that clear definition of innovation is not easy, since it includes about any organizational or managerial change in a company, whether that engages new products, processes, business enterprise, systems, production techniques, commercial agreements or services. However, at its simplest, innovation can be defined as the successful implementation of creative ideas within an organization (Amabile et al., 1996). So creativity is the starting and vital point of innovation.

However, innovation does not occur instantly and it requires a certain time. Langley (1997) argues that innovation should be a value-creating process that “moves forward through cycles of variation, selection, and retention, evolving continually in the direction of creating values.” Samli (2007) articulates that innovation process is beyond steadily involving in a product or a portfolio that is build on small and incremental changes, however, it requires radical product, service or process innovation as quickly and effectively as possible and this radical innovation engenders major breakthroughs, which have extensive implications for the company and the society. Natarajan and Boulton (2004) see innovation as not an invention but an application of existing knowledge in a new way. Hence, innovation should not be composed of totally new knowledge, but it may be creative combination of existing knowledge.

#### Modifiers and Conditions of Innovation in Business

Although some major firms such as 3M and Motorola has certain tradition to innovate, generating radical innovation requires more than tradition, since a radical innovation requires drive to innovate, that commands commitment, focus, resources, know-how, and perhaps power (Samli, 2007). Samli (2007) indicates that there are certain modifiers that play significant role on drive to innovate; these modifiers are corporate culture, improvisation, willingness to cannibalize and innovative speed.

- Corporate culture; each company has a unique culture and if its culture supports an aggressive drive to innovate by valuing and contributing company resources for innovativeness, this company encourages and facilitates an innovation orientation.
- Improvisation; it generates certain impetus within organization by providing agility to cope with unexpected and chaotic market

conditions, since improvisation shortens the response time of any firm to unexpected market difficulty and provides proactive status to the firm with speedy introduction of innovation to the market.

- Willingness to cannibalize; it supports and stimulates radical innovation within a company, since it makes the company feel good about cannibalization its previous products, which means that increasing performance of new product of the company decreases performance of previous products, in the market and the company do not hesitate to innovate at the cost of damaging to its earlier products.
- Innovative speed; it enables the firm to make offensive move on short notice and it supplies strong competitive advantage to the innovative firm over its competitors.

The study of Cotterman et al. (2009) asserts that balance of new ideas, the marketing and technology balance of ideas; leadership support, the support of leader to innovative culture; reward structure, rewarding creative and new ideas in company; and use of creative time, the time given to employees for their creative personal projects, are basic components of corporate culture that are significant modifiers supporting innovative level of company. However, Cotterman et al (2009) argues that organization and market research are other significant drivers of innovation. On one hand, organization's technical and marketing staffs and good communication between them highly contributes to innovative level of company. On the other hand, market research provides good information about customer needs and this information supports meaningful innovations of the firm for customers (Cotterman et al., 2009).

There are also some basic conditions positively affecting innovation in business. First, high diversity of inputs in problem solving process and existence of novel relationships between these diverse inputs increase the possibility of innovative output in business (Amabile, 1983). Second, if the business problem is defined well, the chance to have a innovative outcome increases (Hogarth, 1980). Third, a nonroutine problem solving approach is much more contributive to innovative ideas, as opposed to a programmed problem solving approach (Amabile, 1983; Andrews and Smith, 1990). Fourth, conditions promoting risk taking stimulates innovative behavior since, innovative ideas deviate from the status quo and increase the amount of risk (Hogarth, 1980). And lastly, having adequate resources and facilities drive the company to reach innovative ideas and to implement them (Kanter, 1983b). Although these modifiers of drive to innovate are mostly discussed for product innovation, all of them might play significant role on service and business process innovation too, since these modifiers are not specific to product innovation and they are related general innovative actions of the firms.

#### Outside Sources of Innovativeness

There are also some outside sources of innovative insight and these sources facilitate innovativeness within organization and they exist outside of the immediate competitive arena (Park and Smith, 1990). Park and Smith (1990) call these outside sources as referent firms, which are companies not in direct competitive environment of the company, but provide innovative ideas to firms if they are meaningfully included to broadened competitive arena. A company's marketing managers might get innovative insights from referent firms by broadening competitive environment of the company in terms of how companies position their products in market, which resources they have and how they use them (Park and Smith, 1990). In this

broadened competitive environment there would be many referent firms, which may provide some innovative ideas about positioning and use of resources to the company.

Natarajan and Boulton (2004) argue that role of plan and serendipity should also be taken into account on innovative insights. Due to the fact that innovation is costly and risky process, it cannot be left to chance and it should be planned and controlled by the company, however, serendipity should not be removed from innovation process because there are many serendipitous innovations of big companies such as 3M and these innovations such as Post-it are quiet successful in the market (Natarajan and Boulton, 2004).

#### Benefits of Innovative Behavior

Innovative behaviors in companies provide some significant benefits to them in the market. Innovative behavior brings first entrant position to firms in the market and firms may take the first mover advantage by establishing name recognition and earning high profits in unsaturated and new markets (Samli, 2007). Also innovative behavior enables firms to innovate disruptive technology, since they do not simply rely on customer preferences and investors for resources and ideas, but they use their own technology over existing supply of conventional technologies to generate radical products and innovative technologies (Christensen, 2003). The innovative and proactive firms keep a watchful eye on emerging niche markets to capitalize new opportunities in the market (Samli, 2007). Niche markets are bowling alleys that represent one part of the market in which the new and innovative technology is being adopted and these bowling alleys provide great profit opportunities for innovative firms (Moore, 1995). As well, innovative firms may respond to market changes more quickly and react to opportunities and threats instantly, since innovativeness brings

reaction flexibility to firm in the market (Samli, 2007). Innovative behavior enables companies to increase and maintain their market performance, since innovative behavior causes production of research-intensive products, which increase the competitive advantage of producing company in the market (Masaaki, 1990). If interaction between product design and manufacturing process of innovation is managed correctly by the manufacturer company, the company can maintain its market performance in the long-run (Utterback, 1987). Product innovations are easily reverse engineered but manufacturing processes are not so easy to copy due to high amount of intangible knowhow in it, so innovative companies focusing on both product and manufacturing process innovation maintain their good market performance for many years (Masaaki, 1990). Innovative firms learn to commit resources to breakthrough technology (Samli, 2007). Although technology breakthroughs are much more costly and risky than simple product line extension (Samli and Weber, 2000), innovative firms can rapidly learn how to decrease these costs and risks in breakthroughs and how to manage breakthroughs (Samli, 2007). In addition, innovative behavior makes firms eager to pay much more attention to see market in depth and to see existing segments in detail (Samli, 2007). Markets are not homogenous and there are many differences regarding preferences and interests of customers. The innovative firm pays much attention to understand details regarding existing segments and to explore unseen needs, since discovery of unseen needs may provide great profit opportunities in the market (Samli, 2007).

#### Means of Innovation in Marketing

In marketing, innovation is mostly used for technology related breakthroughs, which are related to product innovation; however, there is also social structure related side of the innovations (Han et al., 1998). While the term, technical innovation, is used

for technology related product innovations, administrative innovation is used for social structure related innovations in marketing (Damanpour, 1991). According to Damanpour (1991) technical innovations are relevant to products, services, and production process technology, and they are directly associated with basic work activities of a company, however, administrative innovations engage organizational structure and administrative processes that are indirectly related to basic work activities of a company. Parsons (1991) articulates that although administrative innovation such as business system re-engineering occurs less frequently than technical innovation such as product and service innovations; administrative innovation is as significant as technical innovation within organization. In addition, Han et al. (1998) states that customer oriented companies have much more capacity to innovate and these companies invest more on both administrative and technical innovations.

### Innovative (Creative) Marketing

In this study, creative marketing and innovative marketing terms are used interchangeably. Companies investing heavily on innovation mostly have well established marketing structures and their marketing processes are much more innovative or creative than others in business. However, the meaning of creative marketing and its role on companies are very significant issues for this study.

### Creative Marketing and Role of Creativity on Marketing

According to Fillis and Rentschler (2006) creativity and marketing cannot be separated, since marketing and creativity has very close and mutual relations. While marketing is part of the creativity, creativity is also one part of the marketing, since both of them are being fed from each other (Fillis and Rentschler, 2006). Concept of creative marketing (innovative marketing) is a good descriptor of this relation

between marketing and creativity. Creative marketing means the process of bringing new approaches and ideas to solve marketing problems and to achieve pecuniary and non-pecuniary results (Fillis and Retschler, 2006). In more detail, role of creative marketing is to provide, an innovative, proactive, and opportunistic approach to creating value for customers by bringing unique combinations of public and private resources. Therefore, a company applying creative marketing activities exploits economic, social and cultural opportunities in a changing environment (Fillis and Rentschler, 2006). However, Im and Workman (2004) indicate that creativity is vital for successful marketing strategy due to three facts about it. Creativity motivates generation of new ideas that are very significant determinants of innovation, it leads to product differentiation, which plays a key role on success of the company in market, and, creativity, as an intangible resource embedded within the firm, provides competitive advantage to the firm because it is a flexible, rare and inimitable strategic resource. Therefore, creativity plays a significant positive role on marketing activities of organizations.

#### Innovative Behaviors and Management Systems

The innovative marketing activities of a company are composed of innovative behaviors of employees working within that company. According to Jaworski and Kohli (1993) innovative behavior of a company is doing something new or different in response to market conditions and Zaltman et al. (1973) argues it is significantly affected from formalization, centralization and departmentalization within the organization. Formalization is the degree to which rules defines roles, authority, communication, norms and sanctions between people working in an organization (Hall et al., 1967). Centralization is the inverse of amount of delegation of decision making authority throughout the organization (Carter and Cullen, 1984; Aiken and

Hage, 1968). Departmentalization is the number of departments into which organizational activities are separated and compartmentalized (Jaworski and Kohli, 1993). Jaworski and Kohli (1993) state that if formalization, centralization and departmentalization are high in an organization, innovative behavior is seen less, since each of them prevents independent studies of individuals by increasing authority within the organization.

### Benefits of Creative Marketing

Nevertheless, creative marketing brings certain benefits to innovative firms.

According to Fillis and Rentschler (2006) there are six basic perspectives that clarifies how creative marketing provides certain benefits to companies.

- Strategic development perspective; it asserts that creative marketing provides well structured technological strategies for companies that make them more adaptive to changing environment.
- Customer creating perspective; it discusses that creative marketing does not only give what customers want, but also creates new customers in new and existing markets by discovering new needs of customers.
- Resource leveraging perspective; it claims that creative marketing is not bounded with limited resources, however, it leverages resources in various ways.
- Calculated risk taking perspective; it argues that creative marketing process makes the marketing people to take calculated risks in developing new products or processes, leading customers to new products or to new ways of using existing products.

- Creative imagination perspective; it indicates that creative marketing provide creative imagination to marketing staff by providing flexible, exploratory, non-predetermined paths in their problem solving processes.
- Sustainable innovation perspective; it specifies that creative marketing provides sustainable development of new ideas, technology and knowledge in theory.

### Creativity

Creativity is a central concept in many disciplines, ranging from fine arts and architecture to psychology, science and management (Fillis and McAuley, 2000). At this point, different definitions and different approaches of creativity will contribute highly to business people. Creativity provides unique business innovations to companies to conform dynamic market characteristics.

### Creativity and Its Dimensions

According to Fillis and McAuley (2000), creativity is seeing the same thing, but thinking something different than everybody does and creativity includes combination of existing objects in a different manner to discover new ways of doing something. Andrews and Smith (1996) claim that creativity is provided by using non-routine processes such as departing from cookbook procedures and considering meaningfulness of novel output for customers. Mumford and Gustafson (1988) state "... creativity appears to be best conceptualized as a syndrome involving a number of elements: (a) the processes underlying the individual's capacity to generate new ideas or understandings, (b) the characteristics of the individual facilitating process operation, (c) the characteristics of the individual facilitating the translation of these ideas into action, (d) the attributes of the situation conditioning the individual's

willingness to engage in creative behavior, and (e) the attributes of the situation influencing evaluation of the individual's productive efforts.” Hence, creativity is seen directly related to characteristics of people, environment and the interaction between these two.

Customers have certain basic needs and just novelty of an output is not enough to attract attention of customers, products, services or business processes that satisfy these needs will be meaningful and appropriate for customers (Andrews and Smith, 1996). Therefore, meaningful novelty attracts customer more than pure novelty and creativity is highly related with meaningfulness of novelty. Both dimensions must be included into creativity, since target customers may see ideas as strange if they are novel but not appropriate to customers’ need and creativity should be defined in terms of novel and socially valued products, not in terms of processes (Amabile, 1983). According to Jackson and Messick (1965) appropriateness is the extent to which a given output is viewed as useful or beneficial to audience. Moreover, Sethi et al. (2001) defined creativity as the thing that differentiates a firm’s product from the product of the competitor in meaningful ways.

#### Role of Creativity in Business

“All innovation begins with creative ideas. Successful implementation of new programs, new product introductions, or new services depends on a person or a team having good idea and developing that idea beyond its initial state.” (Amabile et. al, 1996). Erevelles et al. (2007) discuss that in today’s business world, there is shift from knowledge-based applications toward creativity-based applications in the nature of value creation. Knowledge became increasingly commoditized in recent years, since speed of knowledge creation and diffusion increased and also knowledge became obsolete rapidly. Therefore, an organization cannot easily differentiate itself

and its products from competitors simply on the basis of knowledge based assets (Erevelles, et al., 2007). As a result, organizations must understand creativity and make it an inseparable part of their business operations.

### Antecedents of Creativity

However, there are certain antecedents of creativity within a work environment. First antecedent is the encouragement of creativity, which indicates encouragement of generation and development of new ideas in the organization, and it appears at three levels that are organizational encouragement, supervisory encouragement and work group supports (Amabile et al., 1996). Organizational encouragement of creativity can be evaluated at four dimensions, which are encouragement of risk taking and of idea generation (Kanter, 1983a), fair and supportive evaluation of new ideas (Kanter, 1983a), reward and recognition of creativity (Cummings, 1965), and collaborative idea flow across the organization and participative management and decision making (Kanter, 1983a). Clarity of the goals (Bailyn, 1985), open interactions between supervisor and subordinates (Kimberley, 1981), and support of supervisors on a team's work and ideas (Delbecq and Mills, 1981) are the areas in which supervisory encouragement plays role on creativity within the organization. However, on the work group support side, diversity in team members' backgrounds, mutual openness to ideas, constructive challenging of ideas, and shared commitment to the project are drivers of creativity in the organization (Albrecht and Hall, 1991).

The second antecedent of creativity within organization is the autonomy or freedom of individuals, Bailyn (1985) articulates that creativity is fostered when individuals and groups have relatively high autonomy in the work and a sense of ownership and control over their own work and their own ideas. Also Amabile and Gitomer (1984) state that if individuals see themselves to have choice in how to do

their job and feel free to choose among those choices, the work that they accomplish is more creative. Third antecedent is the resources, since perception of adequacy of resources may affect people psychologically by influencing their beliefs about the value of the projects in which they are working (Amabile et al., 1996). Amabile et al. (1996) assert that extreme restrictions on resources prevent people to accomplish their task in a creative way, since lack of necessary resources that should be given to project influence beliefs of individuals negatively about that project. Moreover, Delbecq and Mills (1985) assert that resource allocation to projects is directly related to the creativity level in a project. The fourth antecedent is the pressures and the study of Amabile et al. (1996) classifies pressures into two, which are excessive work load pressure and challenge. Amabile (1988) indicates that while extreme pressure could undermine creativity within the organization, moderate degree of pressure could have a positive influence if it was perceived as arising from the urgent and intellectually challenging nature of problem itself. Amabile et al. (1996) come up with two types of pressures, which are excessive workload pressure and challenge. While the former one negatively influences creativity, latter one positively affects creativity. In addition, Andrews and Farris (1972) articulates that time pressure is associated with high creativity in R&D scientists if it does not reached extreme levels. Nevertheless, internal strife, conservatism, and rigid and formal management structures within the organization prevent creativity (Kimberley and Evanisko, 1981) since these factors are seen as controlling by individuals and decrease individuals intrinsic motivation toward a work (Amabile, 1988). And Amabile et al. (1996) call these factors as organizational impediments to creativity within the organization.

## Effects of Creativity on Marketing

Like all other business activities, marketing side of the businesses has also been influenced by creativity within organization and the creativity of the output, which can be a product, service or a business process. However, on the marketing studies creativity is analyzed under following approaches. The approach examining creativity of individuals, groups and organizational characteristics argues that creativity of these factors directly influence creativity of the output (Sethi et al., 2001). This approach focuses on internal creativity within the organization and its employees in order to understand the effect of internal creativity on output. Physical composition of a team (functional diversity) and psychological bonds (superordinate identity and social cohesion) are seen as two major factors influencing creativity of a team in a company (Sethi, et al., 2001).

Another approach, examining creativity as the degree of novelty and as the outcome of organizational learning process (Moorman, 1995; Moorman and Miner, 1997), argues that organizations and their employees might learn how to be creative in their business activities. And the last approach claims that creativity improves performance of organization at the SBU level when organizations consider customer ratings of strategies rather than using manager's ratings of strategies (Deshpande et al., 1993). This approach focuses on customer's expectations and customer value to reach a creative output, satisfying needs of customers, and to provide them a novel experience with this output. For the application of creativity in marketing, Kilgour and Koslow (2009) states that creativity has been viewed as a way of solving complex marketing problems for the benefits of the firm. Nevertheless, the role of creativity in marketing is not only related to innovation, production or distribution of new outputs, but also creating new kinds of customers (Fillis and Rentschler, 2006).

Therefore, marketing needs creativity at all stages to find a new business or to do something better than older applications (Fillis and McAuley, 2000). However, creativity in marketing along with innovation, proactivity, and opportunity recognition procedures is the basic factor that gives a business the competitive edge in the market (Fillis and McAuley, 2000).

#### Factors Effecting Creative Marketing Program

There are certain individual factors affecting creative marketing program of companies (Andrews and Smith, 1996). These factors are collected under two headings; first one is problem solving inputs, which indicate core knowledge of the marketer about trends, current product categories, experiences and education (Andrews and Smith, 1996), and second one is motivational factors, which means a person's intrinsic motivation to perform the tasks given to him (Amabile, 1983) and his or her willingness to take certain risks (Hogarth, 1980, Fillis and McAuley, 2000). However, Andrews and Smith (1996) argues that there are also situational factors affecting creative marketing programs and asserts these factors under three headings; first one is the formalization of marketing planning process, second one is the degree of interaction a marketer has with people in other functional areas, and third one is the degree of time pressure on marketer during development of the marketing plan. The relation between these individual and situational factors and creative marketing program as follows; if problem solving inputs and motivational factors high, formalization of the marketing planning process is moderate, interaction with other functional areas is high, and time pressure on marketer is less, then creative marketing program is positively influenced (Andrews and Smith, 1996). Moreover, Fillis and McAuley (2000) argue that individual factors such as being

independent and able to control rather than to be controlled, not being afraid to fail, and having determination to succeed increases chances to have a creative output.

### Market Orientation

Market orientation means the implementation of marketing concept in business; hence a market-oriented company is the one whose operations are consistent with the marketing concept (Kohli and Jaworski, 1990). Market orientation provides market information to the companies and this market intelligence makes companies provide appropriate outcomes to the market. So market orientation is very significant for marketing strategies of companies.

### Role of Market Orientation on Business

Market orientation leads firms to better performance in the market especially if mediating role of the innovation exists between market orientation of the organization and its performance (Im and Workman, 2004). Whereas Han et al. (1998) argue that market orientation, which includes customer orientation, facilitates innovation in organization's product and business activities, Christensen (2003) claims that listening to customers too much may disrupt innovative (creative) actions within the organization. Since just considering what the customers want prevents companies to generate innovative outcomes that are suitable for unrecognized needs of the customers (Christensen, 2003). Kotler (2003) states that creative marketer notices and manufactures the innovative product that customer did not ask for, but to which they excitedly respond, since even many customers do not know what they need and desire in a product. Therefore, choosing the right degree of listening customer facilitates innovation for organizations.

In general, market orientation has been accepted as one of the best ways to create superior customer value for firms to enjoy a competitive advantage over its

competitors. Customer value is the difference between the buyer's perception of the offering's expected benefits and the buyer's perception of its costs (Zeithaml, 1988). So the firm, by increasing buyer's benefit more than other firms do, wins competitive advantage in business area. To maximize their long-run performance, firms should know that it must build and maintain a long-run, mutually beneficial relationship with their customers and market orientation is the way for firms to know how to do it right (Hanan, 1985).

### Components of Market Orientation

Market orientation consists of three main pillars, which are customer orientation, competitor orientation and cross-functional integration (Narver and Slater, 1990). The managers agree that customer focus is the main element of a market orientation approach (Kohli and Jaworski, 1990). According to Narver and Slater (1990), customer orientation is having sufficient understanding of one's customer to create superior customer value in the long run and a company must understand the cost and revenue dynamics of the customer to be able to offer the right kind of product or service to its customers. Another significant benefit that is provided by customer orientation is to recognize who the real target customers of the firm are (Narver and Slater, 1990). Being customer oriented means taking actions based on market intelligence rather than verbalized customer opinions and market intelligence involves two considerations: one is exogenous market factors influencing customer needs and preferences, and the other is the current and anticipated future needs of customer (Kohli and Jaworski, 1990). The notion of anticipated needs of customers is very vital for businesses since developing a new product takes years for organizations (Kohli and Jaworski, 1990). Han et al. (1998), state that customer orientation supports a permanent proactive disposition towards meeting the needs of

the customers. Therefore, a total focus on customer satisfaction should lead to continuous innovation for the market (Peters, 1984).

The second pillar of market orientation is competitor orientation, which basically means understanding the competitors. Day and Wensley (1988) propose that a complete reliance on competitor orientation may often cause incompleteness of the business strategy, which leaves an organization prone to reactive position in coping with competitor's strategies. Thus, Day and Wensley (1988) suggest a balanced mix of customer and competitor orientation in business strategy. However, Kotler (2003) defends that companies must balance customer and competitor orientation in their marketing strategies. Focusing too much on competitor orientation drives a company toward a reactive position in the market, rather than formulating and executing a consistent and customer oriented marketing strategy, since heavily being competitor oriented determines companies' moves according to competitors' moves (Kotler, 2003).

Competitor orientation is the understanding of the short-term weaknesses and strengths and long-term capabilities and strategies of current and potential competitors (Porter, 1980). Narver and Slater (1994) argue that competitor orientation focuses on three questions: 1) who the competitors are; 2) what technologies do they offer; and 3) whether they represent an attractive alternative from the perspective of the target customer. Day and Wensley (1988) states that competitor orientation requires obtaining intelligence on these three questions.

The third component is cross-functional integration, which means the coordinated utilization of resources in supplying superior value for target customers by the firm. A firm or a seller must integrate its human and other capital resources effectively to create superior value for customers continuously (Narver and Slater,

1990). Felton (1959) insists that all other functions of the business should be integrated with those of marketing. In a firm, each function of business has a potential impact on customer satisfaction, so all departments need to think about customers and work with each other to satisfy customers' needs and expectations under the marketing concept (Kotler, 2003). Since any point in buyer's value chain may provide an opportunity for a seller to supply better value for the customer, any individual in any part of the value chain may have potential to contribute to the creation of customer value (Porter, 1985). Porter (1985) proposes that value chain as a tool to recognize ways to create customer value. Value chain consists of nine strategically relevant activities in different departments of firms and these activities are split into two; five primary activities that are inbound logistics, operations, outbound logistics, marketing/sales and service, and four support activities that are firm infrastructure, human resource management, technology development and procurement (Porter, 1985). By increasing performance of departments in each of these activities, overall a company creates more customer value than its competitors do. Managers in the study argued that variety of departments should be aware of customer needs and be responsive to those needs, since market orientation is not only the responsibility of the marketing department (Kohli and Jaworski, 1990). And Kotler (2003) argues that marketing department has the task of persuading other departments and coordinating them with marketing to serve the customer.

A successful cross-functional integration requires alignment of the functional areas and inter-functional dependency between functional areas, so each area might benefit from the cooperation among them (Narver and Slater, 1990) and the problem solving capabilities are potentially enhanced by individuals who are working towards a common goal (Zaltman et al., 1973). However, Zaltman et al. (1973) states that if

communication between departments and functions is weak, individuals working in the organization are more likely to conform to their routine and less likely to take risk and be creative. Damanpour (1991) articulates that there is a positive relation between internal communication and organizational innovativeness. To adapt to market needs market intelligence must be communicated and shared between the related departments and the individuals in the organization (Kohli and Jaworski, 1990). Zaltman et al. (1973) argue that openness in communication between different departments facilitates responsiveness to customers. In practice relations between departments of companies are often characterized by rivalries and distrust (Kotler, 2003). Han et al. (1998) articulate that interfunctional integration and open communication supply bridgework in mitigating distrust and conflicts among the different functional units of an organization. This provides an environment that is more receptive towards innovations, since the organizational participants face uncertainty in dealing with innovation, which does not have a pre-established rules and procedures to follow (Han et al., 1998). However, cross-functional integration in an organization might be managed with various integration mechanisms; such as the frequency of committee meetings (Aiken and Hage, 1971); the number of face to face contacts in horizontal and vertical relationships (Aiken et al. 1980); and the degree to which units share decisions (Hull and Hage, 1982).

Kohli and Jaworski (1990) approach to market orientation from a broader perspective and they argue that market orientation consists of three elements that are intelligence generation, intelligence dissemination and responsiveness. Intelligence generation refers to analysis of exogenous factors affecting customer's current and long run needs and preferences, intelligence dissemination means communication and sharing of marketing intelligence between individuals and departments of an

organization, and responsiveness refers to respond generated and disseminated intelligence within market and meet with needs and preferences of customers (Kohli and Jaworski, 1990). According to Narver and Slater (1990), three behavioral components of market orientation, which are customer orientation, competitor orientation and cross-functional coordination, are all engaged in market intelligence generation, dissemination and responsiveness to gathered information. So “Market orientation is the organization wide generation of market intelligence pertaining to current and future customer needs, dissemination of the intelligence across departments, and organization wide responsiveness to it.” (Kohli and Jaworski, 1990).

#### Role of Market Orientation on Innovation and Performance

The relationship between market orientation, innovation, and performance might highly contribute to the understanding of market orientation on creative marketing programs. First of all, market orientation causes and facilitates further investigation of market environment within the company (Desphande et al., 1993). According to Zaltman et al. (1973) market orientation supports intelligence gathering and the decision-making process, which will lead to the implementation of innovation, and innovation is the medium for achieving business performance objectives. Hence, although evidence of link between market orientation and innovation is quite anecdotal and deductive, market orientation-innovation-performance chain is a novel concept in marketing (Han et al., 1998). However, Slater and Narver (1994) propose that innovation is the core value creating capability driving market orientation-performance relationship of a company. Therefore, innovation is seen as a moderator between market orientation and performance of a business. Moreover, study of Capon et al. (1990) indicates that there is a significant and positive relation between

innovation and performance. On the other hand, market turbulence is another key potential external environmental factor affecting the relationship between market orientation and performance (Jaworski and Kohli, 1993) In more turbulent environments, firms with highly market oriented structures exhibit superior responsiveness (particularly via organizational innovativeness) to deal with turbulence (Han et al., 1998). In addition, Jaworski and Kohli (1993) argue that organizations in more turbulent environments have greater need to be market oriented, since these organizations have to modify their products or services frequently to meet rapidly changing customer needs.

#### Antecedents of Market Orientation

In fact, there are certain internal factors affecting the market orientation approach within a company and these factors can be called as antecedents of market orientation (Jaworski and Kohli, 1993). One of these factors is top management behaviors, since top managers play a critical role in shaping an organization's orientation (Felton, 1959). Without the reinforcement of top management within the organization, employees cannot be encouraged to follow market orientation approach (Jaworski and Kohli, 1993). Therefore, Jaworski and Kohli (1993) expect that if top management of an organization emphasizes market orientation and shows risk taking behaviors, market orientation approach plays key role in marketing decisions of that organization. The second factor is interdepartmental dynamics within an organization, because conflict among departments may prevent market orientation approach (Felton, 1959) by blocking information flows among departments and disconnecting them from each other (Kohli and Jaworski, 1990). Another set of antecedents are the organizational systems, such as formalization, centralization, and departmentalization that are discussed above for innovative behavior and reward

system. Here, high centralization, formalization and departmentalization within the organization negatively affect market orientation approach, because they somehow put some barriers against the information flow and information utilization among functions of an organization (Zaltman et al., 1973) by preventing people doing something new and different (Jaworski and Kohli, 1993). However, for the reward system, if individuals working in the organization are evaluated on the basis of customer satisfaction and market oriented behaviors, then market orientation approach become more widespread within the organization (Jaworski and Kohli, 1993), since reward system is the instrument to shape behaviors of employees (Jaworski, 1988).

### Marketing Strategy

Adaptation of market orientation approach of a company is for the sake of marketing strategy of that company, since marketing intelligence generation, dissemination and responsiveness to this intelligence are things that shape marketing strategy of the company. Marketing strategy is a plan by which firms respond to competitive market environment and conventionally it is composed of four basic elements of marketing mix, which are product, price, promotion and place (4Ps) (Lee and Griffith, 2003).

### Marketing Strategy and Its Planning

Kotler (2003) defines marketing plan as the central instrument for managing and coordinating the marketing effort of a company and clarifies marketing mix as the set of marketing tools a company uses to follow its marketing plan in the target market. There are many variables under each of these Ps, such as quality, design, packaging under product; list price, discounts, payment period under price; advertising, sales promotion, sales force under promotion; and channels, locations, transport under

place, and marketers plan marketing strategy by making changes in these variables according to objectives of the company (Kotler, 2003).

Two major schools of thoughts, which are rational planning school and incremental school, have been influential on the planning process of business and marketing strategy (Menon et al., 1999). Whereas rational planning school emphasizes the formulation of the issues in strategy, incremental school focuses on implementation issues (Barney, 1997). As a result, research on the formulation and implementation of strategy developed as two separate streams (Menon et al., 1999). Formulation stream discusses strategies that are made through rational evaluation of alternative strategies according to vision of the organization (Kerin et al., 1990). Implementation stream investigates issues related to commitment and involvement in the planning process and considers planning as a craft and regards creativity as a key component of the planning process (Mintzberg, 1994). Nonetheless, Hart and Banbury (1994) assert that strategy planning process, emphasizing only one mode of these incremental and rational streams, is likely to be less successful than strategy that includes both of these modes. Additionally, in general a contingent model of strategy planning consists of four major parts that are context, within which the strategy occurs; process, which is the planning and implementation itself; outcome, the result of the change; and interconnections among these three elements (Bryson and Bromiley, 1993).

#### Components of Marketing Strategy Making

Marketing strategy making is a complex set of activities, processes, and routines involved in designing and executing the marketing plan (Menon et al., 1999). Both rational and incremental schools contribute to marketing strategy making literature by proposing components of strategy making. In addition, resource-based school of

strategy suggests a different component of strategy planning, which is exploitation of the firm's core capabilities (Menon et al., 1999). After examining those three schools of thought, Menon et al. (1999) end up some list of marketing strategy making's components and they articulate that components of a proper marketing strategy making consists of situational analysis, comprehensiveness, emphasis on marketing assets and capabilities, cross-functional integration, communication quality, resource commitment, and consensus commitment. Definitions of these components highly contribute to clarify the marketing strategy making systematically. Situational analysis is defined as rational and systematic consideration of the company's SWOTs (strength and weaknesses of the company and opportunity and threat in market environment) in marketing strategy (Kohli and Jaworski, 1990), and a systematic analysis of the market is necessary to line up the strategy and market environment (Menon et al., 1999). Situational analysis prevents a company to be focused only internal or external developments, since it leads companies to pay their attention on both external and internal factors that can influence their marketing strategies' success. Frederickson (1983) clarifies comprehensiveness as systematic identification and vigilant evaluation of multiple alternatives to chosen strategy and Menon et al. (1999) argues that this component contributes to marketing strategy making by generating a wide range of strategy options, refining and improving the selected strategy and improving confidence on that strategy. But at this point managers should be careful while they generate alternative strategies, since if the number of alternative strategies is too low, it increases chances of missed opportunities; whereas, if alternative strategies is too much, it increases time and cost of planning (Menon et al., 1999). Emphasis on marketing assets and capabilities refers to the historical and ongoing marketing-related processes, resources and skills

on which marketing strategy is based on (Baharadwaj et al., 1993). Managers argue that strategy cannot be developed without identification and evaluation of firm's ability to execute them (Menon et al., 1999) since company's marketing advantage stems from its core abilities and assets (Day, 1994). While assets mean investments, brand image, and channel advantages of a company, capabilities mean marketing processes and applications of these assets (Day, 1994). Cross-functional integration means the extent to which marketing strategy making group, reflecting the main organization, has sufficient representation from applicable functional areas and is well organized and coordinated (Ayers et al., 1997, Miller, 1987). Managers argue that right set of functional skills and coordination of strategy team are very significant for marketing strategy, since it fails to achieve its objectives without relation to organization and right set of functional mix (Menon et al., 1999). Communication quality refers to the nature and degree of quality of formal and informal communication during the strategy making process (Miller, 1987) and Menon et al. (1999) refers to managers' indication that strategy is generally a team work not individual work and so good quality of communication among the team members contributes highly to the alignment of strategy activities. Sometimes misalignments of marketing processes are result of a lack of good communication among marketing teams. Resource commitment means adequate level of people, time and money allocated to the marketing strategy making (Ramanujam et al., 1986) and marketing strategy making supported with the right resources is more likely to generate successful strategies (Menon et al., 1999). The last component, consensus commitment, refers to the degree to which individuals in the strategy making team agree with the chosen strategy (Wooldridge and Floyd, 1989). Menon et al. (1999) argue that consensus commitment reduces uncertainty and so supports constructive

time usage by decreasing time spent on internal politicking and conflict resolution. As discussed above, each component of marketing strategy making has positive effect on marketing strategy implementation if they are treated appropriately by companies and so lack of any of these components prevents marketing strategy to be well organized and successful in the market.

### Objectives of the Marketing Strategy

Setting the objectives of a marketing strategy is another vital ingredient of marketing strategy. According to Ramanujam et al. (1986) there are six commonly emphasized objectives of a marketing plan and each of them should co-exist within a well structured marketing strategy. The first objective is to predict future trends (Ramanujam et al., 1986). Plan is mostly justified according to contemporary organizational environment, however the environment is increasingly unstable, therefore there is a need for a mechanism to monitor and cope with environmental changes (Ansoff, 1984). Second objective of a marketing strategy is to avoid problem areas, since marketing systems should be able to minimize incidence of further errors and increase the probability of achieving goals through an organizational learning systems (Ramanujam et al., 1986). The third objective is to evaluate alternatives, which increase the creativity and control within the marketing strategy by evaluating alternative courses of action (Ramanujam et al., 1986). Enhancing management development is the fourth objective of planning, since planning should lead to the improvement in the quality of management and should facilitate management succession (Ramanujam, et al., 1986). This indicates the long-term educational value of planning process (Hax and Majluf, 1984). The final objective of strategy should be to improve short-term and long-term performance of the organization, since it is the main goal of an organization (Ramanujam, et al.,

1986). Existence of each of these objectives within marketing plan increases the chance of marketing strategy to be successfully implemented in the market, since these objectives are the ways indicating how marketing plan can be winning in the market.

### Characteristics of a Good Marketing Strategy

Besides there are certain characteristics of a good marketing strategy (Smith, 2003) other than objectives and components. First of all, a well structured marketing strategy must define the market clearly (Greenly, 1984) to allocate its resources properly to accurate markets (Smith, 2003). Definition of the market inevitably brings definition of the competitive environment, since competitors of a company are the major players and challengers in that market. In addition, clearly defined competitive environment will support the company in resource allocation by indicating to which parts of the competitive environment the company should invest (Smith, 2003). Marketing strategy should also be internally synergic, since decreased conflict within employees of the company increases effectiveness of marketing strategy in the market (Hofer and Schendel, 1986). Degree of uniqueness is another significant characteristic of a good marketing strategy, because unique strategy minimizes negative effects of competition by differentiating marketing activities of the company from those of competitors (Porter, 1986). An effective marketing strategy should also have a consistency both with the external environment and with the organization's objectives (Andrews, 1987). While correspondence with the external environment make the company able to lever its strengths against market opportunities and correct its weaknesses against market threats, correspondence with the organization objectives enable the firm to have marketing activities in line with its goals (Smith, 2003). Moreover, an effective strategy should be able to accept a

certain level of risk in the market, since within the limit of the company risk taking will support employees while taking their initiative in decisions making process (Andrews, 1987). Marketing strategy should be feasible within the resources of organization, since strategy that is not executable with the available resources of the company cannot be successful in the market place (Smith, 2003). In addition, marketing strategy should have guidance to tactical activities (Greenley, 1984) since this guidance facilitates implementation of strategy by indicating which tactical activities are necessary for execution of the plan (Smith, 2003). Doyle (2000) states that good marketing strategy should maximize shareholder value of the company, since high shareholder value attracts more investments to the company and these investments make the company more competitive in the long-run against other market players. However, Peter and Waterman (1982) assert that successful marketing strategy should be driven by customer attributes rather than by either technology or cost. The prime objective of a company is satisfying its customers, so being customer oriented makes marketing strategy of the company successful by increasing number of customers (Goldsmith and Clutterbuck, 1984). Although such a multifaceted nature of marketing strategy is highly complex (Smith, 2003; Solberg and Durrieu, 2008), marketing strategy planning is so vital for organization to increase their performance in the market (Capon et al., 1994).

#### Organizational Antecedents of Marketing Strategy Making

Menon et al. (1999) discusses two organizational antecedents of marketing strategy making; organizational structure and organizational culture. In the organizational structure side of the study there are two variables affecting marketing strategy making, which are centralization, referring to the level of decision-making power concentrated at the higher levels of a company (Dewar and Werbel, 1979), and

formalization, referring to the degree to which rules, procedures, instructions and communications are written and standardized and the extent to which roles are clearly identified (Pugh et al., 1968). The organizational culture side of the study includes innovative organizational culture referring to the degree to which there exists within an organization an emphasis on inventiveness, openness to new ideas and quick response to decision making (Zaltman, 1986; Menon and Varadarajan, 1992). According to Menon et al. (1999), each of these antecedents are somehow effective on components of marketing strategy making, which are situation analysis, degree of comprehensiveness, emphasis on marketing assets and capabilities, cross-functional integration, communication quality, consensus commitment and resource commitment, that are defined and discussed above. As a result, structure of marketing strategy and its effectiveness change accordingly to the influences of each antecedent (Menon et al., 1999).

#### Effectiveness of Strategy Planning System and Its Determinants

Ramanujam et al. (1986) discusses two sets of influences on planning system's effectiveness, these are the design elements and organizational context of planning. There are five design elements, which are system capability, use of techniques, degree attention to internal facets, degree of attention to external facets, and functional coverage (Ramanujam et al., 1986). The system capability is the ability of a formal planning system to balance creativity and control and to support strategy formulation and implementation (Ansoff, 1984; Camilius, 1975). It is very significant for strategy making since creative capability of the firm anticipates surprises and crises and adapts the company to unforeseen changes (Ramanujam et al., 1986). The use of techniques is the degree of emphasis on the use of planning techniques in strategy making (Hofer and Schendel, 1978; Hax and Majluf, 1984).

Increasing use of techniques enables a firm to effectively define problems and solutions to the problems (Ramanujam et al., 1986). Another design element is the degree of attention to internal facets, which refers to the attention to organizational factors, past performance and internal analysis (King and Cleland, 1978). Significance of attention to internal facets comes from large effects of past performance, strengths and weaknesses of the company on organization's planning (Ramanujam, 1986). The degree of attention to external facets means emphasis given to monitoring environmental trends (Fahey and King, 1977). It is effective on strategy making since without understanding the environment, companies cannot make and implement successful strategies (Andrews, 1971). The last design element is the functional coverage, which is the degree of treatment given to different functional areas with a view of integrating different functional necessities into one management perspective (Hitt et al., 1982). Ramanujam et al. (1986) argue that a balanced emphasis on all functions is much more important in strategy making in order to be able to include different views in the strategy. However, there are two dimensions of organizational context of planning, which are resources provided for strategic planning, referring the degree of organizational support in the form of number of planner and involvement of top management (King and Cleland, 1978), and resistance to planning, meaning the need to overcome the resistance to planning and to create better condition for effective planning (Steiner, 1979). While the resources given to strategy planning support effectiveness of the plan, resistance to the planning exerts a negative effect on the planning systems (Ramanujam et al., 1986).

### Role of Marketing Strategy's Components on Performance of the Strategy

While marketing strategy making is highly affected from antecedents, there are also certain outcomes of effective strategy making (Menon et al., 1999). According to Menon et al. (1999) each component of the marketing strategy has certain effects on creativity of the strategy, organizational learning and market performance. Market performance is also affected by some other internal and external factors. Low levels of technological change, more stable political and economic environment, more communication within the company, less authority on individuals and more problem solving behaviors are the basic factors that increase success of a marketing strategy (Bryson and Bromiley, 1993). Capon et al. (1994) state that the degree of sophistication of the planning process is also positively associated with marketing performance of an organization, because experienced strategic planners focus on adaptation to the environment, formal thinking for strategic issues and resource allocation priorities.

### Measurement of Marketing Strategy's Performance

Marketing is seen as a driver of future sales and there is increasing demand of investors and managers to learn marketing performance quality of companies (Clark, 1999). Marketing performance is the extent to which a company's economic and strategic objectives, with respect to the marketed product, are achieved through planning and execution of marketing strategy (Cavusgil and Zou, 1994). Clark (1999) summarizes measures of marketing performance as single output measures, measuring performance according to results obtained by the company in the market; input measures, measuring performance by comparing the initial marketing activities and their intermediate outcomes; and multiple measures, measuring marketing performance with multi-dimensional marketing audit.

The single output measures consist of financial and non-financial measures (Clark, 1990). Financial measures work on profitability analyses and argue that profit of the existing marketing strategy is a good indicator of marketing performance of the company (Sevin, 1965; Goodman, 1970). However, Feder (1965) focuses on sales revenue and borrows indicators from marginal revenue-marginal cost concept in microeconomics. Buzzell and Chussil (1985) and Day and Fahey (1988) use more sophisticated financial indicators to measure marketing performance such as cash flows and net present value of existing marketing strategies. Although financial measure dominated the field when marketing performance measurement began, financial measurements are not adequate as the sole measure of marketing performance since financial outputs are snapshots of the present but say little about marketing health of the company in the future (Clark, 1999).

On the non-financial side of single output measures, Buzzell and Gale (1987) claim that market share is a strong predictor of cash flow and profitability, and they also argue that it indicates how marketing performance would be successful in achieving profitability. Besides, Bucklin (1978) asserts that the quality of service provided by the company must be included in marketing productivity measures, since services, such as informational services, logistical services, and product functional services, add certain utility to the product and greatly affect its performance. Adaptability of a firm's marketing strategy is also a significant indicator of performance measurement, because firms that are able to adapt its new products in changing environment profit much more than its competitors (Bhargava et al., 1994). In addition, Anderson and Sullivan (1993) claim that customer satisfaction and customer loyalty are two basic non-financial indicators to measure marketing performance of a company. Clark (1990) argues that having satisfied and

loyal customers should be considered as an important marketing asset since it increases revenue per customer as satisfied customers buy more volume, and decreases marketing costs of keeping customers as loyal customers willingly keep buying goods of the same company. Moreover, Reichheld (1994) states that good marketing activities attract right kind of customers, which are loyal to the firm. However, Barwise (1993) argues that a powerful brand is one of the most significant marketing assets for companies. Clark (1999) state that it is argued strong brand allows firms to charge price premiums over unbranded or poorly branded products, it can be used to degree the firm's business into other product categories and also it reduces perceived risk to customers. Therefore, brand equity is another important non-financial output indicator to measure marketing performance of the companies (Barwise, 1993).

Marketing assets, marketing audit and marketing implementation are three significant input measures discussed in the literature (Clark, 1999). These indicators measure effects of marketing inputs, which lead intermediate outcome, on performance of marketing strategy of the company (Clark, 1999). Piercy (1986) states that the intermediate outcome resulted from marketing inputs might be called as "marketing assets" and these marketing assets increase the chance to produce superior financial performance, therefore they can be good indicator of the firm's performance in the market. Alternatively, Brownlie (1993) claims that marketing audit is another good indicator to measure marketing performance, since marketing audit assess underlying marketing inputs that lead to superior marketing performance. Also Clark (1999) indicates that aim of marketing audit is to systematically evaluate the appropriateness of the activities and assets of a company to the position of the firm in the market. Additionally, Bonoma (1985) states that

marketing implementation as a significant indicator to measure marketing performance and focuses on firm's marketing skills and marketing structures.

Bonoma (1985) discusses marketing performance as the product of the relations between marketing skills and marketing structures of the firm. Although such input measures gives a good idea about marketing performance and its underlying reasons, use of input measures is difficult, because process is too complex and there are large number of external and internal constituencies involved in process (Bonoma, 1985).

In the multidimensional measures there are efficiency, effectiveness and multivariate analysis to measure marketing performance (Clark, 1990). Bonoma and Clark (1988) explain efficiency as a productivity measure that compares outputs to inputs and effectiveness as a comparison of outputs to goals of the company. Such comparisons give good insights about how the company performs in the market by exploiting its resources and abilities. Bhargava et al. (1994) articulate that multivariate data technique is a comprehensive analysis to identify the underlying dimensions of performance. However, Clark (1999) asserts that multidimensional model of marketing performance is more likely to be more true, since it captures more features of performance than any single dimension can do, but it is more complicated and generates more burden on managers.

#### International Marketing Strategy and Its Standardization/Adaptation Process

The great influence of globalization within the economy has caused internationalization and globalization of businesses (Rundh, 2003). As a result of globalization, both opportunities, due to emergence of global markets and new resources in foreign countries, and threats, due to increasing global competitive powers of international players, have increased for domestic players. So companies must internationalize their businesses to enjoy these opportunities and to deal with

the negative effects of external threats. Rundh (2003) argues that when the home market provides limited opportunities to a company, it might be necessary for expansion into global markets for that company. With the rise of the global markets, companies will have to compete with international corporations from different markets, which have capacity to offer best products in the world and in recent years companies have developed their international activities more. Therefore, each company must understand marketing in the international arena better and should assess their international marketing strategy's risks and opportunities wisely (Crick and Chaudhry, 2006). The international marketing can be defined as the activities carried out by the company to relate its foreign markets and major ones of these activities are market research, product development and management, distribution, pricing and promotion (Terpstra, 1983). These activities were discussed above for domestic marketing strategies and they are completely similar for international marketing strategy.

The degree to which companies' international marketing strategy can be standardized or adapted is one of the major debates in international marketing literature (Çavusgil et al., 1993; Jain, 1989; Levitt, 1983). Although the issue of standardization was first discussed by Elinder (1961) for international advertising, the discussion has been extended to entire marketing program by Buzzell (1968). Standardization of marketing strategy has two means; first one is applying same marketing strategy in all markets (Samie and Roth, 1992) and second one is applying domestic marketing strategy in foreign markets too (Cavusgil et al. , 1993). Buzzell (1968) states that total standardization of marketing program is offering identical products, promotions, distribution systems and prices in each markets. The total standardization perspective stresses the homogenization of markets, buyer behavior

and benefits of standardization (Zou et al., 1997). Levitt (1983) argues that proponents of standardization approach see the globalization trends as the driving forces behind greater market similarity, technologic uniformity and convergence of consumer's needs, tastes and preferences.

There are both positive and negative aspects of standardization of international marketing strategy. Cost savings, consistency with customers, improved planning and distribution, and greater control across national markets are basic benefits of standardization of international marketing strategy (Buzzell, 1968). Levitt (1983) argues that markets all around the world have become homogenized with the effects of advanced technologies in communication and transportation systems and this homogenization has led to emergence of global consumers, who demand high-quality product at low prices, in each national market around the globe. Therefore, Levitt (1983) claims that standardization of products and marketing strategy facilitates economies of scale in production and marketing, and companies pursuing standardization can be more successful in global market. In addition, Douglas and Craig (1986) assert that standardized marketing strategy contributes to presentation of a consistent corporate image across countries and reduces managerial complexity due to better coordination and control of international operations.

However, there are also some drawbacks of the standardization strategy. According to Douglas and Wind (1987), one of the major drawbacks of standardization is that standardization indicates a product orientation by focusing only standardization of products, rather than a market orientation by ignoring what the different needs of each market are. The product orientation is likely to failure (Cateora, 1993), since the company emphasizing product costs can be blinded about preferences and needs of the customer across national markets and cannot be strong

against competitive attacks in individual foreign markets (Cavusgil and Zou, 1994). Also the standardization strategy faces internal and external constraints (Zou et al., 1997). Internally, the company's worldwide network of operation may be incompatible with the standardized marketing strategy, and moving quickly towards standardization can lead the disruption of established operations and the loss of key assets and managerial skills of the company (Douglas and Wind, 1987). Moreover, standardization might come across resistance from local subsidiary management (Ohmae, 1989) and the conflict negatively affects the standardized marketing strategy (Zou et al., 1997).

Externally, the standardized international marketing strategy is subject to different government regulations and diverse marketing infrastructures in different national markets (Zou and Cavusgil, 1996). The standardized international marketing strategy might not be compatible with government regulations and marketing infrastructure of individual markets, especially environmental regulations, local content requirements and product safety standards are basic external challenges toward the standardized international marketing strategy (Cavusgil et al., 1993). Cultural differences are other basic external constraints to standardization (Zou et al., 1997), since marketers must be aware of and sensitive to the diverse cultures in foreign markets to survive and make money in international market (Cateora, 1993). A standardized international marketing strategy is only successful in markets, where cultural differences are not significant (Zou et al., 1997).

Adaptation of marketing strategy means the adaptation of product, price, promotion and distribution (marketing mix) strategies as the degree to which product, price, promotion and distribution strategies differs between domestic and foreign markets (Lages and Montgomery, 2004). The total adaptation perspective

emphasizes the persistent differences between nations and the competitive and regulatory necessities to adapt marketing strategy to individual markets (Zou et al., 1997). According to Leonidou et al. (2002) adaptation of marketing mix strategies to foreign markets has positive effect on performance. Lages and Melewar (2000) state that there is no single empirical study has analyzed the reverse relationship between marketing strategy adaptation and performance. Moreover, Kotler (1996) asserts that if a company standardize its marketing strategy, although it may achieve lower production costs, there will always be some competitors that offer what customers wants with its adapted marketing strategy. Since adaptation of marketing strategy differentiates offerings of a company from ones of its competitor's (Hill and Still, 1984). Advocates of the adaptation approach claim that, though there is a globalization trend all around the globe, the differences between consumer needs, use conditions, commercial infrastructure, culture, laws and regulations, purchasing power and technological development of different markets are still too great (Terpstra and Sarathy, 2000). Especially, they criticize standardization as a kind of marketing myopia, since it oversimplifies the reality and is contradicting to the marketing concept (Douglas and Wind, 1987). In addition, Douglas and Wind (1987) argue that if a firm has more international experience, it is more likely that standardization will not give the optimal performance of that firm. An internationally experienced firm knows the environmental differences in different markets and is competent to select the right kind of marketing strategy for each market (Çavuşgil and Zou, 1994).

However, recent studies on standardization/adaptation of international marketing strategy mostly support contingency perspective of international marketing (Zou et al., 1997). Contingency perspective argues that standardization

and adaptation should not be seen in isolation from each other, rather standardization and adaptation should be viewed as two poles of the same continuum (Jain, 1989). It also suggests that the decision to standardize or adapt the international marketing strategy is situation specific, and the appropriateness of the selected level of strategy standardization or adaptation should be evaluated on the basis of impact on company performance in a specific market at a specific time (Quelch and Hoff, 1986).

Cavusgil et al. (1993) proposes that the degree of product or promotion adaptation is influenced by company characteristics, product and industry characteristics, and foreign market characteristics. Therefore, the basic challenge for managers of international companies about the issue of standardization/adaptation of marketing strategy is to determine which specific strategy elements are feasible to standardize or adapt, to what degree and under what conditions. Since the decision on standardization or adaptation of marketing strategy in specific foreign market directly affects performance of the company in that market.

#### Entry Modes in International Marketing

Entry mode is another significant strategic issue and it is greatly discussed in international marketing literature (Chang and Rosenzweig, 2001), since decision on entry modes directly affects international marketing strategies of companies. Root (1987) argues that entry mode selection is very important strategic decision, because it involves resource commitments and company's initial choice of a particular mode is difficult to change without loss of time and money. There are four common modes of foreign market entry, which are sole venture (foreign direct investment), joint venture, licensing and exporting (Agarwal and Ramaswami, 1992).

Conventionally, foreign direct investment is viewed as an attempt to exploit firm-specific assets in a foreign market (Caves, 1971; Hymer, 1960). Foreign direct

investment is chosen as a foreign entry strategy for several reasons; these are acquiring raw materials in foreign market, operating in lower manufacturing costs, avoiding tariff barriers, satisfying requirements of people in foreign market, and penetrating foreign market (Johansson, 2005). Especially, when transaction cost of exploiting firm-specific assets through a market arrangement are high, companies choose to internalize the market transaction through foreign direct investment (Buckley and Casson, 1976). The mode of foreign direct investment can be achieved in two ways; first one is through greenfield investment, which represents setting up a new plant or other establishment from scratch, and second one is through acquisition, which represents the purchase of a local firm (Chang and Rosenzweig, 2001). The foreign direct investment (FDI) mode is a high investment and consequently high risk/return alternative in entry modes and it requires the longest time to establish and greatest know-how (Chang and Rosenzweig, 2001); however, it provides high degree of control to the investing company in foreign market (Agarwal and Ramaswami, 1992). Chang and Rosenzweig (2001) define FDI as investment that involves ownership and presents effective management control.

Johanson and Vahlne (1977) state that with increased experience, companies perceive less uncertainty and become more confident of their abilities to correctly estimate risk/return and manage foreign operations, so they tend to enter in a foreign market with foreign direct investment mode. In addition, Anderson and Gatignon (1986) assert that entry by full ownership is positively related to intangible assets. Chang and Rosenzweig (2001) argue that it has been hypothesized that the higher the proprietary content of intangible assets, the more a company will favor full ownership entry mode, because having less control on your intangible assets in foreign market may generate risks of free riding or other opportunistic behaviors of

your partner. Moreover, greater R&D intensity increases the possibility of entry by greenfield investment rather than by acquisition (Hennart and Park, 1993), since companies, having superior organizational and technical expertise, mostly prefer greenfield investment to install their superior managerial practices from the outset (Chang and Rosensweig, 2001). Cultural difference between host and home countries also plays role on decision about foreign direct investment entry mode (Kogut and Singh, 1988). High cultural differences between host and home countries increases level of risk and leads firms to choose less risky entry modes rather than FDI (Kogut and Singh, 1988).

Choice of location is very significant issue in FDI mode of entry, since choice of location directly affects success of FDI with location advantages that maximizes the value of the firm-specific assets (Caves, 1971). One of these location advantages is the existence of resources in the host country. These resources can be market opportunities, natural resources, labor, capital, technology, and other strategic assets which are necessary for the investor company's long term survival (Chen and Chen, 1998). As well, one view interprets FDI as an attempt to access external resources in order to compensate the weakness of investor (Chen and Chen, 1998). Strategic linkage theory perceives FDI as an attempt to link some strategic resources which the investor is lacking in its domestic market, but which are available in a foreign country (Nohria and Garcia-Pont, 1991). In this theory, linkage via FDI is considered as a strategic action that improves, maintains and renovates the investor's competitiveness in globalized market (Chen and Chen, 1998).

Joint venture mode of entry is a contractual arrangement that creates a separate entity in which founder firms hold ownership interests under certain conditions that are indicated by a legal document (Murray and Siehl, 1989). Bleeke

and Ernst (1993) state that joint venture provide opportunities to companies to rapidly expand their geographical market, to create economies of scale, to reduce risks, to learn new skills and technologies from the partner company, and to facilitate effective resource sharing with partners in foreign countries. The joint venture mode entails relatively lower investment and allocates risk, return and control equally to the extent of equity participation of the investing firm (Agarwal and Ramaswami, 1992), but it may raises risk of thorny issues of managing a partner whose interests may diverge in long run (Chang and Rosenzweig, 2001). Although the joint venture entry mode provides some benefits to companies in their entry to foreign markets, it is highly unstable (Blodgett, 1992). The dissolution rate of joint ventures is about 50 percent (Harrigan, 1988). However, Bleeke and Ernst (1993) claim that joint ventures are not predestined to fail; proper design and coordination in a joint venture facilitate its success and stability in the long run.

Buckley and Casson (1996) summarize the conditions encouraging international joint ventures as (1) the possession of complementary assets; (2) opportunities for collusion; (3) economic, financial, legal or political barriers to full integration. According to Hennart (1991) firms mostly choose joint venture entry mode strategy when they need to combine with local firms' intermediate inputs (e.g., industry specific knowledge, market knowledge and access to distribution network and resources) in foreign markets. Although joint ventures had been used as tools to exploit peripheral markets or technologies in the past (Geringer and Hebert, 1991), in recent years joint ventures have been perceived as critical elements of an organization's business network, as strategic weapons for competing within a company's core markets and technologies (Harrigan, 1987). Johansson (2004) argue that joint venture involves the transfer of technology, capital, know-how and man

power from a foreign partner company to a local one, whose main contribution to joint venture is expertise and understanding of the local market. The transfer of technology and know-how is the main problematic area in a joint venture agreement, since companies mostly do not want to share their core skills with their partners in consideration of that the partner company may turn into a strong competitor when joint venture agreement breaks down or ends (Murray and Siehl, 1989). Park and Ungson (1997) state that a joint venture agreement is not expected to continue indefinitely, and so the instability of any joint venture can be considered as its expected duration. However, Porter (1987) argues that dissolution does not occur unless the joint venture is not financially viable. And dissolution might also be the result of intangible problems such as loss of reputation (Park and Ungson, 1997).

To have a successful joint venture entry and accordingly winning international marketing strategy, companies need to understand sharing ownership with a partner whose interests partially overlap with their own (Shenkar and Zeira, 1987). Johanson and Vahlne (1977) state that companies expand gradually from their domestic market into distant places, and this gradual expansion is called as internationalization process. During internationalization process companies try to bridge the distance to the host cultures to be successful in these markets (Barkema et al., 1997). Luostarinen (1980; 131-132) defines cultural distance as “the sum of factors creating, on the one hand, a need for knowledge, and on the other hand, barriers to knowledge flow and hence also for other flows between the home and the target countries”. Hofstede (1980) articulates that different national cultures represent different attitudes, values and beliefs that find their materialization in distinct business cultures, styles and practices. The companies that can minimize cultural distance to the host markets establish successful joint venture entry, since

cultural distance prevents applicability of foreign investor's competencies in host culture (Johanson and Vahlne, 1977).

The licensing refers to offering a company's know-how or other intangible assets to a foreign firm for a fee, royalty or other types of payment (Johansson, 2004). Licensing grants control over operations and strategy to the licensee in foreign market in exchange for a payment (Hill et al., 1990). The licensing mode is a low investment and provides low pecuniary risk, return and control to the licensing firm (Agarwal and Ramaswami, 1992). In case of licensing, the licensee accept most of the costs of opening up and serving the foreign market and licensee owns all the revenue generating assets, so resource commitment of licensor is low and it is limited with personnel involving in training licensees (Hill et al., 1990). However, dissemination of know-how is the significant risk for a licensor. If a MNC makes a licensing agreement with a local enterprise and grants its firm specific know-how to manufacture or to market a product or service, there exists significant risk of the licensee and its employees disseminating that know-how or using it for other purposes than specified in the licensing agreement (Hill and Kim, 1988). MNCs do not want to see their firm specific know-how disseminated, because that would decrease the rents that could be earned from the know-how (Hill et al., 1990).

To achieve global business strategic motivation, tight coordination across global business units of a company should exists (Porter, 1986). Hedlund (1986) claims that tight coordination is necessary for efficient and effective global strategic motivation of companies, especially if its implementation requires business units to sacrifice its yields for the benefit of overall company. However, achieving this coordination is difficult under conditions of licensing and joint venture (Porter and Fuller, 1986), since a license agreement or a joint venture link a foreign entrant to a

local firm, which may have different strategic motivation than that of licensor firm (Kim and Hwang, 1992).

Exporting is a strategic response to competitive structures founded upon a company's resources and environment in the international arena (Çavuşgil and Zou, 1994). Export marketing strategy of firms has direct effect on their internationalization performance (Christensen et al., 1987), since it is one of the key factors effecting export performance of a firm (Çavuşgil and Zou, 1994). Moreover, formal planning of export marketing strategy of a firm decreases uncertainty in its exporting performance (Aaby and Slater, 1989). However, export performance of an organization is not only about economic units such as profits, sales or costs, but it may also be related to market expansion, competitive response, gaining a foothold in foreign markets, and increasing the reputation of firm or product, therefore, those kind of strategic objectives underlying export marketing strategies give good insights to measure export performance of a business unit (Cavusgil and Zou, 1994).

According to Çavuşgil and Zou (1994) export marketing strategy engages all aspects of conventional marketing mix that are product, price, promotion and place. Export product strategy is the degree that a firm standardizes or adapts its product for different markets (Lee and Griffith, 2004) and adaptation of the export product to target market increases chance of success for the exporting firm (Cavusgil and Zou, 1994). Export pricing strategy refers standardization and adaptation of international pricing policies (Lee and Griffith, 2004). However, adaptation of pricing allows firm to adjust prices according to local competitive environments and enhances ability of the firm to position itself in the market (Christensen et al., 1987). Export channel strategy can be classified as direct and indirect; exporters sell their product to an importer or buyer located in a foreign country in direct channel, or exporters may

engage a middleman to market their products in foreign countries in indirect channel system (Lee and Griffith, 2004). Export promotion strategy refers the degree to which exporter uses promotions in different foreign markets (Lee and Griffith, 2004). Moreover, advertising and trade promotion are two basic examples of promotion tools that are used in overseas markets to increase export volume (Lee and Griffith, 2004; Rosson and Ford, 1982).

In export marketing, the appropriate assets and skills of an organization consists of international experience (Douglas and Craig, 1989), size advantages (Reid, 1982), extent of international business involvement, and resources for export development (Terpstra,1987). Environmental, industrial and market characteristics affecting export marketing strategy decisions can be; extent of competition (Christensen et al., 1987), the legal and regulatory policies of destination countries (Contractor, 1990; Blodgett, 1991), availability of distribution and communication channels (Blodgett, 1991; Ganitsky et al. 1991), familiarity with the product in destination, cultural similarity to home market and brand familiarity (Çavuşgil and Zou, 1994). Additionally, technology intensiveness within industry must be considered as a relevant factor effecting export marketing strategy decision (Jain, 1989). Exporting mode is chosen by companies which have lower levels of ownership advantages, since this entry mode provides a company with operational control, lacks in providing marketing control that may be essential for market seeking companies (Agarwal and Ramaswami, 1992).

## National Innovativeness

Culture is an important factor affecting creativity and innovation processes in companies (Westwood and Low, 2003). The national innovative capacity is the ability of a nation to produce and commercialize new technologies over the long term (Furman et al., 2002). However, less attention has been given to creative climate and innovativeness at national or regional level (Bavec, 2009).

### Role of Culture on Innovativeness

Study of Zain et al. (2003) examines two subsidiaries of a Germany based multinational company, which are located in Germany and Malaysia. Although two subsidiaries were operated with the same organizational and managerial rules, the German subsidiary indicated higher level of creative climate and innovativeness than the Malaysian subsidiary did. The study concludes that the reason of the difference in innovativeness level between subsidiaries is that the subsidiaries operated in different national and cultural environments (Zain et al., 2003). Therefore, creativity of individuals, living in a certain culture, has direct positive relation with creativity level of an organization they work for.

### Determinants of National Innovativeness and Its Measurement

The level of national innovative capacity depends on the strength of a country's common innovation infrastructure, the conditions for innovation in a country's industrial clusters, and the power of linkage between these two (Bavec, 2009). Furman et al. (2002) clarifies that strong common innovation infrastructure, innovation environments in a nation's industrial clusters, and the strength of the linkage between common innovation infrastructure and specific clusters are factors affecting national innovative capacity. Strong common innovation infrastructure comprises country's overall science and technology policy environment, mechanism

supporting basic research and higher education, and cumulative stock of technological knowledge (Furman et al., 2002). Innovation environments present in a nation's industrial clusters is the degree of competition of firms on innovation in microeconomic environment of a country (Furman, et al., 2002). And the strength of the linkage between common innovation infrastructure and specific clusters is the support of specific clusters such as universities, funding sources, and union of industries on innovation infrastructure (Furman, et al., 2002). In addition, innovation environment in industrial clusters depends on certain key drivers; these are availability of high-quality and specialized innovation inputs such as scientists and engineers, the degree to which the local competitive environment is both extreme and rewards successful innovations, the nature of domestic demand for cluster producers and services, and availability, density and interconnectedness of vertically and horizontally related industries (Porter, 1990). And each of these drivers associated positively with innovation environment in industrial clusters (Porter, 1990). In more general terms, Furman et al. (2002) argues that innovative capacity depends on the overall technological sophistication of an economy, labor force of that economy, and investments and policy choices of private and public sectors. In addition, although it is an oversimplified study on national innovativeness, the study of Lee (1990) defined national innovativeness by four variables; GNP per capita, the ratio of manufacturing and service sectors to total GNP, the number of scientists and engineers per population and literacy rate.

To measure innovative capacity of a nation, European Innovation Scoreboard is a good tool, which assesses innovation performance of all EU member states annually in a comparative manner (Bavec, 2009). European Innovation Scoreboard includes Summary Innovation Index, which consists of 25 indicators grouped into

five categories; innovation drivers, knowledge creation, innovation & entrepreneurship, applications, and intellectual property (Bavec, 2009).

## CHAPTER 3

### RESEARCH DESIGN AND METHODOLOGY

In research design and methodology, the theoretical framework of this study was constructed according to ideas obtained from studies that were discussed in literature review part of the study. In addition, design of questionnaire and sampling methods were discussed.

#### Proposed Model and Research Hypotheses

In literature review of marketing strategy and its creativity, the most interesting point was the organizational factors that make marketing strategy creative- meaningful and novel and their antecedents. Therefore, the theoretical framework (Figure 1) of this study focuses on creativity of marketing strategy, its organizational reasons and antecedents of these organizational factors. In literature there are two significant organizational factors increasing creativity in marketing; these are market orientation approach and organizational creativity. This study aims to clarify relations between organizational creativity, which is collective creativity of individuals working in an organization, market orientation approach of organization, and creativity of marketing strategy. Briefly, the study anticipates that market orientation approach of a company and its organizational creativity increases meaningfulness and novelty of company's marketing strategy, leading to a better company performance. To clarify organizational creativity and market orientation better the study also focuses on organizational antecedents of these two constructs, since organizational antecedents of creativity and market orientation will give better idea about how these two coexist within a company.

Antecedents of market orientation are greatly inspired from the studies of Kohli and Jaworski (1990) and Jaworski and Kohli (1993). These two studies clearly define antecedents and clarify the relation between market orientation and its antecedents. Some antecedents positively influence market orientations and some influences negatively. Consistent with Kohli and Jaworski (1990), this study considers that market orientation approach consists of intelligence generation from market, intelligence dissemination among departments of a company, and responsiveness toward the generated and shared information. Market intelligence refers to information about exogenous factors affecting customers' needs and preferences. Market orientation is generation of this intelligence, dissemination of it among departments of a company and response of that the company to this generated and disseminated information. Also three behavioral pillars of market orientation, which are customer orientation, competitor orientation and cross-functional coordination, are all engaged with market intelligence generation, intelligence dissemination and responsiveness of a company (Narver and Slater, 1990). Therefore, existence of these three components together in a company refers that company is market oriented; lack of any of these pillars inhibits a company to be market oriented.

The first antecedent of market orientation is attitudes of top managements. Under the concept of attitudes of top management there are two variables which are emphasis of top management on market orientation and risk aversion of managers. The emphasis of top managements on market orientation indicates the importance given by top managers to market orientation and it is significant to shape style of work of employees and to canalize their actions in line with manager's directions. Felton (1959) claims that top managers play a crucial role in shaping an

organization's values and orientation. Jaworski and Kohli (1993) assert that emphasis of top management on market orientation encourages employees to gather market intelligence, to disseminate this intelligence among departments and to respond changing customer needs and market conditions. However, risk aversion of top managers signifies hesitation of managers to take risky decisions. Risk averse managers do not want to respond aggressively to changing customer needs and market conditions by introducing new products, services and marketing programs, since these introductions carry some risks of failure (Jaworski and Kohli, 1993). The risk aversion of top managers influences ideas of individuals within a company about taking risks, and individuals such as junior managers and lower employees try to act like their managers do against the risky situations. So, the company as a whole, with its top managers and other individuals working in it, acts as managers do in following changing market conditions and customer needs and this reflect market orientation approach of the company. Therefore:

H<sub>1</sub>: Emphasis of top management on market orientation increases existence of (1) market intelligence generation, (2) intelligence dissemination and (3) responsiveness within a company.

H<sub>2</sub>: Risk aversion of top managers decreases existence of (1) market intelligence generation, (2) intelligence dissemination and (3) responsiveness within a company.

The second set of antecedents is interdepartmental dynamics, which is discussed under two titles in this study. First one is the interdepartmental conflict, which means tension among departments emerging from difference between actual and desired responses of departments (Gaski, 1984). The interdepartmental conflict prevents communication among departments (Ruekert and Walker, 1987), so it

prevents collective work among them. As a result, it hinders dissemination of market knowledge among departments and limits collective market orientation approach of a company (Felton, 1959). And this tension among departments prevents determined response by the departments to market needs (Jaworski and Kohli, 1993). However, this study does not expect any affect of interdepartmental conflict on intelligence generation, since Jaworski and Kohli, (1993) prove that this tension does not affect information acquisition process in a certain department. So:

H<sub>3</sub>: Interdepartmental conflict negatively influences existence of (1) intelligence dissemination and (2) responsiveness within a company.

On the other hand, interdepartmental connectedness, which is the degree of direct contact among employees across departments, facilitates communication between departments and makes their collective work more productive (Jaworski and Kohli, 1993). It supports communication of market intelligence among departments and their collective response to this market intelligence within a company. As expected in the interdepartmental conflict, the study does not anticipate any affect of interdepartmental connectedness on intelligence generation in line with the study of Jaworski and Kohli (1993). Therefore:

H<sub>4</sub>: Interdepartmental connectedness positively influences existence of (1) intelligence dissemination and (2) responsiveness within a company.

Another antecedent of market orientation is the organizational system, which consists of three variables that are formalization, centralization and departmentalization. Formalization means the extent to which an organization clearly defines roles, responsibilities, and performance standards (Barker, 2010). Centralization is the inverse of the amount of decision making authority delegation throughout the organization (Aiken and Hage, 1968). And departmentalization refers to the number

of departments into which activities in organization are segregated and compartmentalized (Jaworski and Kohli, 1993). Stampf (1978) argues that centralization and formalization prevents an organization's responsiveness to market intelligence and Zaltman et al. (1973) state that formalization and centralization are inhibitors of information utilization, which corresponds to designing programs in response to intelligence gathered from market. While high formalization drives decision of an individual through a determinate direction, centralization prevents individuals to make their own individual decisions. So high formalization and centralization create an authoritative atmosphere within a company and prevent generation of the novel ideas from individuals within the company. Jaworski and Kohli (1993) argue market orientation engages doing something new and novel in response to changing market conditions. This means that formalization and centralization inhibit market orientation approach in an organization by creating an authoritative atmosphere within novel and innovative ideas generation. However, departmentalization creates segregated departments within a company and Levitt (1969) discusses that this segregation breaks communication within that company. Without good communication within a company it is impossible to disseminate market information among departments (Jaworski and Kohli, 1993). As a result of inadequate information dissemination, responsiveness of the organization to market intelligence cannot occur. However, departmentalization does not have any effect on market intelligence generation (Jaworski and Kohli, 1993). Therefore:

H<sub>5</sub>: Formalization negatively influences existence of (1) market intelligence generation, (2) intelligence dissemination and (3) responsiveness within a company.

H<sub>6</sub>: Centralization negatively influences existence of (1) market intelligence generation, (2) intelligence dissemination and (3) responsiveness within a company.

H<sub>7</sub>: Departmentalization negatively influences existence of (1) intelligence dissemination and (2) responsiveness within a company.

Another antecedent of market orientation is reward systems, which indicate how individuals are evaluated and rewarded within a company (Webster, 1988). Jaworski and Kohli (1993) states that reward systems are business instruments, used by organizations, to shape individuals behavior according to expectations of organizations. Webster (1988) argues that if managers evaluate employees on the basis of short term profitability and sales by neglecting customer satisfaction and market factors, employees do not work on to be market oriented and market focused, they just try to increase short term sales and profits. So the model of this study claims that if managers evaluate and reward employees on the basis of market based factors, employees desire to work according to market orientation approach and the company become more market oriented since this approach is totally founded on market based factors. Hence:

H<sub>8</sub>: Relying on market-based factors for evaluating and rewarding employees positively influences existence of (1) market intelligence generation, (2) intelligence dissemination and (3) responsiveness within a company.

Creativity within an organization is another significant variable, which influences the marketing program of an organization, and existence of organizational creativity depends on certain antecedents within the organization. In this study, there are five basic work environment antecedents of organizational creativity, which are encouragement of creativity, autonomy or freedom, resource, pressure, and organizational impediments. Antecedents of organizational creativity are greatly inspired from the study of Amabile et al. (1996). The first antecedent is encouragement of creativity, which means support of invention and expansion of

new and novel ideas in an organization. Encouragement of creativity can be seen through organizational encouragement, supervisory encouragement, and work group supports (Amabile et al., 1996) that are discussed in detail in literature review part of the study. While organizational encouragement is the support given to creative ideas of individuals by organizational culture, supervisory encouragement is the support of managers to creativity and work group encouragement is the support to creativity of individuals given by groups in which individuals are working (Amabile et al., 1996). So encouragement of creativity increases possibility of creativity generation within an organization. Therefore;

H<sub>9</sub>: Organizational encouragement of creativity positively influences existence of organizational creativity within an organization.

H<sub>10</sub>: Supervisory encouragement of creativity positively influences existence of organizational creativity within an organization.

H<sub>11</sub>: Work group encouragement of creativity positively influences existence of organizational creativity within an organization.

Another antecedent of organizational creativity is autonomy or freedom, indicating how much self-government individuals have in their work. Creativity of individuals' work within an organization increases, when they feel a sense of control over their own work and ideas (Bailyn, 1985) and when individuals perceive themselves to have a choice in how to do their own job (Amabile and Gitomer, 1964). Individuals try to provide more creative and novel solutions for problems by adding their creativity freely, when they have freedom and autonomy on their tasks. So this study anticipates a positive relation between autonomy/freedom and creativity. Therefore;

H<sub>12</sub>: Autonomy/freedom that individuals have positively influences existence of organizational creativity within an organization.

Resources, another antecedent of organizational creativity, designate how much sources individuals enjoy with for a certain project of an organization. Sufficiency of resources significantly affects creativity of individuals, since lack of necessary resources for any project may lead employees to think that the project is unimportant and they do not believe intrinsic value of the project in which they work for (Amabile et al., 1996). Therefore, they do not want to think about the project and do not employ their creativity to achieve that project. Therefore;

H<sub>13</sub>: Sufficient resources given to a project positively influence existence of organizational creativity within an organization.

Pressures stand for load on an individual working in an organization. The pressure can be seen in two ways; one is excessive work load and the other is challenge (Amabile, 1988). While extreme pressure weakens creativity of individuals as not allowing them to focus on certain subjects and make their best on these determined works, challenge, in the form of some degree of pressure, has positive effect on creativity of individuals by encouraging them to think about problems from a different perspective. Therefore;

H<sub>14</sub>: Challenging pressures positively influence existence of organizational creativity within an organization.

H<sub>15</sub>: Workload pressure negatively influence existence of organizational creativity within an organization.

Organizational impediments are the antecedents limiting creativity in an organization and they are the products of organizational structure like internal strife, conservatism, and formal management structures (Kimberly, 1981). Since each of

these factors enforces some control over individuals and as a result intrinsic motivation of individuals decrease due to autonomy over them (Amabile, 1988).

Therefore;

H<sub>16</sub>: Organizational impediments negatively influence existence of organizational creativity within an organization.

Another significant antecedent of organizational creativity is national innovativeness, which indicates different creativity levels in different cultures/countries. It tries to explain that each culture has its own unique dynamics and these dynamics directly influence creativity of its individuals and accordingly organizational creativity in this culture. While some cultures positively affect creativity of individuals, some cultures limits improvement of individuals' creativity. However, national innovativeness is a wide subject, so it is beyond the scope of this study and is not assessed as a variable in this study.

This study considered creativity as a two dimensional variable. These dimensions are meaningfulness and novelty (Amabile, 1983). Customers assess creativity of a product or service by looking at its appropriateness to their needs and its novelty among similar products or services in the market (Andrews and Smith, 1996). Therefore a product, service or a program is counted as creative if it carries meaningful and novel characteristics for customers.

In the model, meaningfulness of an output means its appropriateness to customers' preferences and needs and it is influenced by market orientation approach of a company. So generation of the intelligence about customers' need and preferences and dissemination of this intelligence through departments is vital for a company to respond meaningfully towards what customers expect from a product or service or an output. Companies gathering this information from the market may use

it wisely in its marketing strategy making. Therefore, marketing strategy, which is communication of a company's product/service with customers, may be more meaningful to customers. As discussed above market orientation consists of three components, due to the fact that market orientation as a whole positively influences meaningfulness of a marketing strategy, this study expects similar relations between components of market orientation and meaningfulness. Therefore:

H<sub>17</sub>: Market orientation, which consists of intelligence generation (1), intelligence dissemination (2), and responsiveness (3), positively influences meaningfulness of marketing strategy.

Novelty of a company's output refers non-routine processes existing within the output and this study anticipates that novelty of an output is influenced from organizational creativity of the company. Organizational creativity provides unique thinking manner within an organization to solve business problems. With the increasing commoditization of knowledge and its high speed of diffusion, there is a shift from knowledge based processes toward creativity based processes (Erevelles et al., 2007). Companies began to see organizational creativity as the only way to differentiate the value created by them, since knowledge about creation of a certain value became easier to be reached by any company. Hence, organizational creativity influences uniqueness of values created by a company and this value can be a product, service or business process such as marketing strategy, which defines the delivery system of these. Therefore:

H<sub>18</sub>: Organizational creativity positively influences novelty of marketing strategy.

However, having a creative marketing strategy is only possible if it is designed properly. As it is discussed above, this study focuses on effect of market

orientation and organizational creativity on creativity of marketing strategy. But separation of marketing strategy making process from creativity of marketing strategy is meaningless, since the way to have a creative marketing strategy is possible if a company utilizes its market orientation approach and organizational creativity in marketing strategy making. According to Menon et al. (1999), a well designed marketing strategy should include certain components in its construction process. These components are situational analysis, comprehensiveness, emphasis on marketing assets and abilities, cross functional integration, communication quality, consensus commitment, and resource commitment. Each of these components contributes to the marketing strategy making process to end up with well organized and successful marketing strategy. Table 1 indicates definitions of these components. Although each of them discussed at the literature review part of this study, it may be useful to repeat their contributions to marketing strategy making. Situational analysis makes companies to be focused on both internal and external environments, which may affect success of their marketing strategy, by leading companies to make a SWOT analysis. By making SWOT analysis companies may be aware of internal weaknesses and strengths, and external opportunities and threats, so they build their marketing strategy accordingly. Comprehensiveness supports marketing strategy making by guiding companies to generate a wide range of strategy options, so companies may choose the best one out of these alternatives. Emphasis on marketing assets and capabilities makes companies are aware of their assets and capabilities and companies may take advantages of these by setting its marketing strategy accordingly. Cross-functional integration supports marketing team, which consists of people from different functional areas, by providing good coordination among them. Good coordination supports combination of right set of functional skills in marketing

Table 1- Definitions of Marketing Strategy Making Components

Situational analysis	Rational and systematic consideration of the company's SWOTs (strength and weaknesses of the company and opportunity and threat in market environment) in marketing strategy (Kohli and Jaworski, 1990)
Comprehensiveness	Systematic identification and vigilantly evaluation of multiple alternatives to chosen strategy (Frederickson, 1983)
Emphasis on marketing assets and capabilities	The historical and ongoing marketing-related processes, resources and skills on which marketing strategy is based on (Baharadwaj et al., 1993)
Cross-functional integration	The extent to which marketing strategy making group reflect the main organization, has sufficient representation from applicable functional areas and is well organized and coordinated (Ayers et al., 1997, Miller, 1987).
Communication quality	The nature and degree of quality of formal and informal communication during the strategy making process (Miller, 1987)
Resource commitment	Adequate level of people, time and money allocated to the marketing strategy making (Ramanujam et al., 1986)
Consensus commitment	The degree to which individuals in the strategy making team agree with the chosen strategy (Wooldridge and Floyd, 1989)

team to construct a well established marketing strategy. Contribution of communication quality is very explicit; it supplies good communication among marketing strategy making team and decreases misalignments among them. So, the team does not pay much attention to solve misunderstandings among them and use its time to work on marketing strategy making. Resource commitment supports marketing team by providing sufficient resources to them for their studies. Marketing team having necessary resources to construct marketing strategy is more likely to

establish well established marketing strategy. And the last component, consensus commitment, supports marketing strategy making by reducing uncertainty about the chosen marketing strategy among marketing team. Hence, marketing team agrees on the chosen strategy and works on it rather than work to remove uncertainties among the team. As a result, a marketing strategy which is the product of these components is called a well defined strategy (Menon et al., 1999).

Marketing strategy making can be considered as a moderating variable on relations between market orientation and meaningfulness of marketing strategy, and relations between organizational creativity and novelty of marketing strategy. Assessing marketing strategy making is beyond the scope of this study. However, this study gives significant insights for further studies on relation between marketing strategy making and creativity of marketing strategy.

As it is discussed above, this study considers creativity as two dimensional variable and these dimensions are meaningfulness and novelty. And each of these two dimensions are expected to support creativity in marketing strategy. Therefore:

H<sub>19</sub>: Meaningfulness of marketing strategy positively influences creativity of marketing strategy.

H<sub>20</sub>: Novelty of marketing strategy positively influences creativity of marketing strategy.

There are also other variables that may affect creativity of a marketing strategy. One group of them is situational factors, which are about formalization of marketing planning process, the degree of interaction between marketers and individuals in other departments, and the degree of time pressure on marketer (Andrews and Smith, 1996). Problem solving inputs and motivational factors are other variables that may affect creativity of marketing program (Andrews and Smith,

1996). While former refers personal information of marketer about the market, latter means motivation of the marketers who are working on marketing strategy.

However, this study focuses on how market orientation and organizational creativity affects creativity of marketing program by assuming the other variables are constant. Therefore, situational factors, motivational factors and problem solving inputs are out of the scope of this study and effect of these factors on creativity of marketing strategy were not measured in this study.

Creativity of marketing strategy has an effect on performance of marketing strategy of a company. Andrews and Smith (1996) states that creativity will affect market performance since it supplies a mechanism for differentiation. Creative marketing program is both meaningful and novel for customers and customers are more likely to buy the product or service that is communicated in more meaningful and novel ways than its rivals with its creative marketing program in the market. Also Bharadwaj et al. (1993) argues that differentiation, which comes from creativity, is an important route to market performance. Therefore:

H<sub>21</sub>: Creativity of marketing program positively influences marketing performance of company.

The theoretical framework and hypotheses above were constructed on the basis of international literature resources and the studies on these resources are based on foreign companies. However, this thesis is focusing on Turkish companies, which market their products in domestic and international markets, and their international marketing strategies. So compatibility of the theoretical framework and hypotheses, which were raised from studies conducted in foreign countries, to the Turkish companies and their international marketing strategies, was a significant dilemma. To eliminate this trouble and to ensure applicability of the theoretical framework to

international marketing activities of Turkish companies, in depth interviews were held with the managers of international Turkish companies and ideas of interviewees, who are top managers in marketing departments of companies, were asked about the relevant variables. Five interviews were held with five different companies; three of them are in FMCG sector, one of them is Turkey office of a multinational company in Textile sector, and one of them is in automotive sector. The reason of making in depth interview with Turkey office of a multinational company is to see the difference between consideration of a foreign multinational company and a Turkish company about market orientation, organizational creativity, international marketing strategy and relations between those three constructs.

After completing all interviews with companies, the results were as expected: variables and the nature/direction of the relation between variables of this study are perfectly agreed on by Turkish companies. Also the responses of interviewee working in multinational company do not diverge from responses of other interviewees. Additionally, Turkish companies see decentralization, managing international marketing activities locally in a specific market, as a positive antecedent of market orientation, since they believe that managing marketing activities in a foreign country by the people who know culture, language, and market rules of that country increases customer and competitor orientation in marketing activities. Therefore, decentralization was also included to antecedent of market orientation;

H<sub>22</sub>: Decentralization positively influences existence of (1) market intelligence generation, (2) intelligence dissemination and (3) responsiveness within a company.

In addition, Turkish companies believe significance of vision/mission of the company on international marketing activities and consider vision/mission as a significant antecedent of market orientation. Managers argued that if a vision/mission encourages employees to make their company an international player, employees attempt to create a market oriented international marketing strategy for their company since market orientation is seen as the only way to be an international player in international markets. They assert that market orientation approach is the basic rule for the companies that desire to increase their market share, brand recognition, sales, and value-added in international markets and to be an international player, because they argue that without market orientation international sales of a company cannot exceed pure exporting and exporting do not contribute much to raise market share, brand recognition, sales and value-added in international markets. They claim that pure exporting leads to lack of control of their goods in international markets, so lack of control may lead market position of companies' products toward undesirable directions. Therefore;

H<sub>23</sub>: Vision/mission of the company, mentioning to be an international player, positively influences existence of (1) market intelligence generation, (2) intelligence dissemination and (3) responsiveness within a company.

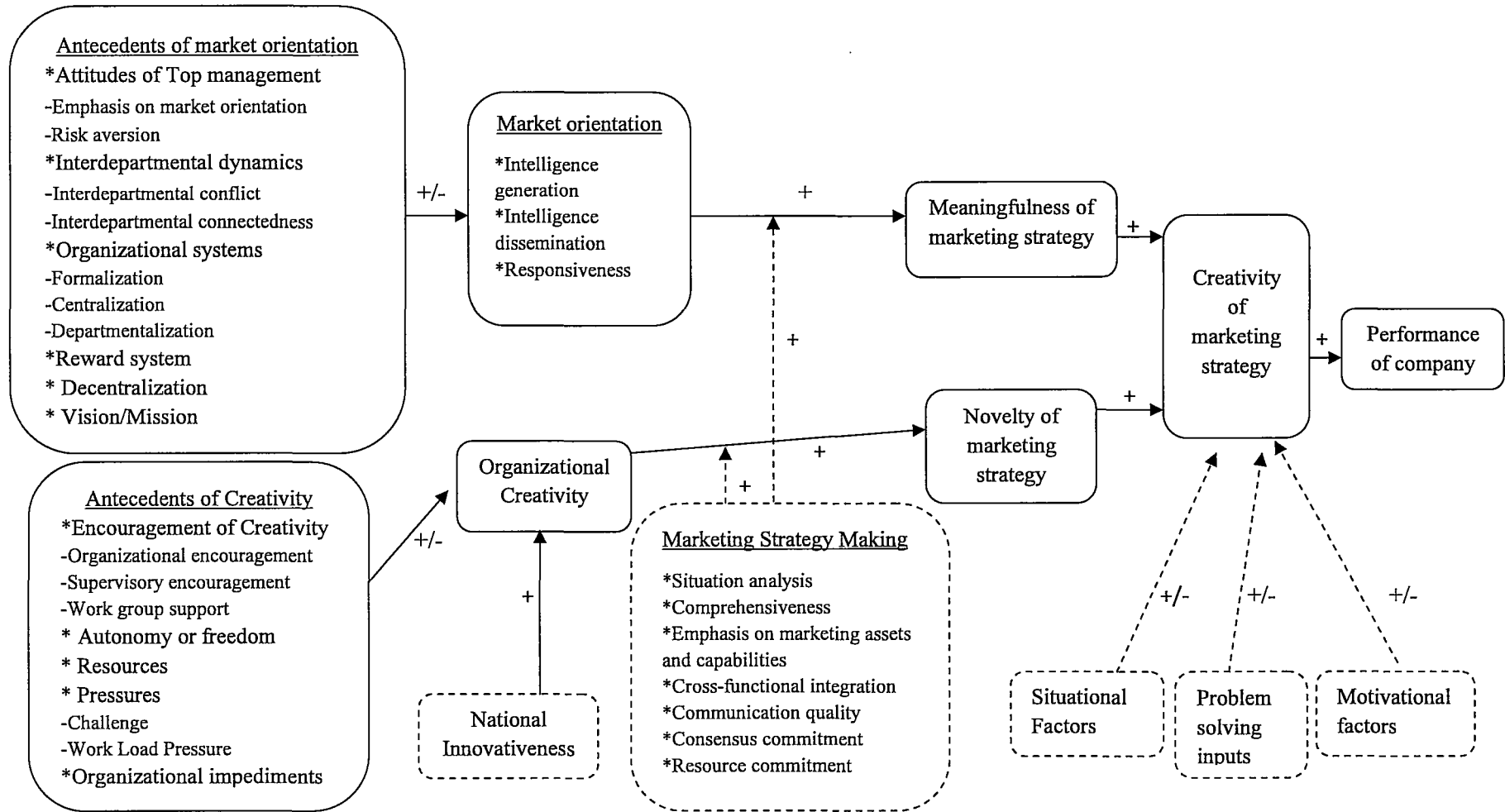


Figure 1- Theoretical framework

## Questionnaire Design

This study adapted existing scales to measure all constructs in theoretical framework except decentralization, vision/mission, performance of company and some questions about antecedents of organizational creativity. In addition, while all constructs except decentralization and vision/mission were included to theoretical framework from literature, decentralization and vision/mission were included to theoretical framework as results of interviews made with Turkish companies, which is the qualitative part of the study. Therefore, scales for decentralization and vision/mission were developed by following information given by interviewees. Also managers gave insights about how Turkish companies measure their marketing performances, so some additional scales were developed to measure companies' performance in line with the results of in depth interviews. The questions asked to interviewees during interviews are in Table 2.

Table 2 – Interview

### Questions

- 1) How do you plan international marketing strategy of the company? In this planning process, what are the most significant points for you?
- 2) What does creativity of a marketing strategy mean? How can you measure creativity of marketing strategy?
- 3) What are the factors that are affecting organizational creativity? Why?
- 4) During employment of a new individual in the company, do you apply any test measuring his or her creativity?
- 5) What do you do to increase creativity of new employees?
- 6) What can you say about creativity of international marketing strategy (4Ps) of the company? What are the reasons of creativity level of international marketing strategy?
- 7) How do you describe being market oriented? What can you say about market orientation of international marketing strategy?
- 8) What are the factors that make the company market oriented? What kind of studies do you employ to make the company market oriented?
- 9) How does the company collect market data?

Table 2 (Continued)

- 10) How many years has the company been market oriented in international markets? How much has market orientation influenced success of the company in international markets?
- 11) Which data do you mostly consider in planning process of international marketing strategy? How do those data influence success of the international marketing strategy?
- 12) Do you think the international marketing strategy successful? Which data do you use to measure success of the international marketing strategy?
- 13) What kind of measures do you use to assess success of the international marketing strategy?

The questionnaire of this study, in Appendix B, is made up 11 major parts, which are assessing the model of this study for Turkish companies. Respectively, these parts are creativity level, antecedents of market orientation (under the titles of attitudes of top managers, interdepartmental dynamics, organizational systems, vision/mission, management style and reward system in the questionnaire), antecedents of organizational creativity (under the titles of organizational environment, resources, creative environment parts in the questionnaire), market orientation (which is marketing approach in the questionnaire), organizational creativity (under the title of organizational creativity), meaningfulness, novelty and creativity of marketing strategy (under the title of general marketing strategy in the questionnaire), performance of the company, control variables (under the name of constructs /concept) and demographic questions (characteristics of respondents and companies).

The questionnaire begins with questions about creativity level, which were constructed by us to attract attention of respondents toward the questionnaire. At this part, ideas of respondents were asked about his/her creativity, creativity in the company they work, creativity in the industry they work and creativity of Turkish people. These four items were scored on 7-point scale ranging from 7 means “very creative” to 1 means “not creative at all”. In addition, one item about most creative

marketing strategy was asked to respondents in this part to get his/her idea about creativity of a marketing strategy.

In the part of market orientation (under the name of marketing approach in the questionnaire) and its organizational antecedents (under the name of attitudes of top managers, interdepartmental dynamics, organizational systems, vision/mission, management style and reward system in the questionnaire), the study of Jaworski and Kohli (1993) is the main reference point. So this study adopted Jaworski and Kohli's (1993) measure of market orientation and its organizational antecedents, 32 scale items were used to measure market orientation; of these 32 items, 10 items assess market intelligence generation, 8 items assess intelligence dissemination, 7 items assess design of the response to market intelligence and the remaining 7 items assess actual implementation of these response plans. 46 scale items were used to measure antecedents of market orientation; of these 46 scale items, 4 items measure top management's emphasis on market orientation, 6 items measure top management risk aversion, 6 items measure interdepartmental conflict, 5 items measure interdepartmental connectedness, 6 items measure formalization, 4 items measure centralization, 1 item measures departmentalization, 6 items measure reward system orientation, 5 items measure vision/mission of the company and 3 items measure decentralization of the company. The scale items of Jaworski and Kohli (1993) were scored on a 5-point scale ranging from 2 meaning "strongly agree" to -2 meaning "strongly disagree" except scale item of departmentalization, since the number of departments was the score to measure departmentalization. As it is discussed above, for the two additional organization antecedents of market orientation, which are decentralization and vision/mission, measures were developed and these measures

were also scored on a 5-point scale ranging from 2 “strongly agree” to -2 “strongly disagree”.

In the part of organizational creativity (under the title of organizational creativity) and its antecedents (under the name of organizational environment, resources, creative environment parts in the questionnaire), Amabile et al. (1996) provided great insights in construction of theoretical framework of this study. Although the study of Amabile et al. (1996) provides well structured measurement scale items, these items were not available in the sources that were examined, only one sample scale item is available for each construct. So sample scale items in Amabile et al. (1996) were adapted to this study, some additional scale items were developed in line with sample scale items and some scale items were adopted from other resources. To measure organizational creativity the sample scale item was adopted from Amabile et al. (1996), 3 scale items were adopted from Bharadwaj and Menon (2000) and 3 scale items were developed in line with sample scale item in study of Amabile et al. (2000). To measure organizational encouragement one sample scale item was adopted from Amabile et al. (1996), 5 additional scale items were developed according to the sample scale item and 5 scale items were adopted from the study of Moultrie and Young (2009). In assessing supervisory encouragement one sample scale item was adopted from Amabile et al. (1996), 4 scale items were developed consistent with the sample scale item, and 2 scale items were adopted from the study of Moultrie and Young (2009). To evaluate work group support one sample scale item was adopted from Amabile et al. (1996) and 5 scale items were developed in line with the sample scale item. In estimating autonomy/freedom one sample scale item was adopted from the study of Amabile et al. (1996), 1 scale item was developed according to sample item and 2 scale items

were adopted from Moultrie and Young (2009). To measure resources one sample scale item was adopted from Amabile et al. (1996), one scale item was developed consistent with the sample scale item, and 5 scale items were adopted from Moultrie and Young (2009). In assessing challenging work one sample scale item was adopted from Amabile et al. (1996), 1 scale item was developed similar to the sample scale item, and 2 scale items were adopted from Moultrie and Young (2009). To evaluate workload pressure one sample scale item was adopted from Amabile et al. (1996) and 2 scale items were developed in line with the sample scale item. In measuring organizational impediments one sample scale item was adopted from Amabile et al. (1996) and 6 scale items were developed consistent with the sample scale item. All these scale items about organizational creativity and antecedents that were discussed above, were scored on a 5-point scale ranging from 2 “strongly agree” to -2 “strongly disagree”.

Scale items, which were used in the study of Im and Workman (2004), were adapted for this study to measure meaningfulness of marketing strategy and novelty of marketing strategy (which are under the name of general marketing strategy in the questionnaire). Four scale items were adapted to assess meaningfulness of marketing strategy and 6 scale items were adapted to evaluate novelty of marketing strategy. As it was done above, 5-point scale ranging from 2 “strongly agree” to -2 “strongly disagree” was applied to score also scale items of meaningfulness and novelty of marketing strategy.

For the part of creativity of marketing strategy (under the name of general marketing strategy in the questionnaire), Im and Workman (2004) offers good scale items to measure creativity of marketing strategy. 4 scale items were adapted from study of Im and Workman (2004) to measure creativity of marketing strategy, 2

items were developed and these items were scored on 5-point scale ranging from 2 “strongly agree” to -2 “strongly disagree”. In assessing performance of company, wording of scale items in study of Im and Workman (2004) to measure market performance were changed to make them more consistent with this study. Three scale items were adopted by changing wording of them. In addition, 9 scale items about market growth rate, brand awareness, and sustainable growth were developed by following recommendations of interviewees in four Turkish companies to measure performance of marketing strategy. Like all other scale items, 5-point scale ranging from 2 “strongly agree” to -2 “strongly disagree” was used to score performance of marketing strategy.

After getting ideas of respondents about each construct of this study’s theoretical framework, overall evaluation of respondents about certain key constructs of the theoretical framework were asked by indicating name of the constructs apparently in each scale items. At this part, 11 scale items were asked to respondent and 7 point-scale ranging from 7 “definitely exists” 1 “does not exists at all” was used to score overall evaluation of respondents.

Lastly, in questionnaire some demographic questions were included about personal information and company information to see whether there is effect of personal traits and companies’ features on answers given for statements about all constructs of theoretical framework or not.

#### Data Collection

In this study two sampling frame (phase I and phase II) were constructed. Phase I was constructed for interviews, which were held to adapt the study to Turkish firms and it is qualitative part of the study. In this sampling frame, 5 companies were chosen, which are easy to contact, in automotive, textile, and FMCG sectors. Those

three sectors are in the top 5 consumer goods sectors of Turkey, which manufacture and market to international markets. These companies and sectors were accepted they represent convenient part of the Turkish companies, which manufacture and market goods to international markets, to get idea about Turkish companies. Therefore, convenience sampling method was used in phase I.

This study tries to explore effect of organizational creativity and market orientation approach of Turkish companies on their international marketing performance. So, it is decided that sample of this study should consists companies of Turkish origin, which manufacture their own products and sell them in international markets. Production process must exist in companies that are included in the sample, because market orientation approach is directly related with manufacturing process and it shapes manufacturing process by introducing market data to the company. In phase II, which is quantitative part of sampling, the study of TIM (Türkiye İhracatçılar Meclisi) about first 500 Turkey based companies according to their international sales volume in 2009 (Appendix C) was chosen as reference list for sampling. The report consists of Turkey based companies and lists them according to their sales volume in terms of U.S dollar to international markets. However, the report of TIM consists of local, foreign and joint venture firms. For the aim of this study, only local firms in the TIM's report were included in the sample. Hence, Turkish origin companies in TIM's report, which manufacture and market their products to international markets, were incorporated in the sample of this study.

Another significant filtering of this study on TIM's report is about sector selection. This study tries to clarify effects of market orientation on production process, which is response of company to generated and disseminated market intelligence about customers, competitors and market environment. So, the sectors,

that are manufacturing consumer goods, are chosen, since changes made in production process according to market data is more applicable and apparent in consumer goods sectors. In addition, export figures of Turkey in 2009 were also considered as significant data in selection of sector to have a reliable sampling frame. According to study of TIM about Turkey's export figures for product class in 2009 (Appendix D), the sectors (textile, automotive, electronic goods, FMCG including food and personal care goods, ceramic, and glass) which are chosen to include in the sample, comprised almost 47% of Turkey's total export in 2009. This percentage is large enough to represent Turkish manufacturing and exporting firms. So, the local Turkish firms, which manufacture and export goods, in report of TIM is filtered according to these sectors and companies in these 8 sectors were decided to be included in the sample. After all of these filtering on TIM's report (Figure 2), 30 companies were chosen out of the filtered list of companies and 10 questionnaires were sent to each company. Hence, in phase II judgement sample was used; the samples were handpicked from the filtered list, because it is believed that these companies serve the research purpose. In selection of sectors, also expert opinion was taken about selection of sectors.

In identifying key informants in participating firms, two marketing executives; one senior and one lower, and eight executives in different departments were preferred to see how different departments perceive marketing strategy of the company and to reduce method bias. Also the respondents were requested to refer to the formulation and implementation of a recent marketing strategy for which performance data were available to reduce bias.

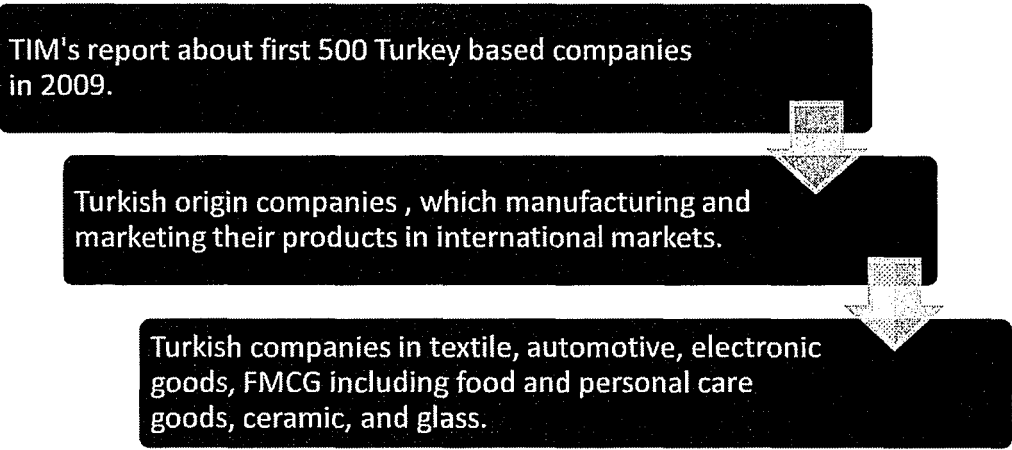


Figure 2- Sampling process chart for phase II on TIM's report

## CHAPTER 4

### ANALYSES AND RESULTS

119 completed questionnaires were received from 18 Turkish companies that are manufacturing and marketing their products in foreign markets. The response rate was about 40 percent. Responses from each industry, which were included in sampling process, were received.

After data was obtained from companies, it was entered in Statistical Package for the Social Sciences (SPSS) to analyze it. Briefly, the analyses began with the reliability analysis, which was done to check whether the scale items in questionnaire are reliable or not. Then, frequencies were deducted for demographic characteristics of companies and respondents. Following frequency analysis, descriptive analysis was executed to the data to have an idea about responses and Turkish companies' tendency toward international marketing. The descriptive analysis was followed by Pearson correlation tests. Next, T-test and ANOVA were applied to analyze how demographic characteristics of respondents and companies have effect on responses given by them for scale items of each construct. And lastly, multiple regression analysis was done to test hypothesis of this study.

#### Reliability Analysis

To analyze reliability of measurement scales of this study, it was necessary to reverse some scale items, since they were negatively worded items. Although most of the scales in the questionnaire were adapted from literature and tested for internal consistency, all scales' Cronbach's alpha coefficients were tested to see whether they are measuring same underlying constructs or not. The Cronbach's alpha coefficients of all scale items measuring a construct were above 0.7, which is the ideal value

(Nunnally, 1978), except scale items measuring top management's emphasis on market orientation, interdepartmental conflict, interdepartmental connectedness, decentralization, reward system, and response design. Therefore, some tests were applied to see which items should be removed from group of scales measuring those constructs to increase Cronbach's alpha coefficients of them. The test indicates that one item should be deleted from items measuring interdepartmental conflict, 2 items should be removed from scale measuring interdepartmental connectedness, one item should be removed from scale measuring reward system and one item should be removed from items measuring novelty of marketing strategy to make Cronbach's alpha coefficient of scales measuring interdepartmental conflict, interdepartmental connectedness, reward system and novelty of marketing strategy closer or above 0.7. In Table 3, Cronbach's alpha coefficients are the ones computed after items were removed. As it can be seen in the Table 3, only scale of decentralization has quite poor Cronbach's alpha value that is less than 0.6. Nevertheless, item to total correlation values of each item of that scale, in Appendix A, have value which is neither negative nor less than 0.3. Item to total correlation value of a scale item lower than 0.3 means the item measuring something different from the scale as a whole (DeVellis, 2003). So Cronbach's alpha value of the scale measuring decentralization could not be increased by removing any item, therefore those items were kept in scale measuring decentralization.

Table 3- Summary Table of Reliability Analysis of Constructs

	Reliability Analysis <hr/> Cronbach's alpha
<u>Antecedents of Market Orientation</u>	
TMEOMO (Top manager's emphasis on market orientation)	0.685
TMEORA (Top manager's emphasis on risk aversion)	0.729
IC (Interdepartmental conflict)	0.647
ICNN (Interdepartmental connectedness)	0.601
FOR (Formalization)	0.731
CNTR (Centralization)	0.752
V/M (Vission/Mission)	0.844
DCNT (Decentralization)	0.59
RS (Reward System)	0.7
OE (Organizational Encouragement)	0.925
SE (Supervisory encouragement)	0.89
WGE (Work group encouragement)	0.821
F/A (Freedom/Autonomy)	0.744
RES (Resources)	0.786
CHLL (Challenge)	0.811
WLP (Work load pressure)	0.83
OI (Organizational impediments)	0.797
IG (Intelligence generation)	0.781
ID (Intelligence dissemination)	0.714
RD (Response design)	0.673
RI (Response implementation)	0.793
OC (Organizational creativity)	0.89
MOMS (Meaningfulness of marketing strategy)	0.882
NOMS (Novelty of marketing strategy)	0.894
COMS (Creativity of marketing strategy)	0.887
POF (Performance of company)	0.893

#### Frequency and Descriptive Analysis

The frequency tables of demographic questions in questionnaire give information about profile of the respondents and the companies they are working in. Table 4, summary table of frequency analysis, indicates frequencies of demographic

Table 4- Summary Table of Frequency Analysis of Respondents

Department	Demographic Characteristics		Position	Demographic Characteristics	
	Characteristics	Percent		Characteristics	Percent
Department	Marketing	42.9	Position	Upper Management	2.5
	Sales	38.7		Middle Management	28.6
	Production	4.2		Junior Management	58
	Finance	1.7		Administrative Staff	7.6
	Other	11.8		Support Staff	0.8
	Total	99.2		Total	97.5
Years spent in this sector	0-1	15.1	Years spent in this company	0-1	26.1
	2-3	37.8		2-3	34.5
	4-10	37.8		4-10	32.8
	11-20	7.6		11-20	5
	Total	98.3		Total	98.3
Age	20-30	50.4	Gender	Male	56.3
	31-40	39.5		Female	36.1
	41-50	4.2		Total	92.4
	Over 60	0.8			
	Total	95			
Income	0-2000 TL	13.4	Information about international marketing strategy	Very Much	28.6
	2001-4000 TL	36.1		Much	41.2
	4001-6000 TL	14.3		Fairly	16.8
	6001-8000 TL	2.5		Little	10.1
	Over 8000	5		None	0.8
	Total	71.4		Total	97.5
Faculty	School of Economics and Administrative Sciences	33.6	Education Level	Primary School	0.8
	Faculty of Sciences	0.8		University	70.6
	Faculty of Engineering	16.8		Graduate School	25.2
	Other	1.7		Total	96.6
	Total	52.9			

characteristics of respondents. The frequency analysis for position of individuals demonstrates that this questionnaire was mostly responded by people, who are junior

manager (58%) and middle manager (28.6%). The analyses also clarify that the 42.9% of respondents are from marketing department, since the questionnaire is related to marketing strategy of companies. The number of individuals from marketing department is followed by sales department (38.7%) that is working closely with marketing department. Nevertheless, most of the responses come from individuals, who considers themselves much informed about international marketing strategy (41.2%), it is followed by the ones, who considers themselves very much informed about international marketing strategy (28.6%), individuals fairly informed about marketing strategy (16.8%) and people, who are little informed (10.1%) come next. Analysing respondents according to the number of years they have been in their current sector, it is seen that 37.8% of respondents have been for 2-3 years in their present sector, 37.8% of respondents have been for 4-10 years, 15.1% of respondents have been for 0-1 year and 7.6% respondents have been for 11-20 years in the sector. Moreover, 34.5% of respondents have been for 2-3 years, 32.8% of respondents have been for 4-10 years, 26.1% of respondents have been for 0-1 year, and 5% of respondents have been for 11-20 years in the company they are working. Frequency analysis of age and gender indicates that 50.4% of respondents are between the ages 20-30, 39.5% of them are between the ages 31-40, 4.2% of them are between the ages 41-50, 56.3% of respondents are male, and 36.1% of respondents are female. About 36% of respondents has monthly income between 2001-4000 TL, about 14% of respondents has income between 4001-6000 TL, it is followed by respondents have 0-2000 TL (13.4%) monthly income and 5% of respondents have monthly income over 8000 TL. Education level of respondents indicates 70.6% of respondents have university level of education and 25.2% of them have graduate school level of education. And respondents who have university degree were mostly

graduated from School of Economics and Administrative sciences (33.6 %), Faculty of Engineering follows it with 16.8 %.

The profile of companies in the survey: for company's demographics, in Table 5, 22.7% of the individuals responding the questionnaire are operating in Electronic goods sector, followed by Textile industry (21 %) and FMCG-food (15.1 %).

However, Beer industry (5 %) and Glass industry (2.5 %) are the two industries which have lower response rates. 89.9% of the companies responding the questionnaire is operating for over 20 years and companies operating for 11-20 years (6.7 %) are coming next, and companies operating in their current industry for over 20 years is comprising 83.2% of total respondent companies, 12.6% of companies have been operating in their current industry for 11-20 years. About 46% of companies are marketing its products in over 50 countries, about 25% of companies are marketing its goods in 21-50 countries, 16% of companies are marketing its products in 11-20 countries, and 8% of them market in 0-10 countries. The frequency analysis of marketing budgets demonstrates that about 31% of respondents do not know marketing budget of their company, 26% of companies has marketing budget over \$50 million, 18% of companies has \$1-\$25 million budget, about 12% of them has \$25-\$50 million budget, and 6% of companies has less than \$1 million marketing budget. Analysing percentage of marketing budget for international marketing strategy, the results show that about 13% of companies allocates over 50% of total marketing budget to international marketing strategy. It was followed by companies, which distributes 21-50% of total marketing budget to international marketing strategy by 11 %, and another 11% of companies allocate 6-20% of total marketing budget. However, 26% of companies had more than \$10 million total profit last year, about 8% of companies have \$500000-\$5 million profit, 5% of companies had less

Table 5 - Summary Table of Frequency Analysis of Respondent Companies

Industry	Demographic Characteristics		Percentage of employees working abroad	Demographic Characteristics	
	Characteristics	Percent		Characteristics	Percent
Industry	Textile	21	Percentage of employees working abroad	0-5%	40.3
	Automotive	11.8		6-20%	23.5
	Electronic Goods	22.7		21-50%	1.7
	FMCG-food	15.1		Over 50%	2.5
	FMCG-cleaning	10.1		Don't know	27.7
	Glass	2.5		Total	95.8
	Ceramic	11.8			
	Beer	5			
	Total	100			
Years company is operating in this industry	0-5	1.7	Years company is operating	0-5	1.7
	6-10	1.7		6-10	0.8
	11-20	12.6		11-20	6.7
	Over 20	83.2		Over 20	89.9
	Total	99.2		Total	99.2
Number of countries the company is marketing its products	0-10	7.6	Company's marketing budget	Less than \$1 million	5.9
	11-20	16.8		\$1-\$25 million	17.6
	21-50	25.2		\$25-\$50 million	11.8
	Over 50	46.2		Over \$50 million	26.1
	Don't know	1.7		Don't know	31.1
	Total	97.5		Total	92.4
Percentage of marketing budget for international strategies	0-5%	9.2	Total profit for last year	Less than \$500000	5
	6-20%	10.9		\$500000-\$5 million	7.6
	21-50%	10.9		\$5-\$10 million	0.8
	Over 50%	12.6		Over \$10 million	26.1
	Don't know	48.7		Don't know	47.1
	Total	92.4		Total	86.6
Percentage of total profit for international markets	0-5%	8.4	Number of employees	0-50	0.8
	6-20%	6.7		51-250	5.9
	21-50%	10.9		251-1000	7.6
	Over 50%	18.5		Over 1000	77.3
	Don't know	46.2		Don't know	5.9
	Total	90.8		Total	97.5

than \$500000 profit last year, and 19% of companies got over 50% of its total profit from international markets, 11% of companies received 21-50% of its profit from international markets, about 9% of companies got 0-5% of its profit from international markets and about 7% of companies made 6-20% of its profit from international markets. In addition, about 77% of companies have over 1000 employees, 8% of companies have between 251-1000 employees, about 6 percent of companies have employees between 51-250, and 40% of companies have 0-5% of its workforce working abroad, about 24% of companies have 6-20% of its workforce working abroad and 3% of companies have 21-50% of its workforce working in foreign markets.

The descriptive statistics of scale items and variables in questionnaire, which is in Table 6, give great insights about Turkish company's market orientation approach, organizational creativity, meaningfulness and novelty of their marketing strategy, creativity of marketing strategy and performance of companies in international markets. Analysing the scale items, on 7 point scale in which 1 is the lowest and 7 is the highest score, that are evaluating individuals' approach toward creativity level of industry and company, in which they work, the results indicate that mean of creativity level of industries (5.420) is higher than mean of creativity level of companies (4.655). Respondents' evaluation about creativity level of Turkish people (5.142) and themselves (4.853) have means above average.

In Table 6, each variable was computed as mean of scale items measuring those variables. The descriptive statistics of antecedents of market orientation point out that top management's emphasis on market orientation (4.026) has the highest mean and interdepartmental connectedness (3.818) indicates the second highest

mean. On the other hand, interdepartmental conflict (2.867) and centralization (2.697) demonstrates lowest mean among antecedents of market orientation.

Table 6 - Summary Table of Descriptive Statistics

	N	Mean	Std. Deviation
General creativity	119	4.6555	1.21737
General creativity	119	5.4202	1.26555
General creativity	116	4.8534	1.29383
General creativity	119	5.1429	0.97673
<b><u>Antecedents of Market Orientation</u></b>			
Top manager's emphasis on market orientation	119	4.0259	0.66204
Top manager's emphasis on risk aversion	119	3.1899	0.71668
Interdepartmental conflict	119	2.8668	0.65617
Interdepartmental Connectedness	119	3.8179	0.72713
Departmentalization	51	7.5882	4.8049
Formalization	119	3.0132	0.72304
Centralization	119	2.6968	0.84697
Vision-Mission	119	3.6357	0.86294
Decentralization	119	3.619	0.76933
Reward system	119	3.0496	0.61743
<b><u>Antecedents of Organizational Creativity</u></b>			
Organizational encouragement	119	3.3997	0.75918
Supervisory encouragement	119	3.4972	0.8125
Work group support	119	3.8874	0.65934
Freedom/Autonomy	119	3.6008	0.66329
Resources	119	3.2329	0.6966
Challenge	119	3.7311	0.74728
Work load pressure	119	3.4482	0.95021
Organizational impediments	119	2.7627	0.72506

Table 6 (Continued)

	N	Mean	Std. Deviation
<u>Market orientation</u>			
Intelligence generation	119	3.4385	0.62978
Intelligence dissemination	119	3.4019	0.64361
Response design	119	3.4724	0.61937
Response implementation	119	3.5318	0.67595
Organizational creativity	119	3.2919	0.78974
Meaningfulness of marketing strategy	119	3.8074	0.68733
Novelty of marketing strategy	119	2.9202	0.71574
Creativity of marketing strategy	119	3.219	0.82599
Performance of company	119	3.3244	0.62468
Responsiveness	119	3.5021	0.5895
Market Orientation	119	3.4611	0.55759

While interdepartmental connectedness and top management's emphasis on market orientation are expected to influence market orientation positively, interdepartmental conflict and centralization are expected to negatively influence market orientation within companies. So, the means of those constructs might lead high means of market orientation's constructs. Also means of each constructs of market orientation shows mean above average: intelligence generation (3.439), intelligence dissemination (3.402), and responsiveness (3.502). It means that Turkish companies are prone to be market oriented and this statement is supported by market orientation (3.461), which is calculated as the mean of intelligence generation, intelligence dissemination, response design and response implementation. Although mean of

market orientation is above average, a deeper analysis is necessary to see how each antecedent effects market orientation.

The descriptive analysis of encouragement of creativity points out that means of organizational encouragement (3.399), supervisory encouragement (3.497), and work group encouragement (3.887) of organizational creativity are all high. The mean of freedom/autonomy of employees in their job (3.600) is above average and mean of sufficient resource (3.233) is slightly above average. However, while challenge (3.731) and work load pressure (3.448) have above average means in Turkish companies, organizational impediments of creativity (2.762) has slightly low mean. And organizational creativity (3.292) is somewhat above average, this indicates that Turkish companies are inclined to have organizational creativity, and some antecedents of organizational creativity are increasing creativity within companies. A deeper analysis will demonstrate how antecedents of organizational creativity influence Turkish company's creativity.

In addition, descriptive statistics of variables also illustrate that Turkish companies' marketing strategies are meaningful (3.807), but are not much novel (2.920). However, creativity of marketing strategies (3.219) has mean between mean of meaningfulness and novelty of marketing strategy. So, it may be argued that while meaningfulness of marketing strategy with above average mean contributed creativity of marketing strategies, novelty of marketing strategy with lower mean did not increase creativity of marketing strategy, but deeper analysis is required to say that. Performance of company (3.324) has mean somewhat above average, and it is so close to mean of creativity of marketing strategy, so it can be inferred that creativity of marketing strategy positively influences performance of company.

## Validity and Inferential Analysis

The Pearson correlation matrix for antecedents of market orientation and constructs of market orientation, in Table 7, indicates that top management's emphasis on market orientation, vision/mission, decentralization, and reward system has significantly positive correlation with intelligence generation, intelligence dissemination, response design, and response implementation and also interdepartmental connectedness has significant positive correlation with intelligence dissemination, response design and response implementation at the .05 level as proposed in theoretical framework. Moreover, top management emphasis on risk aversion, formalization, and centralization has significantly negative correlation with those four constructs of market orientation and interdepartmental conflict has significantly negative correlation with intelligence dissemination, response design and response implementation at the .05 level as anticipated. The results demonstrate that departmentalization has negative correlation with intelligence dissemination, response design and response implementation as the study projected but it is not significant ( $p=.172$ ,  $p=.267$ ,  $p=.184$ ,  $p=.701 > .05$ ) at the 0.05 level.

It is also important to note that there is no correlation between any two variables exceeding .720 in the results of Pearson correlation matrix for antecedents of market orientation and market orientation. It supports that there is no doubt on validity of these measures and each of the variables are distinct. However, the highest correlation (.720) is between intelligence generation, intelligence dissemination, and response implementation and it is accepted since those three constructs are highly related with each other.

Table 7 - Correlations Among Market Orientation and Its Antecedents

		Top manager's emphasis on market orientation	Top manager's emphasis on risk aversion	Interdepartmental conflict	Interdepartmental connectedness	Departmentalization	Formalization	Centralization	Vision- Mission	Decentralization	Reward system	Intelligence generation	Intelligence dissemination	Response design
Top manager's emphasis on market orientation	Pearson Correlation Sig. (2-tailed) N	1,000 119												
Top manager's emphasis on risk aversion	Pearson Correlation Sig. (2-tailed) N	-0,327 0,000* 119	1,000 119											
Interdepartmental conflict	Pearson Correlation Sig. (2-tailed) N	-0,485 0,000* 119	0,442 0,000* 119	1,000 119										
Interdepartmental connectedness	Pearson Correlation Sig. (2-tailed) N	0,287 0,002* 119	-0,148 0,109 119	-0,365 0,000* 119	1,000 119									
Departmentalization	Pearson Correlation Sig. (2-tailed) N	-0,315 0,024* 51	0,207 0,145 51	0,294 0,036* 51	-0,017 0,905 51	1,000 51								
Formalization	Pearson Correlation Sig. (2-tailed) N	-0,152 0,099 119	0,222 0,015* 119	0,190 0,038* 119	-0,340 0,000* 119	-0,196 0,167 51	1,000 119							
Centralization	Pearson Correlation Sig. (2-tailed) N	-0,349 0,000* 119	0,212 0,020* 119	0,412 0,000* 119	-0,433 0,000* 119	-0,030 0,833 51	0,575 0,000* 119	1,000 119						
Vision-Mission	Pearson Correlation Sig. (2-tailed) N	0,293 0,001* 119	-0,280 0,002* 119	-0,270 0,003* 119	0,256 0,005* 119	-0,019 0,893 51	-0,276 0,002* 119	-0,330 0,000* 119	1,000 119					
Decentralization	Pearson Correlation Sig. (2-tailed) N	0,218 0,017* 119	-0,175 0,058 119	-0,200 0,029* 119	0,292 0,001* 119	0,089 0,537 51	-0,325 0,000* 119	-0,137 0,139 119	0,353 0,000* 119	1,000 119				
Reward system	Pearson Correlation Sig. (2-tailed) N	0,317 0,000* 119	-0,375 0,000* 119	-0,229 0,012* 119	0,204 0,026* 119	-0,182 0,200 51	-0,257 0,005* 119	-0,309 0,001* 119	0,469 0,000* 119	0,269 0,003* 119	1,000 119			
Intelligence generation	Pearson Correlation Sig. (2-tailed) N	0,451 0,000* 119	-0,431 0,000* 119	-0,499 0,000* 119	0,241 0,008* 119	-0,194 0,172 51	-0,185 0,044* 119	-0,378 0,000* 119	0,470 0,000* 119	0,329 0,000* 119	0,424 0,000* 119	1,000 119		
Intelligence dissemination	Pearson Correlation Sig. (2-tailed) N	0,385 0,000* 119	-0,450 0,000* 119	-0,466 0,000* 119	0,266 0,003* 119	-0,158 0,267 51	-0,265 0,004* 119	-0,419 0,000* 119	0,393 0,000* 119	0,289 0,001* 119	0,509 0,000* 119	0,720 0,000* 119	1,000 119	
Response design	Pearson Correlation Sig. (2-tailed) N	0,400 0,000* 119	-0,448 0,000* 119	-0,475 0,000* 119	0,331 0,000* 119	-0,189 0,184 51	-0,298 0,001* 119	-0,505 0,000* 119	0,247 0,007* 119	0,193 0,035* 119	0,339 0,000* 119	0,655 0,000* 119	0,659 0,000* 119	1,000 119
Response implementation	Pearson Correlation Sig. (2-tailed) N	0,368 0,000* 119	-0,429 0,000* 119	-0,448 0,000* 119	0,325 0,000* 119	-0,055 0,701 51	-0,224 0,014* 119	-0,459 0,000* 119	0,444 0,000* 119	0,351 0,000* 119	0,403 0,000* 119	0,720 0,000* 119	0,621 0,000* 119	0,656 0,000* 119

\* p<0.05 (two tailed)

The correlation matrix for organizational creativity and its antecedents, in Table 8, identifies that while organizational encouragement, supervisory encouragement, work group encouragement, freedom/autonomy, resources and challenge have significant and positive correlation with organizational creativity, organizational impediments has significant and negative correlation with organizational creativity at the .05 level as predicted by this study. However, correlation between work load pressure and organizational creativity is somewhat unexpectedly positive (.066) and it is not significant (.476 > 0.05). For this part also, there is no correlation above .80, so each variable in this Pearson matrix is distinct and there is no doubt about validity of these measures. The highest correlations are .755 between organizational encouragement and supervisory encouragement, which are highly related each other, and .731 between organizational encouragement of creativity and organizational creativity.

Table 8 - Correlation Among Organizational Creativity and Its Antecedents

		Organizational encouragement	Supervisory encouragement	Work group encouragement	Freedom/Autonomy	Resources	Challenge	Work load pressure	Organizational impediments	Organizational creativity
Organizational encouragement	Pearson Correlation Sig. (2-tailed) N	1,000 119								
Supervisory encouragement	Pearson Correlation Sig. (2-tailed) N	0,755 0,000* 119	1,000 119							
Work group encouragement	Pearson Correlation Sig. (2-tailed) N	0,455 0,000* 119	0,582 0,000* 119	1,000 119						
Freedom/Autonomy	Pearson Correlation Sig. (2-tailed) N	0,544 0,000* 119	0,573 0,000* 119	0,535 0,000* 119	1,000 119					
Resources	Pearson Correlation Sig. (2-tailed) N	0,646 0,000* 119	0,527 0,000* 119	0,390 0,000* 119	0,354 0,000* 119	1,000 119				
Challenge	Pearson Correlation Sig. (2-tailed) N	0,372 0,000* 119	0,465 0,000* 119	0,384 0,000* 119	0,377 0,000* 119	0,134 0,146 119	1,000 119			
Work load pressure	Pearson Correlation Sig. (2-tailed) N	0,022 0,813 119	0,082 0,377 119	0,009 0,926 119	-0,127 0,168 119	-0,190 0,039* 119	0,455 0,000* 119	1,000 119		
Organizational impediments	Pearson Correlation Sig. (2-tailed) N	-0,592 0,000* 119	-0,555 0,000* 119	-0,359 0,000* 119	-0,488 0,000* 119	-0,474 0,000* 119	-0,134 0,146 119	0,296 0,001* 119	1,000 119	
Organizational creativity	Pearson Correlation Sig. (2-tailed) N	0,731 0,000* 119	0,619 0,000* 119	0,411 0,000* 119	0,394 0,000* 119	0,569 0,000* 119	0,417 0,000* 119	0,066 0,476 119	-0,377 0,000* 119	1,000 119

\* p<0.05 (two tailed)

The correlation matrix, in Table 9, was constructed for major constructs in theoretical framework except antecedents of market orientation and antecedents of organizational creativity. Correlations in Table 9 indicate that intelligence generation, intelligence dissemination, response design and response implementation, which are constructs of market orientation, have significant and positive correlation with meaningfulness of marketing strategy as proposed in theoretical framework. The correlation between organizational creativity and novelty of marketing strategy is also positively and significantly correlated in line with expectations. In addition, there is positive and significant correlation between constructs of market orientation and novelty of marketing strategy, and between organizational creativity and meaningfulness of marketing strategy. The correlation between constructs of market orientation and organizational creativity is also positive and significant. Meaningfulness of marketing strategy and novelty of marketing strategy have significantly positive correlation with creativity of marketing strategy, and creativity of marketing strategy is positively correlated with performance of marketing strategy as anticipated in this study. Lastly, constructs of market orientation and organizational creativity have positive and significant correlation with performance of marketing strategy of Turkish companies. Nevertheless, there is no correlation which is higher than .80 between variables in Pearson correlation matrix in Table 9. So there is no doubt about validity of these measures and these variables are different. The highest correlation (.774) in this matrix is between novelty of marketing strategy and creativity of marketing strategy, since novelty of marketing strategy is one of the constructs comprising creativity of marketing strategy. In sum, all correlations between variables in this study support hypotheses and theoretical framework, except correlation between work load pressure and

organizational creativity, since work load pressure has positive correlation with organizational creative although the study anticipated a negative one. But, it is essential to make further tests to see whether hypotheses are totally supported or not.

Table 9 - Correlation among Major Constructs

		Intelligence generation	Intelligence dissemination	Response design	Response implementation	Organizational creativity	Meaningfulness of marketing strategy	Novelty of marketing strategy	Creativity of marketing strategy	Performance of marketing strategy
Intelligence generation	Pearson Correlation Sig. (2-tailed) N	1,000 119								
Intelligence dissemination	Pearson Correlation Sig. (2-tailed) N	0,720 0.000* 119	1,000 119							
Response design	Pearson Correlation Sig. (2-tailed) N	0,655 0.000* 119	0,659 0.000* 119	1,000 119						
Response implementation	Pearson Correlation Sig. (2-tailed) N	0,720 0.000* 119	0,621 0.000* 119	0,656 0.000* 119	1,000 119					
Organizational creativity	Pearson Correlation Sig. (2-tailed) N	0,577 0.000* 119	0,601 0.000* 119	0,416 0.000* 119	0,594 0.000* 119	1,000 119				
Meaningfulness of marketing strategy	Pearson Correlation Sig. (2-tailed) N	0,596 0.000* 119	0,536 0.000* 119	0,482 0.000* 119	0,656 0.000* 119	0,595 0.000* 119	1,000 119			
Novelty of marketing strategy	Pearson Correlation Sig. (2-tailed) N	0,521 0.000* 119	0,538 0.000* 119	0,347 0.000* 119	0,484 0.000* 119	0,620 0.000* 119	0,461 0.000* 119	1,000 119		
Creativity of marketing strategy	Pearson Correlation Sig. (2-tailed) N	0,603 0.000* 119	0,544 0.000* 119	0,430 0.000* 119	0,508 0.000* 119	0,685 0.000* 119	0,556 0.000* 119	0,774 0.000* 119	1,000 119	
Performance of marketing strategy	Pearson Correlation Sig. (2-tailed) N	0,545 0.000* 119	0,572 0.000* 119	0,306 0.001* 119	0,517 0.000* 119	0,585 0.000* 119	0,615 0.000* 119	0,624 0.000* 119	0,681 0.000* 119	1,000 119

\* p<0.05 (two tailed)

## Control Variables

In the questionnaire, the questions were directly asked existence of emphasis on market orientation, interdepartmental conflict, formalization, decentralization, vision/mission mentioning growth orientation, organizational creativity, autonomy/freedom, sufficient resources, organization impediments, market intelligence system, and creative marketing strategy in Turkish companies to see how much indirect questions, asked about those constructs in previous part of the questionnaire, are explaining variance in those direct questions. So it can be seen how much the indirect questions are precise for respondents and how much respondents give similar responses for both indirect and direct questions asked for same construct.

Regression test, in Table 10, for emphasis on market orientation clarified that 41.2% of variance in emphasis on market orientation is significantly explained by constructs of market orientation (intelligence generation, intelligence dissemination and responsiveness). The responsiveness has significant and highest beta value ( $b=.347, p<.05$ ), implying responsiveness is the variable explaining variance in emphasis on market orientation better than other two variables. However, intelligence generation ( $b=.230$ ) and intelligence dissemination ( $b=.125$ ) have also positive relation with emphasis on market orientation as anticipated. In addition, the results demonstrate that 31.6% of variance in interdepartmental conflict is significantly explained by the questions asked for interdepartmental conflict in the questionnaire. Here, Q16R (R representing Reversed of question 16) ( $b=.455, p<.05$ ) and Q21 ( $b=.207, p<.05$ ) have significant and highest beta values among these questions, so these two questions are the ones explaining difference in interdepartmental conflict better than other questions. But other questions also has

positive beta values (Q17  $b=.171$  and Q18  $b=.037$ ) as expected, except Q19R ( $b= -.068$ ).

Table 10 also shows that 28.8% of variance in formalization is significantly explained by indirect questions asked for formalization. Q32 ( $b=.339$ ,  $p<.05$ ) has highest and significant beta value, this clarifies Q32 is the best question explaining variance in formalization. In addition, other questions except Q29R ( $b= -.053$ ) have also positive beta values (Q28R  $b=.152$ , Q30R  $b=.058$ , Q31R  $b=.058$ , and Q35  $b=.123$ ), the positive beta values mean that these questions have positive influence on formalization as anticipated in this study. The results also reveal that the questions asked for decentralization are explaining 4.7% of variance in decentralization. Q43 ( $b=.186$ ) and Q45 ( $.066$ ) has positive influence on decentralization as expected, except Q44 ( $b= -.013$ ). In addition, questions asked for vision/mission is significantly explaining 43.8% of variance in vision/mission. The Q39 ( $b=.316$ ,  $p<.05$ ) and Q41 ( $b=.238$ ,  $p<.05$ ) have highest and significant beta values. So Q39 and Q41 are the questions explaining variance in vision/mission better than other questions. Other questions (Q38  $b=.199$ , Q42  $b= .119$ ) have positive beta values except Q40 ( $b= -.071$ ). Only influence of Q40 on vision/mission is out of the expectations of the study.

Table 10 - Control Variables 1: Summary Table of Regression Analyses

Independent Variables	Dependent Variables									
	Emphasis on market orientation		Interdepartmental conflict		Formalization		Decentralization		Vission/Mision	
	Coefficients	Sig	Coefficients	Sig	Coefficients	Sig	Coefficients	Sig	Coefficients	Sig
Intelligence generation	0,230	0,057								
Intelligence	0,125	0,257								
Responsiveness	0,347	0.004*								
R Square	0,412	0.000*								
Q16REVERSED			0,455	0.000*						
Interdepartment conflict (Q17)			0,171	0,073						
Interdepartment conflict (Q18)			0,037	0,715						
Q19REVERSED			-0,068	0,505						
Interdepartment conflict (Q21)			0,207	0.017*						
R Square			0,316	0.017*						
Q28REVERSED					0,152	0,119				
Q29REVERSED					-0,053	0,573				
Q30REVERSED					0,110	0,282				
Q31REVERSED					0,058	0,525				
Formalization (Q32)					0,339	0.000*				
Formalization (Q35)					0,123	0,200				
R Square					0,288	0.000*				
Decentralization (Q43)							0,186	0,079		
Decentralization (Q44)							-0,013	0,894		
Decentralization (Q45)							0,066	0,516		
R Square							0,047	0.000*		
Vision/mission (Q38)									0,199	0,108
Vision/mission (Q39)									0,316	0.015*
Vision/mission (Q40)									-0,071	0,474
Vision/mission (Q41)									0,238	0.015*
Vision/mission (Q42)									0,119	0,242
R Square									0,438	0.000*

\* p<0.05 (two tailed)

The multiple regression tests' results, in Table 11, demonstrate that the questions asked for organizational creativity are significantly explaining 61.3% of variance in organizational creativity. The Q136 ( $b=.005$ ,  $p<.05$ ) and Q137 ( $b=.003$ ,  $p<.05$ ) have highest and significant beta values at the .05 level. Then these two questions are explaining variance in organizational creativity better than others. However, except Q133 ( $b= -.038$ ), other questions, Q134 ( $b=.153$ ), Q135 ( $b=.044$ ), Q138 ( $b=.157$ ) and Q139 ( $b=.084$ ) have positive effects on organizational creativity as expected. The results also clarify that the questions asked for freedom/autonomy are significantly explaining 42.4% of variance in freedom/autonomy. Q78 ( $b=.371$ ,  $p<.05$ ), Q76 ( $b=.212$ ,  $p<.05$ ), Q79 ( $b=.371$ ,  $p<.05$ ) have high and significant beta values, this means that those three questions are explaining variance in freedom/autonomy better than other questions do. The Q77 ( $b= -.039$ ) has negative beta value and influencing freedom/autonomy negatively. Moreover, the questions asked for resources are significantly explaining 26.4% of variance in resources. The Q86 ( $b=.253$ ,  $p<.05$ ) has the highest and significant beta value at the .05 level, and it is explaining variance in resources better than other questions do. However, other questions, Q80 ( $b= .088$ ), Q81 ( $b=.142$ ), Q82 ( $b=.049$ ), Q83 ( $b=.095$ ), Q84 ( $b=.108$ ), and Q85 ( $b=.039$ ) have positive beta values and each of them is positively affecting resources as expected in this study.

The Table 11 also indicates that questions asked for organizational impediments are explaining, 7.7% of variance in organizational impediments. The Q95 ( $b= -.035$ ), Q98 ( $b= -.104$ ), and Q99 ( $b= -.008$ ) have negative beta values and effects organizational impediments negatively, although the study expects their positive effects on organizational impediments. However, Q94 ( $b=.111$ ), Q96 ( $b=.093$ ), Q97 ( $b=.092$ ), and Q100 ( $b=.159$ ) have positive influence on

organizational impediments as anticipated. The regression test for existence of market intelligence system indicates that 22.4% of variance in market intelligence system is significantly explained by intelligence generation and intelligence dissemination. The intelligence generation ( $b=.316$ ,  $p<.05$ ) explains variance in existence of market intelligence system better than intelligence dissemination ( $b=.192$ ). And lastly, the questions asked for creativity of marketing strategy of Turkish companies are significantly explaining 57.9% of variance in creativity of marketing strategy. Q151 ( $b=.295$ ,  $p<.05$ ) and Q153 ( $b=.412$ ,  $p<.05$ ), which are asked for creativity of marketing strategy, are the two questions that have high and significant beta values. So Q151 and Q153 have positive influence on creativity of marketing strategy expectedly. However, Q152 ( $b= -.051$ ) is the only question influencing creativity of marketing strategy negatively and Q150 ( $b=.000$ ) has no influence on creativity of marketing strategy, although these are not expected by this study. In addition, Q154 ( $b=.195$ ) and Q155 ( $b=.009$ ) have positive effect on creativity of marketing strategy of Turkish companies as anticipated by the study.

Table 11 - Control Variables 2: Summary Table of Regression Analyses

Independent Variables	Dependent Variables											
	Organizational encouragement of creativity		Freedom/Autonomy		Resources		Organizational impediments		Market intelligence system		Creativity of marketing strategy	
	Coefficients	Sig	Coefficients	Sig	Coefficients	Sig	Coefficients	Sig	Coefficients	Sig	Coefficients	Sig
Organizational creativity (Q133)	-0.038	0.644										
Organizational creativity (Q134)	0.153	0.098										
Organizational creativity (Q135)	0.044	0.703										
Organizational creativity (Q136)	0.271	0.005*										
Organizational creativity (Q137)	0.288	0.003*										
Organizational creativity (Q138)	0.157	0.055										
Organizational creativity (Q139)	0.084	0.325										
R Square	0.613	0.000*										
Freedom/Autonomy			0.212	0.023								
Freedom/Autonomy			-0.039	0.668								
Freedom/Autonomy			0.278	0.001*								
Freedom/Autonomy			0.371	0.000*								
R Square			0.424	0.000*								
Resources (Q80)					0.088	0.537						
Resources (Q81)					0.142	0.333						
Resources (Q82)					0.049	0.652						
Resources (Q83)					0.095	0.422						
Resources (Q84)					0.108	0.299						
Resources (Q85)					0.039	0.727						
Resources (Q86)					0.253	0.011*						
R Square					0.264	0.000*						
Organizational impediments (Q94)							0.111	0.382				
Organizational impediments (Q95)							-0.035	0.768				
Organizational impediments (Q96)							0.093	0.418				
Organizational impediments (Q97)							0.092	0.42				
Organizational impediments (Q98)							-0.104	0.353				
Organizational impediments (Q99)							-0.008	0.945				
Organizational impediments (Q100)							0.159	0.236				
R Square							0.077	0.277				
Intelligence generation									0.316	0.009*		
Intelligence dissemination									0.192	0.109		
R Square									0.224	0.000*		
Creativity of marketing strategy (Q150)											0,000	0.996
Creativity of marketing strategy (Q151)											0.295	0.001*
Creativity of marketing strategy (Q152)											-0.051	0.562
Creativity of marketing strategy (Q153)											0.412	0.000*
Creativity of marketing strategy (Q154)											0.195	0.055
Creativity of marketing strategy (Q155)											0.009	0.919
R Square											0.579	0.000*

\* p<0.05 (two tailed)

### Comparison Analysis between Different Groups of Companies and Employees

To see whether demographic characteristics of companies and respondents have affect on responses or not, a set of mean difference tests (ANOVA and T-test) were used. The results of mean difference analysis between genders, which are in Table 12, demonstrate that the mean difference between female and male respondents is significant for supervisory encouragement, freedom/autonomy, and novelty of marketing strategy; since significance value of the statistic is lower than 0.05 level. Therefore, mean difference for supervisory encouragement, freedom/autonomy and novelty of marketing strategy may be inferred as the result of gender differences. Female respondents feel supervisory encouragement of organizational creativity and freedom/autonomy in the company they work more than male respondents do, but female respondents consider marketing strategy of their company less novel than male respondents do.

Table 12 - Summary Table of T-test Between Male and Female Respondents

	Gender	N	Mean	Std. Deviation	Std. Error Mean	Sig
Top manager's emphasis on market orientation	Male	67	3,9366	0,68027	0,08311	0,968
	Female	43	4,1066	0,64198	0,0979	
Top manager's emphasis on risk aversion	Male	67	3,21	0,73427	0,08971	0,754
	Female	43	3,2256	0,7352	0,11212	
Interdepartmental conflict	Male	67	2,9627	0,70476	0,0861	0,065
	Female	43	2,7965	0,56867	0,08672	
Interdepartmental connectedness	Male	67	3,8209	0,67252	0,08216	0,41
	Female	43	3,8295	0,73597	0,11223	
Departmentalization	Male	30	8,1333	5,64913	1,03138	0,204
	Female	19	6,7895	3,37604	0,77452	
Formalization	Male	67	3,0124	0,6457	0,07889	0,217
	Female	43	3,0543	0,78824	0,12021	
Centralization	Male	67	2,75	0,75252	0,09194	0,104
	Female	43	2,6221	0,95801	0,14609	
Vision-Mission	Male	67	3,6209	0,79478	0,0971	0,064
	Female	43	3,6012	0,93786	0,14302	
Decentralization	Male	67	3,6716	0,67293	0,08221	0,158
	Female	43	3,4806	0,80113	0,12217	
Reward system	Male	67	3,0308	0,60046	0,07336	0,537
	Female	43	3,0388	0,65651	0,10012	
Organizational encouragement	Male	67	3,273	0,73408	0,08968	0,416
	Female	43	3,5581	0,74481	0,11358	
Supervisory encouragement	Male	67	3,3774	0,68903	0,08418	0,013*
	Female	43	3,6683	0,97798	0,14914	
Work group encouragement	Male	67	3,7831	0,64169	0,07839	0,309
	Female	43	4,0938	0,68372	0,10427	
Freedom/Autonomy	Male	67	3,5485	0,55942	0,06834	0,016*
	Female	43	3,657	0,80922	0,1234	
Resources	Male	67	3,1407	0,7145	0,08729	0,631
	Female	43	3,3156	0,67767	0,10334	
Challenge	Male	67	3,6567	0,71884	0,08782	0,846
	Female	43	3,936	0,74421	0,11349	
Work load pressure	Male	67	3,3333	0,87809	0,10728	0,148
	Female	43	3,7209	0,99717	0,15207	
Organizational impediments	Male	67	2,753	0,68505	0,08369	0,419
	Female	43	2,7614	0,76042	0,11596	

Table 12 (Continued)

Intelligence generation	Male	67	3,381	0,62788	0,07671	0,959
	Female	43	3,4548	0,64282	0,09803	
Intelligence dissemination	Male	67	3,2791	0,57475	0,07022	0,232
	Female	43	3,5262	0,71055	0,10836	
Response design	Male	67	3,3923	0,6083	0,07432	0,919
	Female	43	3,5282	0,61527	0,09383	
Response implementation	Male	67	3,4947	0,64145	0,07837	0,107
	Female	43	3,5216	0,74092	0,11299	
Organizational creativity	Male	67	3,2018	0,76367	0,0933	0,782
	Female	43	3,3837	0,86392	0,13175	
Meaningfulness of marketing strategy	Male	67	3,6791	0,70282	0,08586	0,609
	Female	43	3,9147	0,65528	0,09993	
Novelty of marketing strategy	Male	67	2,9821	0,59765	0,07301	0,041*
	Female	43	2,6791	0,8284	0,12633	
Creativity of marketing strategy	Male	67	3,1204	0,75956	0,0928	0,222
	Female	43	3,2287	0,92441	0,14097	
Performance of marketing strategy	Male	67	3,2698	0,6658	0,08134	0,517
	Female	43	3,33	0,56402	0,08601	
Responsiveness	Male	67	3,4435	0,57069	0,06972	0,249
	Female	43	3,5249	0,60947	0,09294	
Market Orientation	Male	67	3,3868	0,53266	0,06507	0,301
	Female	43	3,5077	0,58017	0,08848	

\*  $p < .05$  (two tailed).

In Table 13, the mean difference test for positions of employees demonstrates that only one variable, which is resources, has significant mean differences at level .05. So, positions of individuals working Turkish companies do not have significant influence on mean differences of other variables in the table. While upper managers indicates lower mean for resources, middle managers and junior managers demonstrate higher mean of resources. Departments of individuals in Turkish companies have no significant effect on differences of any variable at the .05 level. The mean difference analysis for years spent in the company demonstrates that only mean differences of formalization, challenge, and organizational impediments are significant at .05 level and these differences are the results of years individuals have spent in their company. Group of employees, who have spent 0-1 year and 11-20 years in the company, indicate higher means of formalization in the company they work for than other individuals working in the company. Employees, who have spent 0-1 year, 4-10 years, and 11-20 years, show higher means of challenge than other employees. However, the employees, who have spent 11-20 years in the company, show higher means of organizational impediments than other employees.

Age of employees, working in Turkish companies, has significant effects on mean differences in top management's emphasis on market orientation, interdepartmental conflict, reward systems, organizational encouragement of creativity, resources, organizational impediments, intelligence dissemination, market orientation, meaningfulness of marketing strategy, and performance of marketing strategy at the .05 level. Employees, who are in the age between 20-30 and 31-40, show higher means of top management emphasis on market orientation and resources than other employees do. However, employees, who are in the age between 41-50, 51-60 and in age over 60 shows higher means of interdepartmental conflict than

other age groups. Respondents, who are in the age between 20-30 and 41-50, indicate higher means of the reward system, intelligence dissemination, meaningfulness of marketing strategy, performance of marketing strategy, and market orientation than other respondents do. Moreover, employees, in the age between 20-30, 31-40, and 41-50, reveal higher mean of organizational encouragement than other age groups.

Nevertheless, the Table 13 indicates that there is significant mean difference in only performance of marketing strategy at different income levels of employees (at the .05 level). So it can be concluded that there is no effect of employee's income on mean differences of other variables. Respondents, who receives the income between 0-2000TL and over 8000TL indicates higher mean of performance of marketing strategy than other individuals, who are in other income levels. Also, there are significant mean differences in challenge, organizational impediments, response design and responsiveness (at level .05) as a result of different education levels of employees working in Turkish companies. Employees, who have primary education level, demonstrate higher means of challenge, response design, and responsiveness than other employees do. But, employees, who have university and graduate level of education, indicates higher mean of organizational impediments than other employees. However, there are no significant mean differences in variables due to different faculties from which employees graduated (at .05 level).

Table 13 - Summary Table of ANOVA Analyses of Respondents' Characteristics

		Position		Department		Years passed in the company		Age		Income		Education level		Faculty	
		Mean Square	Sig.	Mean Square	Sig.	Mean Square	Sig.	Mean Square	Sig.	Mean Square	Sig.	Mean Square	Sig.	Mean Square	Sig.
Top manager's emphasis on market orientation	Between Groups	0,655	0,209	0,694	0,176	0,228	0,674	1,831	0,005*	0,265	0,665	0,210	0,602	0,223	0,686
	Within Groups	0,439		0,431		0,445		0,411		0,443		0,411		0,448	
Top manager's emphasis on risk aversion	Between Groups	0,662	0,266	0,347	0,616	0,368	0,552	1,097	0,090	0,624	0,349	0,617	0,305	0,384	0,552
	Within Groups	0,500		0,520		0,523		0,495		0,553		0,514		0,544	
Interdepartmental conflict	Between Groups	0,397	0,447	0,582	0,254	0,403	0,427	1,547	0,013*	0,343	0,499	1,072	0,084	0,842	0,069
	Within Groups	0,425		0,429		0,432		0,411		0,404		0,424		0,339	
Interdepartmental connectedness	Between Groups	0,322	0,670	0,109	0,939	1,243	0,072	0,290	0,667	0,115	0,937	0,012	0,977	0,598	0,265
	Within Groups	0,544		0,548		0,519		0,554		0,573		0,526		0,441	
Departmentalization	Between Groups	21,603	0,471	36,827	0,170	6,269	0,854	37,133	0,185	25,822	0,450	2,460	0,904	9,404	0,740
	Within Groups	23,954		21,892		24,161		22,126		27,335		24,330		30,862	
Formalization	Between Groups	0,268	0,732	1,110	0,069	1,501	0,032*	0,708	0,246	1,226	0,051	0,429	0,447	0,066	0,951
	Within Groups	0,531		0,495		0,494		0,505		0,495		0,528		0,575	
Centralization	Between Groups	0,392	0,703	0,931	0,268	1,007	0,242	1,575	0,082	0,624	0,488	0,222	0,730	0,154	0,869
	Within Groups	0,719		0,706		0,712		0,688		0,720		0,705		0,648	
Vision-Mission	Between Groups	0,320	0,791	0,790	0,382	0,400	0,667	0,688	0,433	0,562	0,549	0,649	0,410	1,556	0,101
	Within Groups	0,753		0,748		0,763		0,747		0,731		0,722		0,718	
Decentralization	Between Groups	0,231	0,823	0,576	0,429	0,891	0,212	0,089	0,934	0,225	0,817	0,711	0,277	0,684	0,381
	Within Groups	0,608		0,597		0,584		0,621		0,582		0,547		0,658	
Reward system	Between Groups	0,598	0,185	0,330	0,493	0,564	0,225	1,226	0,023*	0,519	0,282	0,040	0,903	0,404	0,450
	Within Groups	0,379		0,386		0,382		0,370		0,403		0,392		0,453	
Organizational encouragement	Between Groups	0,789	0,243	0,449	0,550	0,942	0,184	2,126	0,012*	0,365	0,682	0,839	0,240	0,397	0,652
	Within Groups	0,568		0,586		0,574		0,553		0,635		0,580		0,726	
Supervisory encouragement	Between Groups	0,384	0,690	0,663	0,413	1,717	0,051	1,623	0,062	1,004	0,190	0,742	0,333	0,144	0,895
	Within Groups	0,682		0,666		0,641		0,644		0,640		0,668		0,712	
Work group encouragement	Between Groups	0,237	0,716	0,554	0,284	0,428	0,410	0,563	0,284	0,598	0,262	0,174	0,660	0,180	0,701
	Within Groups	0,450		0,434		0,442		0,439		0,446		0,418		0,380	
Freedom/Autonomy	Between Groups	0,126	0,891	0,694	0,177	0,026	0,982	0,038	0,968	0,437	0,414	0,119	0,771	0,370	0,420
	Within Groups	0,452		0,432		0,455		0,443		0,438		0,455		0,388	

Table 13 (Continued)

		Years passed in the													
		Position		Department		company		Age		Income		Education level		Faculty	
		Mean Square	Sig.	Mean Square	Sig.	Mean Square	Sig.	Mean Square	Sig.	Mean Square	Sig.	Mean Square	Sig.	Mean Square	Sig.
Resources	Between Groups	1,281	0.026*	1,011	0,079	0,729	0,217	2,132	0.004*	0,907	0,126	0,431	0,407	0,353	0,539
	Within Groups	0,447		0,470		0,484		0,447		0,488		0,476		0,485	
Challenge	Between Groups	0,574	0,390	0,502	0,455	1,637	0.028*	0,562	0,386	1,017	0,105	2,648	0.004*	0,083	0,930
	Within Groups	0,552		0,546		0,520		0,550		0,513		0,466		0,558	
Work load pressure	Between Groups	1,033	0,340	1,326	0,207	0,844	0,429	1,315	0,222	0,333	0,834	1,501	0,189	1,426	0,202
	Within Groups	0,903		0,885		0,907		0,883		0,916		0,888		0,899	
Organizational impediments	Between Groups	0,477	0,474	0,727	0,242	2,008	0.009*	1,933	0.009*	1,037	0,130	1,928	0.026*	0,742	0,231
	Within Groups	0,537		0,523		0,494		0,475		0,565		0,511		0,503	
Intelligence generation	Between Groups	0,256	0,633	0,768	0,099	0,378	0,419	0,932	0,068	0,518	0,265	0,944	0,086	0,240	0,617
	Within Groups	0,398		0,383		0,398		0,381		0,388		0,376		0,400	
Intelligence dissemination	Between Groups	0,237	0,694	0,499	0,312	0,993	0,066	1,194	0.033*	0,668	0,163	0,479	0,293	0,188	0,733
	Within Groups	0,424		0,413		0,404		0,395		0,398		0,386		0,438	
Response design	Between Groups	0,221	0,685	0,675	0,132	0,448	0,325	0,443	0,324	0,763	0,098	1,200	0.046*	0,187	0,689
	Within Groups	0,388		0,373		0,383		0,378		0,376		0,378		0,381	
Response implementation	Between Groups	0,410	0,464	0,426	0,452	0,190	0,750	0,640	0,258	0,294	0,632	1,164	0,078	0,950	0,080
	Within Groups	0,454		0,461		0,470		0,470		0,457		0,447		0,401	
Responsiveness	Between Groups	0,276	0,531	0,321	0,456	0,113	0,813	0,527	0,214	0,480	0,251	1,139	0.039*	0,429	0,238
	Within Groups	0,348		0,349		0,357		0,348		0,350		0,340		0,296	
Market Orientation	Between Groups	0,203	0,636	0,442	0,232	0,398	0,290	0,856	0.041*	0,481	0,195	0,802	0,072	0,231	0,531
	Within Groups	0,318		0,311		0,315		0,301		0,309		0,299		0,311	
Organizational creativity	Between Groups	0,660	0,335	0,832	0,253	1,029	0,175	1,015	0,190	0,086	0,967	0,385	0,541	0,281	0,771
	Within Groups	0,572		0,613		0,612		0,628		0,622		0,624		0,748	
Meaningfulness of marketing strategy	Between Groups	0,842	0,129	0,666	0,233	1,031	0,090	1,644	0.016*	1,115	0,071	0,017	0,966	0,236	0,682
	Within Groups	0,461		0,470		0,466		0,458		0,495		0,486		0,469	
Novelty of marketing strategy	Between Groups	0,239	0,750	0,583	0,343	0,443	0,469	0,065	0,946	0,193	0,832	0,122	0,796	0,494	0,352
	Within Groups	0,498		0,513		0,520		0,524		0,528		0,534		0,444	
Creativity of marketing strategy	Between Groups	0,189	0,892	1,025	0,202	0,482	0,560	0,062	0,968	0,631	0,497	0,187	0,768	0,373	0,642
	Within Groups	0,683		0,676		0,699		0,727		0,741		0,709		0,662	
Performance of marketing strategy	Between Groups	0,184	0,754	0,677	0,131	0,787	0,105	1,056	0.038*	1,069	0,028	0,086	0,800	0,107	0,876
	Within Groups	0,386		0,373		0,376		0,363		0,371		0,384		0,470	

\* p&lt;0.05 (two tailed)

For the demographic characteristics of companies, the Table 14, which is the summary table of mean difference analyses of companies' characteristics, reveals that there is significant difference in only work load pressure at the level .05 due to differences in years each company has been operating for. Mean of work load pressure is high for companies, which are operating for 6-10, 11-20, and over 20 years. In addition, there is significant effect of number of countries, where Turkish companies are marketing their products to, on the mean differences of vision/mission, resources, and work load pressures are significant at the level .05. Companies, which market their products to 0-10 and 11-20 countries, indicate higher means of vision/mission than other companies. In addition, companies, which market their products to 11-20 countries, demonstrate higher mean of resources and work load pressure than other companies.

Differences in marketing budget of Turkish companies causes significant mean differences in top management's emphasis on risk aversion, interdepartmental conflict, organizational encouragement of creativity, resources, intelligence generation, response implementation, responsiveness, market orientation, organizational creativity, meaningfulness of marketing strategy, novelty of marketing strategy, creativity of marketing strategy, and performance of marketing strategy at the level .05. Companies, which has less than \$1 million marketing budget, indicates higher means of top management's emphasis on risk aversion and interdepartmental conflict than other companies. However, companies, having marketing budget between \$1- \$25 million, \$25- \$50 million, and over \$50 million, show higher means of organizational encouragement of creativity, intelligence generation, response implementation, and responsiveness than other companies. Besides, companies, having marketing budget between \$1- \$25 million and over \$50 million, indicates

higher mean of resources, market orientation, organizational creativity, meaningfulness of marketing strategy, novelty of marketing strategy, creativity of marketing strategy, and performance of marketing strategy than other companies, while companies, which have marketing budget over \$50 million, demonstrate quite highest mean of these variables. Here it is seen that marketing budget differences causes mean difference in constructs of market orientation, meaningfulness, novelty, creativity and performance of marketing strategy of Turkish companies.

The Table 14 also indicates that the differences in means of reward system, organizational encouragement, supervisory encouragement, work group encouragement, challenge, work load pressure, organizational impediments, organizational creativity, and novelty of marketing strategy is significant at level of 0.05 for different industries, in which Turkish companies are operating. However, mean differences between other variables in the table are not significant, so it can be said that there is no significant differences between means of these variables for each industry. Companies, which are in textile, beer and ceramic sectors, demonstrate higher means of reward system than companies in other sectors. Nevertheless, companies in textile, beer, and FMCG-food sectors show higher means of organizational encouragement and supervisory encouragement than other companies in other sectors. Companies in electronic goods, FMCG-food, and FMCG-cleaning sectors indicate higher means of work group encouragement than other companies do. For challenge and work load pressure, companies in textile, FMCG-food and ceramic sectors demonstrate higher means than other companies do. Companies in textile, FMCG-cleaning, and ceramic sectors demonstrate higher mean of organizational impediments than other companies. Moreover, companies in FMCG-food, textile, beer, and ceramic sectors designate higher mean of organizational

creativity than other companies, while companies in glass, beer and ceramic sectors point out higher means of novelty of marketing strategy than other companies in other sectors. Lastly, number of employees working in Turkish companies has significant effect on mean differences in organizational encouragement, work load pressure, and performance of marketing strategy at the .05 level. Companies, which have 51-250, 251-1000, and over 1000 employees, demonstrate higher means of organizational encouragement, work load pressure, and performance of marketing strategy.

Table 14 - Summary table of ANOVA Analyses of Companies' Characteristics

		Industry		Years company is operating for		Number of countries the company is selling its products		Company's marketing budget		Number of employees	
		Mean Square	Sig.	Mean Square	Sig.	Mean Square	Sig.	Mean Square	Sig.	Mean Square	Sig.
Top manager's emphasis on market orientation	Between Groups	0,636	0,177	0,228	0,676	0,184	0,803	1,038	0,051	0,352	0,539
	Within Groups	0,426		0,445		0,452		0,424		0,450	
Top manager's emphasis on risk aversion	Between Groups	0,229	0,881	0,045	0,968	0,196	0,829	2,180	0,001	0,485	0,451
	Within Groups	0,532		0,527		0,527		0,447		0,524	
Interdepartmental conflict	Between Groups	0,379	0,529	0,210	0,699	0,225	0,731	1,893	0,002	0,208	0,759
	Within Groups	0,434		0,440		0,445		0,403		0,445	
Interdepartmental connectedness	Between Groups	0,517	0,452	1,217	0,075	1,208	0,055	0,673	0,310	0,628	0,330
	Within Groups	0,529		0,515		0,506		0,555		0,539	
Departmentalization	Between Groups	18,972	0,574	6,396	0,765	10,462	0,782	26,436	0,400	25,776	0,364
	Within Groups	23,648		23,783		24,014		25,464		23,229	
Formalization	Between Groups	0,867	0,109	0,033	0,980	0,575	0,353	0,815	0,186	0,341	0,633
	Within Groups	0,501		0,528		0,516		0,517		0,531	
Centralization	Between Groups	1,150	0,125	0,672	0,424	0,251	0,849	0,601	0,518	0,420	0,684
	Within Groups	0,690		0,715		0,733		0,737		0,734	
Vision-Mission	Between Groups	0,990	0,230	0,198	0,855	2,876	0,003*	1,152	0,203	0,292	0,825
	Within Groups	0,729		0,764		0,673		0,760		0,775	
Decentralization	Between Groups	0,645	0,370	0,423	0,551	0,945	0,179	0,734	0,317	0,211	0,844
	Within Groups	0,589		0,601		0,591		0,614		0,603	
Reward system	Between Groups	0,826	0,029*	0,102	0,854	0,747	0,102	0,432	0,360	0,490	0,285
	Within Groups	0,353		0,391		0,377		0,393		0,385	
Organizational encouragement	Between Groups	1,334	0,019*	0,408	0,556	1,009	0,143	1,863	0,009	1,524	0,032*
	Within Groups	0,529		0,586		0,575		0,519		0,555	
Supervisory encouragement	Between Groups	1,415	0,031*	0,271	0,753	1,247	0,108	1,289	0,086	1,572	0,051
	Within Groups	0,613		0,676		0,642		0,615		0,643	
Work group encouragement	Between Groups	1,018	0,018*	0,929	0,094	0,326	0,566	0,707	0,159	0,345	0,526
	Within Groups	0,398		0,425		0,441		0,419		0,430	
Freedom/Autonomy	Between Groups	0,829	0,062	0,015	0,992	0,542	0,292	0,966	0,065	0,231	0,732
	Within Groups	0,415		0,452		0,432		0,423		0,456	

Table 14 (Continued)

		Industry		Years company is operating for		Number countries the company is selling its products		Company's marketing budget		Number of employees	
		Mean Square	Sig.	Mean Square	Sig.	Mean Square	Sig.	Mean Square	Sig.	Mean Square	Sig.
Resources	Between Groups	0,822	0,100	0,144	0,833	1,215	0,04*	2,705	0,000*	0,103	0,936
	Within Groups	0,464		0,497		0,468		0,419		0,507	
Challenge	Between Groups	1,458	0,008*	0,231	0,741	0,676	0,287	0,117	0,924	1,108	0,088
	Within Groups	0,502		0,553		0,533		0,517		0,533	
Work load pressure	Between Groups	2,114	0,018*	2,704	0,027*	2,532	0,02*	0,396	0,785	2,530	0,022*
	Within Groups	0,826		0,852		0,830		0,915		0,844	
Organizational impediments	Between Groups	1,410	0,006*	0,172	0,812	0,046	0,988	0,387	0,587	1,024	0,099
	Within Groups	0,470		0,540		0,553		0,545		0,511	
Intelligence generation	Between Groups	0,319	0,594	0,308	0,512	0,549	0,246	0,992	0,035*	0,330	0,498
	Within Groups	0,402		0,399		0,398		0,369		0,390	
Intelligence dissemination	Between Groups	0,709	0,096	0,095	0,880	0,450	0,362	0,875	0,067	0,704	0,152
	Within Groups	0,396		0,425		0,410		0,385		0,411	
Response design	Between Groups	0,727	0,060	0,154	0,757	0,618	0,169	0,496	0,229	0,640	0,151
	Within Groups	0,362		0,390		0,377		0,347		0,372	
Response implementation	Between Groups	0,304	0,713	0,322	0,557	0,556	0,311	1,622	0,004*	0,875	0,107
	Within Groups	0,467		0,463		0,460		0,396		0,449	
Responsiveness	Between Groups	0,452	0,244	0,083	0,873	0,578	0,157	0,928	0,019	0,719	0,083
	Within Groups	0,341		0,355		0,342		0,299		0,339	
Market Orientation	Between Groups	0,414	0,238	0,094	0,831	0,429	0,251	0,860	0,020	0,507	0,172
	Within Groups	0,309		0,321		0,314		0,282		0,312	
Organizational creativity	Between Groups	1,318	0,034*	0,273	0,729	0,234	0,834	3,539	0,000*	0,866	0,241
	Within Groups	0,580		0,629		0,645		0,495		0,622	
Meaningfulness of marketing strategy	Between Groups	0,174	0,926	0,464	0,408	0,690	0,213	1,718	0,003*	0,994	0,081
	Within Groups	0,491		0,477		0,465		0,405		0,466	
Novelty of marketing strategy	Between Groups	1,781	0,000*	0,159	0,823	0,750	0,214	2,603	0,000*	0,332	0,642
	Within Groups	0,432		0,525		0,508		0,456		0,528	
Creativity of marketing strategy	Between Groups	0,755	0,360	0,711	0,380	0,161	0,919	3,845	0,000*	0,945	0,247
	Within Groups	0,678		0,687		0,689		0,572		0,688	
Performance of marketing strategy	Between Groups	0,403	0,410	0,551	0,231	0,218	0,697	1,240	0,005*	1,251	0,01*
	Within Groups	0,389		0,379		0,394		0,313		0,359	

\* p&lt;0.05 (two tailed)

## Testing the Hypotheses

The hypotheses from H<sub>1</sub> to H<sub>8</sub>, H<sub>22</sub> and H<sub>23</sub> in this study were tested by estimating the following regression equations:

$$Y_1 = b_1X_1 + b_2X_2 + \dots + b_8X_8 + b_{22}X_{22} + b_{23}X_{23} + e_1$$

$$Y_2 = b_1X_1 + b_2X_2 + \dots + b_8X_8 + b_{22}X_{22} + b_{23}X_{23} + e_2$$

$$Y_3 = b_1X_1 + b_2X_2 + \dots + b_8X_8 + b_{22}X_{22} + b_{23}X_{23} + e_3$$

in which Y<sub>1</sub>, Y<sub>2</sub>, and Y<sub>3</sub> respectively mean intelligence generation, intelligence dissemination and responsiveness. X<sub>1</sub> through X<sub>8</sub> correspond to (1) top management emphasis on market orientation, (2) top management emphasis on risk aversion, (3) interdepartmental conflict, (4) interdepartmental connectedness, (5) formalization, (6) centralization, (7) departmentalization, (8) reward system and X<sub>22</sub> means decentralization, managing international marketing activities locally in a specific market, X<sub>23</sub> indicates vision/mission. The e<sub>1</sub> through e<sub>3</sub> are the error terms.

As it can be seen in Table 15, 50.9% (R Square) of variance in intelligence generation is significantly explained by antecedents of market orientation at the .05 level. However, coefficients point out that top manager's emphasis on risk aversion (b=-.291, p<.05) and centralization (b=-.474, p<.05) has highest Beta values and are significant at the .05 level. So, H<sub>2(1)</sub> and H<sub>6(1)</sub> are supported. The Beta values of other antecedents, though which are not significant at the .05 level, explain that top manager's emphasis on market orientation, vision/mission, and reward system increases intelligence generation in companies as expected, however, interdepartmental connectedness and decentralization decreases intelligence generation unpredictably. Therefore, H<sub>1(1)</sub>, H<sub>23(1)</sub>, and H<sub>8(1)</sub> are supported, but H<sub>22(1)</sub> is not supported. In addition, beta values reveal that formalization increases intelligence generation surprisingly. So, H<sub>5(1)</sub> are not supported.

The result of multiple regression test between antecedents of market orientation and intelligence dissemination, in Table 15, demonstrates that 53.6% variance in intelligence dissemination is significantly explained by antecedents of market orientation. The Beta values indicate vision/mission ( $b=.319$ ,  $p<.05$ ) has the highest Beta value and is significant at the .05 level. So  $H_{23(2)}$  is supported. Beta values, though which are not significant at the .05 level, also explain that interdepartmental connectedness and reward system increases intelligence dissemination within companies as predicted by the study, but top manager's emphasis on market orientation and decentralization has negative beta values and they decrease intelligence dissemination within a company surprisingly. So  $H_{4(1)}$  and  $H_{8(2)}$  are supported, but  $H_{1(2)}$  and  $H_{22(2)}$  are not supported. In contrast, top manager's emphasis on risk aversion, interdepartmental conflict, departmentalization, formalization, and centralization decreases intelligence dissemination within company as expected by this study. Then,  $H_{2(2)}$ ,  $H_{3(1)}$ ,  $H_{5(2)}$ ,  $H_{6(2)}$  and  $H_{7(1)}$  are supported.

The multiple regression tests point out that 55.3% of variance in responsiveness is significantly explained by antecedents of market orientation. In addition, table of coefficients showed that only top manager's emphasis on risk aversion ( $b=-.437$ ,  $p<.05$ ) and centralization ( $b=-.487$ ,  $p<.05$ ) are significant at the .05 level and they decrease responsiveness in Turkish companies. Hence,  $H_{2(3)}$  and  $H_{6(3)}$  are supported. Although there is no other significant variable in this coefficients table, beta values of other variables indicates relations between antecedents of market orientation and responsiveness. So, top manager's emphasis on market orientation, interdepartmental connectedness, vision/mission and decentralization has positive beta values and they increase responsiveness in Turkish companies as this

study anticipated, but, reward system does not increase responsiveness in Turkish companies unexpectedly. Then, H<sub>1(3)</sub>, H<sub>4(2)</sub>, H<sub>25(3)</sub> and H<sub>22(3)</sub> are supported, but H<sub>8(3)</sub> is not supported. Conversely, departmentalization decreases responsiveness in companies as expected, but, interdepartmental conflict and formalization does not decrease responsiveness in companies surprisingly. So, H<sub>7(2)</sub> is supported but H<sub>3(2)</sub> and H<sub>5(3)</sub> are not supported.

However, the hypotheses from H<sub>9</sub> to H<sub>16</sub> were tested by estimating the following regression equations:

$$Y_4 = b_9X_9 + b_{10}X_{10} + \dots + b_{16}X_{16} + e_4$$

where Y<sub>4</sub> denotes organizational creativity, X<sub>9</sub> through X<sub>16</sub> respectively correspond (9) organizational encouragement of creativity, (10) supervisory encouragement of creativity, (11) work group encouragement of creativity, (12) autonomy/freedom, (13) resources, (14) challenge, (15) workload pressure, and (16) organizational impediments.

The results of regression tests, in Table 15, demonstrate that 59.4% of variance in organizational creativity is significantly explained by antecedents of organizational creativity. The Coefficient table indicates that organizational encouragement (b=.554, p<.05), resources (b=.190, p<.05), and challenge (b=.191, p<.05) have highest beta values and are significant at the .05 level, these three variables positively influence organizational creativity. This table also demonstrates that supervisory encouragement and work group encouragement, though they are not significant at .05 level, are positively influencing organizational creativity as expected in this study, but, freedom/autonomy does not positively influence organizational creativity unexpectedly. However, work load pressure has negative influence of organizational creativity as predicted, but, organizational impediments

do not have negative influence on organizational creativity surprisingly. Therefore, H<sub>9</sub>, H<sub>10</sub>, H<sub>11</sub>, H<sub>13</sub>, H<sub>14</sub>, H<sub>15</sub> are supported, but H<sub>12</sub>, and H<sub>16</sub> are not supported.

Table 15 - Antecedents of Market Orientation and Organizational Creativity: Summary Table of Regression Analyses

Independent Variables	Intelligence Generation		Intelligence Dissemination		Responsiveness		Organizational Creativity	
	Coefficients	Sig	Coefficients	Sig	Coefficients	Sig	Coefficients	Sig
Top manager's emphasis on market orientation	0,028	0,851	-0,150	0,304	0,064	0,652		
Top manager's emphasis on risk aversion	-0,291	0,04*	-0,209	0,125	-0,437	0,002*		
Interdepartmental conflict	0,049	0,774	-0,033	0,841	0,118	0,467		
Interdepartmental connectedness	-0,002	0,991	0,085	0,545	0,136	0,327		
Departmentalization	-0,121	0,345	-0,093	0,455	-0,061	0,615		
Formalization	0,131	0,472	-0,013	0,940	0,115	0,510		
Centralization	-0,474	0,017*	-0,297	0,115	-0,487	0,01*		
Vision-Mission	0,258	0,103	0,319	0,04*	0,071	0,632		
Decentralization	-0,013	0,925	-0,239	0,078	0,116	0,375		
Reward system	0,006	0,969	0,235	0,101	-0,052	0,709		
R Square	0,509	0,001*	0,536	0,000*	0,553	0,000*		
Organizational encouragement							0,554	0,000*
Supervisory encouragement							0,101	0,351
Work group encouragement							0,033	0,681
Freedom/Autonomy							-0,073	0,393
Resources							0,190	0,027*
Challenge							0,191	0,022*
Work load pressure							-0,048	0,544
Organizational impediments							0,113	0,189
R Square							0,594	0,000*

\* p<0.05 (Two tailed)

The hypotheses H<sub>17(1)</sub>, H<sub>17(2)</sub>, H<sub>17(3)</sub>, H<sub>18</sub>, H<sub>19</sub>, H<sub>20</sub>, and H<sub>21</sub> were also tested with multiple regression analysis. The regression test between constructs of market orientation and meaningfulness of marketing strategy, in Table 16, indicates that 43.4% of variance in meaningfulness of marketing strategy is significantly explained by intelligence generation, intelligence dissemination and responsiveness at the .05 level. In addition beta values of those three variables are respectively .237, .098, .381. Intelligence generation and responsiveness have highest beta values and are significant at the .05 level. So it can be argued that intelligence generation and responsiveness positively influences meaningfulness of marketing strategy as expected in this study. Though intelligence dissemination is not significant at the .05 level, it has a positive beta value. So it can be argued that intelligence dissemination also has positive influence on meaningfulness of marketing strategy. Therefore H<sub>17(1)</sub>, H<sub>17(2)</sub>, and H<sub>17(3)</sub> are supported.

The regression analysis between organizational creativity and novelty of marketing strategy indicates that 38.4% of variance in novelty of marketing strategy is significantly explained by organizational creativity. In addition, organizational creativity's beta value is .620 and significant at the .05 level. Therefore, organizational creativity positively influences novelty of marketing strategy in Turkish companies. So H<sub>18</sub> is supported. The multiple regression tests also demonstrate that 64.9% of variance in creativity of marketing strategy is significantly explained by meaningfulness and novelty of marketing strategy. In addition, meaningfulness (b=.253, p<.05) and novelty (b=.657, p<.05) has positive and significant beta values at the .05 level, which clarifies that both of them positively influence creativity of marketing strategy. Therefore H<sub>19</sub> and H<sub>20</sub> are supported.

Lastly, the linear regression between creativity of marketing strategy and performance of marketing strategy indicates that 46.4% of variance in performance of marketing strategy is significantly explained by creativity of marketing strategy. Also creativity of marketing strategy ( $b=.681$ ,  $p<.05$ ) has high and significant beta value, this means creativity of marketing strategy positively influence performance of marketing strategy. So  $H_{21}$  is supported.

Table 16 - Major Constructs of Framework: Summary Table of Regression Analyses  
Dependent Variables

Independent Variables	Meaningfulness of marketing strategy		Novelty of marketing strategy		Creativity of marketing strategy		Performance of marketing strategy	
	Coefficients	Sig	Coefficients	Sig	Coefficients	Sig	Coefficients	Sig
Intelligence generation	0,237	0.046*						
Intelligence dissemination	0,098	0,365						
Responsiveness	0,381	0.001*						
R Square	0,434	0.000*						
Organizational creativity			0,620	0.000*				
R Square			0,384	0.000*				
Meaningfulness of marketing strategy					0,253	0.000*		
Novelty of marketing strategy					0,657	0.000*		
R Square					0,649	0.000*		
Creativity of marketing strategy							0,681	0.000*
R Square							0,464	0.000*

\* p<0.05 (Two tailed)

## CHAPTER 5

### DISCUSSIONS

This study proposes a model, which indicates significant patterns of relationships between market orientation, organizational creativity, creativity of marketing strategy and company performance. As discussed above, the study anticipated that international performance of Turkish companies increase if they employ creative international marketing strategies when they market their products in foreign markets. However, creative marketing strategy is only possible if it provides meaningful and novel solutions to problems of customers in each market and this is the part that makes this study unique. Providing meaningful and novel solutions is achievable if Turkish companies are highly market oriented and they have high organizational creativity. And the model specifies that market orientation approach and organizational creativity of a company is highly dependent on their organizational antecedents.

The findings of this study reveal that performance of Turkish companies in international markets is highly and positively influenced from creativity of international marketing strategies. This means that Turkish companies, who want to be an international player, should invest on creative marketing programs for international markets to be successful there. In addition to this, the creativity of international marketing strategy is positively influence from meaningfulness and novelty of marketing strategy. A notable finding is that novelty of marketing strategy predominantly influences creativity of marketing strategy. It emerges that enhancing novelty of marketing strategy is more likely to help a Turkish company to have a creative marketing strategy than enhancing meaningfulness of marketing strategy.

The descriptive analysis indicates that although Turkish companies' international marketing strategies are highly meaningful, their international marketing strategies are slightly creative. It means that international marketing strategies of Turkish companies are not notably creative. This might be the result of novelty of marketing strategy, which has a mean below average, since novelty of marketing strategy has higher coefficient of influence on creativity of marketing strategy than meaningfulness of marketing strategy does. In sum, the results clarify that Turkish companies should keep meaningfulness of marketing strategy high and increase novelty of marketing strategy to have a highly creative international marketing strategy. Thereupon, performance of Turkish companies increases in international markets. Meaningful and novel marketing strategy positively influences business performance of companies (Im and Workman, 2004; Han et al., 1998).

The results point out that while meaningfulness of marketing strategy is positively influenced from market orientation approach, novelty of marketing strategy is positively influenced from organizational creativity of the company. The studies of Im and Workman (2004) and Han et al. (1998) also discuss that market orientation of companies enhances existence of meaningfulness of their marketing strategy. As discussed above, market orientation approach consists of three major components, which are intelligence generation, intelligence dissemination, and responsiveness. The findings indicate that each of these three components influences meaningfulness of marketing strategy positively, however, responsiveness and intelligence generation has higher coefficient of influence on meaningfulness of marketing strategy than intelligence dissemination does. This means that the enrichment of intelligence generation and responsiveness is more likely to increase meaningfulness of marketing strategy than enhancement of intelligence

dissemination. Positive influence of market orientation's three constructs on meaningfulness of marketing strategy is an expected result, since intelligence generation makes companies learn about customers' needs and expectations, intelligence dissemination circulates the customer data to relevant departments, and responsiveness makes companies come up with meaningful marketing strategy to expectations and needs of customers. The descriptive analysis points out that the intelligence generation, intelligence dissemination, and responsiveness highly exist within Turkish companies and this indicates that Turkish companies are market oriented. Due to positive influence of market orientation on meaningfulness of marketing strategy, this induces high meaningfulness of marketing strategies in Turkish companies. So, the companies should enrich intelligence generation, intelligence dissemination and responsiveness to raise meaningfulness of marketing strategies by paying more attention on intelligence generation and responsiveness, since rise of the meaningfulness of marketing strategy will increase performance of Turkish companies in foreign markets.

On the other hand, the results reveal that organizational creativity positively influences novelty of marketing strategy as proposed in the model. Creativity is the thing to discover novel ways of doing something (Fillis and McAuley, 2000) and it provides novel ideas to the organizations. The descriptive analysis indicates that while the organizational creativity is slightly high in Turkish companies, novelty of marketing strategy is slightly low. This shows that marketing strategies of Turkish companies are not sufficiently novel to have a creative marketing strategy. Therefore, Turkish companies should increase organizational creativity to raise novelty of marketing strategies, since rise of the novelty of marketing will positively influence performance of Turkish companies in international markets.

The study anticipated that existence of market orientation and organizational creativity depends on their organizational antecedents. First, focusing on antecedents of market orientation, the findings suggest that several factors drive market orientation of a Turkish company. Top management's emphasis on risk aversion has negative influence on existence of each components of market orientation. This is an expected result, since market developments entail a risk and if top managers are unwilling to assume this risk, employees working in the company are less likely to work on market developments and to respond those developments (Jaworski and Kohli, 1993). To raise market orientation approach and to increase giving meaningful responses to market developments Turkish companies should motivate their managers to be risk takers, since descriptive analysis indicates that top management's emphasis on risk aversion is partially existing in the companies.

Interdepartmental connectedness positively influences existence of intelligence dissemination and responsiveness, while its effect on intelligence dissemination is stronger than on responsiveness. It is an expected result, since good relations among departments bring them closer to each other to work collectively and decrease barriers against information sharing among them. This means that connectedness among departments of a Turkish company makes employees more likely to be eager to share market information and to satisfy customer needs and expectations collectively. Therefore, Turkish companies should enhance communication, connectedness and good relations among different departments to increase information sharing among them and to facilitate generation of meaningful responses to expectations and needs of customers.

Centralization has negative influence on three components of market orientation. The centralization of decision-making process serves a barrier to market

orientation approach of a company (Jaworski and Kohli, 1993). Zaltman et al. (1973) state that centralization is inhibitor of information utilization, which corresponds to designing programs in response to intelligence gathered from market. In companies that have centralized management systems, decisions about marketing strategies were given by the central managements and it is applied in all business units without much consideration on differences of business units and their markets. This prevents companies to be market orientated, since market orientation encourage business units to make their own decisions on marketing strategy, which are considering differences of the markets they are operating in. However, the descriptive analysis demonstrates that centralized management in Turkish companies is moderately low and they mostly have decentralized management systems. So, Turkish companies should keep the centralization low by delegating decision-making authority throughout the organizations to increase market orientation within the companies.

The findings show that departmentalization negatively influence intelligence dissemination and responsiveness, while its coefficient of influence on intelligence dissemination is little higher than its coefficient of influence on responsiveness. It is anticipated that the higher the number of departments the slower and harder speed of information sharing. This means that high number of departments is a barrier on information flow and collective response to market developments. Thus, it should be kept low by Turkish companies for the sake of market orientation.

Vision/mission of the company, mentioning to be an international player, positively influence existence of intelligence generation, intelligence dissemination and responsiveness. A company, who wants to be an international player, should employ market orientation to their businesses inevitably, since without providing products suitable to the needs and expectations of customers it is hard to have a large

number of customers in international markets. The descriptive analysis points out that mean of vision/mission is above average. This means that vision/mission of Turkish companies supports their market orientation approach and they should keep their vision/mission, mentioning to be an international player in the market, to enrich market orientation and meaningfulness of marketing strategy of the companies.

The results of the study show that top management's emphasis on market orientation, interdepartmental conflict, and formalization positively influences existence of intelligence generation and responsiveness, while they have negative effect on existence of intelligence dissemination. The negative influences of these variables on intelligence dissemination might be the result of competition among departments of Turkish companies. A department, which has the information, might be reluctant to share it with other departments to keep power, which the information provide, in its hands, since the power of information moves the department one step further than others in the company. However, reward system, relying on market-based factors for evaluating and rewarding employees, positively influences existence of intelligence generation and intelligence dissemination, while reward system has negative effect on existence of responsiveness. Positive effect of reward system on intelligence generation and intelligence dissemination is an anticipated result since reward system, relying on market-based factors for evaluating and rewarding employees, encourages employees to obtain market data about customers, competitors, and market dynamics by rewarding employees, who provide those data to the relevant departments of the company. Lastly, decentralization, managing international marketing activities locally in a specific market, positively influences existence of responsiveness, while it negatively influences intelligence generation and dissemination. The positive effect of decentralization on responsiveness is

expected, since decentralization encourages business units of companies to make their own decisions on marketing strategy, which are appropriate to the market they are operating in. Effects of those five antecedents on each components of market orientation are not in the same line, so the results call for additional research to examine relation between those five antecedents and market orientation.

In sum, Turkish companies, who want to increase meaningfulness of their marketing strategy to have a greater performance in international markets, should increase market orientation within the companies. The findings reveal that the way to increase market orientation in the company is to keep top management's emphasis on risk aversion, centralized management, and departmentalization as low as possible, and is to keep interdepartmental connectedness and vision/mission, mentioning to be an international player, as much as possible. Especially, centralization and top management's emphasis on risk aversion must be kept low, since these two antecedents have greater coefficient of negative influence on components of market orientation than other antecedents have.

The study proposes that existence of organizational creativity, which makes marketing strategy novel, depends on certain antecedents. The finding suggests that organizational encouragement of creativity, supervisory encouragement of creativity, and work group encouragement of creativity, which are encouragement of creativity antecedents, positively influence existence of organizational creativity. It is expected that employees, who are properly encouraged to act creatively in their job by the organization, it is unavoidable they will employ their creativity in their works. The descriptive analysis points out that organizational encouragement, supervisory encouragement, and work group encouragement are all high in Turkish companies. The companies should keep enhancing organizational encouragement, supervisory

encouragement, and work group encouragement of creativity to increase organizational creativity within the organizations, because organizational creativity, which is partially high in Turkish companies, increases novelty of marketing strategy and indirectly raise performance of the company.

The results of the study indicate that resources have positive influence on existence of organizational creativity. This means that sufficient resources, given to employees, increase organizational creativity within a company. Lack of sufficient resources decreases inherent motivation of employees toward their job and they hesitate to employ their creativity in their job. The analyses indicate that resources are slightly sufficient in Turkish companies. It appears that employees in the companies are not much happy with the provision of resources. Companies should increase resources given to employees to raise organizational creativity within company.

The findings suggests that “challenge”, which is challenging pressure on employees, positively influences existence of organizational creativity, and jobs of employees in Turkish companies are mostly perceived as challenging. This means that challenge makes them think creatively to find solutions to the problems in their work. So companies should enrich challenge moderately in the jobs to increase organizational creativity, since Amabile et al. (1996) articulate that extreme challenge could undermine creativity of individuals. In addition, Amabile (1988) states that some degree of pressure could have positive influence on use of individual creativity in the job, if it is perceived as emerging from intellectually challenging nature of the work. However, work load pressure has negative influence on existence of organizational creativity. High work load pressure makes employees in Turkish companies just focus on the work they have and prevents them establish creative

bonds with the job they do and other related issues. The descriptive analysis demonstrates that there is high work load pressure in Turkish companies. Since the work load pressure prevents creative thinking of employees, companies should decrease work load pressure as much as possible to enrich existence of organizational creativity for the sake of novelty of marketing strategy.

In addition, two antecedents of organizational creativity indicate unexpected influence on organizational creativity: while autonomy/freedom has negative influence on organizational creativity, organizational impediments positively influence existence of organizational creativity. The descriptive analyses reveal that while autonomy/freedom is high, organizational impediments is low in Turkish companies.

Overall, Turkish companies should increase organizational encouragement, supervisory encouragement, work group encouragement of creativity, resources, and challenge and should decrease work load pressure to increase existence of organizational creativity within company. Since, organizational creativity increases novelty of marketing strategy, and novelty of marketing strategy indirectly increases performance of companies in international markets. In addition Turkish companies must pay more attention to increasing organizational encouragement as much as possible to raise organizational creativity, since it has greater coefficient of influence on organizational creativity than other antecedents do.

Consequently, the problematic parts of the model for Turkish companies are related with organizational creativity and novelty of marketing strategy. Since organizational creativity and novelty of marketing strategy are low in Turkish companies, and novelty of marketing strategy has more influence on creativity of international marketing strategy than meaningfulness of marketing strategy does.

Therefore, enhancement of organizational creativity and novelty of marketing strategy must be the priority for Turkish companies to have creative international marketing strategies and better performance in international markets.

Most of the respondents of this study are working as middle or junior manager in Marketing or Sales departments, which are two highly related departments, while former is constructing marketing strategy and latter is implementing marketing strategies to increase sales of companies. However, great numbers of respondents consider themselves as very much or much informed about international marketing strategies of the companies they work for. In addition to this, most of the respondents have spent at least 2-10 years in the industry and the company they work for. Since respondents are highly involved with marketing strategies of the companies and have great experience about marketing strategies of the companies, they are eligible to give correct response to questions, which were asked in the questionnaire. So, it can be argued that right individuals responded the questionnaires, which asks information about international marketing strategies of Turkish companies.

Most of the companies, which participated to the study, are marketing their products in more than 20 countries, and they invest huge amounts of marketing budget for international marketing activities. This means that these companies are enthusiastic to extend their business activities to foreign countries. The enthusiasm of them to grow their business toward foreign countries is also seen in their decentralized management of foreign markets, which is significant to increase success of international markets (Sim, 1977) and in their vision/mission mentioning to be international player and. Enthusiasm of these companies somehow brings results and most of them get some part of the total profit from international markets.

To increase their profit from international markets, Turkish companies should continue to invest in marketing activities enthusiastically. However, they should pay more attention on creativity of their international marketing strategies to increase their performance, since as it is discussed above highly creative marketing strategies of Turkish companies positively enhances performance of them in international markets.

In addition, the findings demonstrate that the amount of total marketing budget of Turkish companies has influence on the means of top management's emphasis on risk aversion, resources, novelty and meaningfulness of marketing strategy, and performance of company. Companies, which has less than \$1 million total marketing budget, indicates high means of top management's emphasis on risk aversion. This may mean that limited amount of marketing budget increases risk aversion within company, since managers do not want to jeopardize the limited resources that he or she could use in their projects. However, companies, which has marketing budget over \$50 million, indicates higher means for resources, novelty of marketing strategy, meaningfulness of marketing strategy, and performance of marketing strategy. It is an expected result, since companies may distribute some part of huge marketing budget as resources to their employees and they can employ this marketing budget to increase meaningfulness and novelty of marketing budget and performance of the organizations. In addition, the results show that upper managers of Turkish companies could not get sufficient resources.

## CHAPTER 6

### CONCLUSION

The aim of this study was to empirically analyze creativity of international marketing strategies of Turkish companies and their overall performance in international markets. This study suggests that the marketing strategy is the major building block of successes of a company since it leads to better performance of the company if it is properly and innovatively designed for customers. As such, the meaningfulness and novelty of marketing strategy are two vital characteristics, playing an important role on performance of the marketing strategy. As the study demonstrated that Turkish companies, which have meaningful and novel marketing strategies for customers in international markets, have creative international marketing strategy and they are performing better than the other Turkish companies, which are lack of meaningful and novel marketing strategy, in foreign markets.

As it is shown in the study, meaningfulness and novelty are two dimensions of creativity for individuals. The uniqueness of this study emerge from its anticipation about how those two dimensions, meaningfulness and novelty, might be separately integrated in marketing strategies by Turkish companies. The idea was that while meaningfulness of a marketing strategy is provided by the company's high attention on market orientation, novelty of marketing strategy is provided by increasing organizational creativity within the company, and combination of meaningfulness and novelty in marketing strategy would reveal creativity of marketing strategy. Since, while market orientation provides intelligence about what kind of marketing strategies is appropriate for target customers, organizational creativity brings novel ideas in planning of marketing strategies. As findings indicate

that market orientation and organizational creativity respectively increases meaningfulness and novelty of marketing strategies of Turkish companies, and Turkish companies have high performance in foreign markets with their creative marketing strategies.

However, having a creative marketing strategy is not a straightforward issue for Turkish companies. The major and toughest point in coming up with a creative marketing strategy is existence and internalization of market orientation and organizational creativity in the company. As study suggests existence and internalization of market orientation and organizational creativity is dependent on many organizational antecedents. Without generation of required organizational antecedents of market orientation and organizational creativity, it is impossible to have high level of market orientation and organizational creativity within the company. In generation of these antecedents within the companies the mission falls to managers in Turkish companies.

#### Managerial Implications

The findings of this study suggest that market orientation and organizational creativity are significant determinants of performance of Turkish companies in international markets by increasing creativity of international marketing strategies. Managers should struggle to improve market orientation and organizational creativity of their businesses in their attempts to increase business performance of their company.

As discussed in the study there are several organizational antecedents, which are significant determinants of market orientation approach of Turkish companies. Especially, market orientation requires a certain level of risk taking of managers and their willingness to accept occasional failures of a new product, service or a business

plan as a normal part of business life. In the lack of such a willingness of managers, lower level employees would be reluctant to respond to market developments with new products, service or business plan. Importantly, interdepartmental connectedness facilitates market orientation within Turkish companies. To increase connectedness between departments, Turkish companies can use interdepartmental training programs, cross-functional activities, and alignment of performance objectives of departments. In addition, decentralized decision-making, and vision/mission, mentioning to be an international player, are other significant organizational antecedents facilitating market orientation of Turkish companies. So allowing employees to make their decisions at lower levels of business activities and adapting vision/mission to international growth orientation would be useful to improve market orientation in businesses of Turkish companies. However, departmentalization indicates a negative relationship with market orientation in Turkish companies. Limiting the number of departments, into which organizational activities are segregated, is significant to decrease departmentalization and to facilitate market orientation within companies. To limit number of departments, the companies may merge highly related departments into one or close some departments, which are not functionally significant. Although top manager's emphasis on market orientation, interdepartmental conflict, formalization, reward system and decentralization did not influence three constructs of market orientation in the way that the study anticipated, it cannot be said that those organizational antecedents should be ignored by managers of Turkish companies. Moreover, centralization and top management's emphasis on risk aversion are two antecedents drive more market orientation than other antecedents. So managers especially must work on these two antecedents to enrich market orientation within the companies.

Existence of organizational creativity, which provides novelty to marketing strategies of Turkish companies, is also significantly dependent on organizational antecedents. Six out of eight antecedents of organizational creativity, which are discussed in the study, indicates expected relation with organizational creativity. Especially organizational, supervisory and work group encouragements of creativity have considerably positive influence on organizational creativity and they improve existence of organizational creativity in Turkish companies. Managers should encourage employees to use their creativity in the job and ensure that employees encourage each other's creative works. Then encouragement of creativity may become part of organizations' culture and creativity in companies improves. The encouragement of creativity can be through giving some bonus, gifts, day off, and so on to employees, who come up with creative ideas about the work of companies. Resource, given to employees and their projects, has also very significant effect on organizational creativity. If huge amount of resources is given to employees and their project, they become more enthusiastic to employ their creativity in their job. So, managers should pay much attention on resource allocation, and should give sufficient resources to each employee and their projects to make them use their creativity and to increase organizational creativity. As such, challenging pressure on employees positively influence organizational creativity in Turkish companies; employees use their creativity to take up challenges in their work. Managers can give some challenging tasks to employees or put some time pressure on them to finish their job on time, so managers might keep them use their creativity for the organization. However, work load pressure has negative influence on organizational creativity in Turkish companies. Therefore, managers should not give more tasks to an employee that he or she can do in a certain period of time. To decrease work load

pressure on employees companies may hire new employees rather than shrinking the companies' activities. So former employees may share work burden on them with new comers and the companies keep growing in international markets. The most influential antecedent among these 8 is organizational encouragement of creativity. So it is significant to create an organizational culture, which esteeming creativity within organization.

In sum, increasing importance of international markets for Turkish companies' business activities inevitably leads Turkish companies toward creative marketing strategies. Without planning a meaningful and novel marketing strategies Turkish companies could not attract attention of potential customers on their products, could not differentiate themselves from competitors without difficulty, and so could not perform well in international markets. Therefore, managers of Turkish companies should turn their attention toward creative marketing strategies and try to make their companies international marketing strategies as creative as possible. The way to have a creative marketing strategy passes through market orientation and organizational creativity. So, initial step for managers is to improve market orientation and organizational creativity of their companies to come up with a creative marketing strategy and high performance of the companies.

#### Limitations and Future Research Direction

The first limitation of this study is arising from sampling method. Since it is not possible to reach a list of all Turkish companies, which manufacture and sell their products to foreign markets, probability sampling cannot be used in this study. But convenience and judgment sampling methods were used respectively in phase I and II.

The second limitation is about position of respondents within the companies. Although upper managers, who have much experience in industries they work, were aimed to reach, they mostly lead us to lower managers, who have less experience, but their perceptions are also important for this study. Other than experience issue, upper managers are also more eligible to respond questions about companies and their marketing strategies correctly than lower managers can do, since they are more equipped than lower ones. So responses of lower managers might led us toward wrong conclusions about Turkish companies and their international marketing strategies, if they do not have enough information about companies and marketing strategies and if they are not eligible to response those questions.

Third limitation is about response rate of industries. The Beer industry and Glass industry have lower response rate and number of employees, who responded the questionnaire in these industries, is less than 10. The results of the study cannot be generalisable for these two industries, since sufficient data from these industries to make a discussion about them cannot be obtained. And fourth, the questionnaire is only in English, non-English speaking employees of Turkish companies could not respond the questionnaire. Then ideas of non-English speaking employees of Turkish companies were not included in the study.

Future decisions about the inclusion of more variables must be taken into consideration. Constructs of national innovativeness, marketing strategy making, situational factors, problem solving inputs, and motivational factors in theoretical framework were not included to the study due to time and resource restrictions. Following studies might research these constructs and their influence on creativity of marketing strategy and performance of Turkish companies.

Inclusion of other industries in sampling frame would be beneficial to view ideas of these industries about creative marketing strategy and to see broader picture of Turkish companies. Future studies, which can work on all industries in the Turkey, will be more representative. Also a detailed comparison analysis can be made between industries with this representative study.

Due to the fact that significance of intelligence is so much for Turkish companies' performances in the markets, IT departments should play one of the major roles on performance of Turkish companies. IT department streamlines generation and dissemination of intelligence by establishing market intelligence systems in the companies and it contributes to existence of market orientation within the companies. However, effect of IT department on market orientation was not included to the theoretical framework of this study and it should be discussed in detail in future studies.

Appendix A- Reliability Analysis of Scale Items of Constructs

	Reliability Analysis		
	Item to total correlation	Cronbach's alpha	Mean
<u>Antecedents of Market Orientation</u>			
TMEOMO		0.685	
Top manager's emphasis on market orientation	0.496		3.915
Top manager's emphasis on market orientation	0.494		4.136
Top manager's emphasis on market orientation	0.633		4.000
Top manager's emphasis on market orientation	0.268		4.042
TMEORA		0.729	
Q10REVERSED	0.509		3.129
Q11REVERSED	0.355		2.750
Q12REVERSED	0.562		3.371
Q13REVERSED	0.400		2.776
Top manager's emphasis on risk aversion	0.531		3.595
Top manager's emphasis on risk aversion	0.434		3.440
IC		0.647	
Q16REVERSED	0.438		2.482
Interdepartment conflict	0.313		3.184
Interdepartment conflict	0.471		2.588
Q19REVERSED	0.448		2.807
Interdepartment conflict	0.334		3.211
ICNN		0.601	
Interdepartmental connectedness	0.412		3.723
Interdepartmental connectedness	0.420		3.756
Interdepartmental connectedness	0.405		3.975
FOR		0.731	
Q28REVERSED	0.517		2.607
Q29REVERSED	0.473		3.265
Q30REVERSED	0.587		3.325
Q31REVERSED	0.380		2.915
Formalization	0.404		3.000
Formalization	0.445		2.846

Appendix A (Continued)

	Reliability Analysis		
	Item to total correlation	Cronbach's alpha	Mean
<u>Antecedents of Market Orientation</u>			
CNTR		0.752	
Centralization	0.615		2.526
Centralization	0.399		3.121
Centralization	0.664		2.681
Centralization	0.524		2.491
V/M		0.844	
Vision/mission	0.628		4.093
Vision/mission	0.690		4.042
Vision/mission	0.674		3.398
Vision/mission	0.604		3.483
Vision/mission	0.659		3.136
DCNT		0.59	
Decentralization	0.479		3.788
Decentralization	0.332		3.542
Decentralization	0.395		3.517
RS		0.7	
Reward system	0.263		3.610
Reward system	0.529		3.169
Reward system	0.573		3.008
Reward system	0.441		3.161
Reward system	0.475		2.805
OE		0.925	
Organizational encouragement	0.559		3.543
Organizational encouragement	0.629		3.474
Organizational encouragement	0.701		3.250
Organizational encouragement	0.696		3.353
Organizational encouragement	0.745		3.388
Organizational encouragement	0.717		3.319
Organizational encouragement	0.773		3.526
Organizational encouragement	0.772		3.345
Organizational encouragement	0.649		3.414
Organizational encouragement	0.694		3.388
Organizational encouragement	0.756		3.362

## Appendix A (Continued)

	Reliability Analysis		
	Item to total correlation	Cronbach's alpha	Mean
<u>Antecedents of Market Orientation</u>			
SE		0.89	
Supervisory encouragement	0.800		3.621
Supervisory encouragement	0.789		3.534
Supervisory encouragement	0.752		3.500
Supervisory encouragement	0.715		3.672
Supervisory encouragement	0.648		3.612
Supervisory encouragement	0.523		3.276
Supervisory encouragement	0.576		3.466
WGE		0.821	
Work group encouragement	0.516		3.913
Work group encouragement	0.531		4.139
Work group encouragement	0.695		3.974
Work group encouragement	0.591		3.504
Work group encouragement	0.580		3.991
Work group encouragement	0.623		3.852
F/A		0.744	
Freedom/Autonomy	0.580		3.590
Freedom/Autonomy	0.577		3.855
Freedom/Autonomy	0.478		3.761
Freedom/Autonomy	0.518		3.171
RES		0.786	
Resources	0.477		3.857
Resources	0.496		3.731
Resources	0.594		2.521
Resources	0.643		3.286
Resources	0.436		3.143
Resources	0.558		3.210
Resources	0.402		2.882
CHLL		0.811	
Challenge	0.618		3.773
Challenge	0.587		3.672
Challenge	0.646		3.765
Challenge	0.671		3.714

Appendix A (Continued)

	Reliability Analysis		Mean
	Item to total correlation	Cronbach's alpha	
<b>Antecedents of Market Orientation</b>			
WLP		0.83	
Work load pressure	0.684		3.714
Work load pressure	0.812		3.487
Work load pressure	0.582		3.143
OI		0.797	
Organizational impediments	0.559		3.035
Organizational impediments	0.559		2.591
Organizational impediments	0.405		2.452
Organizational impediments	0.504		2.730
Organizational impediments	0.468		3.000
Organizational impediments	0.561		2.983
Organizational impediments	0.649		2.652
IG		0.781	
Intelligence generation	0.442		4.149
Intelligence generation	0.454		3.167
Intelligence generation	0.605		3.325
Q104REVERSED	0.295		3.263
Intelligence generation	0.505		3.553
Intelligence generation	0.619		3.544
Intelligence generation	0.417		3.456
Intelligence generation	0.430		3.404
Q109REVERSED	0.346		3.149
Intelligence generation	0.411		3.535
ID		0.714	
Intelligence dissemination	0.256		3.120
Intelligence dissemination	0.532		3.590
Intelligence dissemination	0.609		3.487
Intelligence dissemination	0.588		3.385
Intelligence dissemination	0.495		3.744
Intelligence dissemination	0.355		3.291
Q117REVERSED	0.183		3.487
Q118REVERSED	0.273		3.197

## Appendix A (Continued)

	Reliability Analysis		
	Item to total correlation	Cronbach's alpha	Mean
<u>Antecedents of Market Orientation</u>			
RD		0.673	
Q119REVERSED	0.333		3.356
Response desing	0.305		3.475
Q121REVERSED	0.576		3.551
Response desing	0.396		3.746
Q123REVERSED	0.142		3.178
Response desing	0.413		3.508
Q125REVERSED	0.518		3.432
RI		0.793	
Response implementation	0.466		3.445
Response implementation	0.553		3.218
Q128REVERSED	0.445		3.832
Q129REVERSED	0.456		3.286
Response implementation	0.556		3.336
Response implementation	0.591		3.773
Response implementation	0.568		3.832
OC		0.89	
Organizational creativity	0.608		3.761
Organizational creativity	0.675		3.556
Organizational creativity	0.787		3.299
Organizational creativity	0.755		3.214
Organizational creativity	0.757		3.214
Organizational creativity	0.593		2.932
Organizational creativity	0.618		3.034
MOMS		0.882	
Meaningfulness of marketing strategy	0.753		3.838
Meaningfulness of marketing strategy	0.800		3.863
Meaningfulness of marketing strategy	0.764		3.718
Meaningfulness of marketing strategy	0.662		3.821
NOMS		0.894	
Novelty of marketing strategy	0.746		2.932
Novelty of marketing strategy	0.756		2.726
Novelty of marketing strategy	0.577		3.171
Novelty of marketing strategy	0.746		2.940
Novelty of marketing strategy	0.729		2.983

## Appendix A (Continued)

	Reliability Analysis		
	Item to total correlation	Cronbach's alpha	Mean
<u>Antecedents of Market Orientation</u>			
COMS		0.887	
Creativity of marketing strategy	0.634		3.424
Creativity of marketing strategy	0.675		3.551
Creativity of marketing strategy	0.702		2.992
Creativity of marketing strategy	0.783		3.144
Creativity of marketing strategy	0.750		3.356
Creativity of marketing strategy	0.666		2.839
POF		0.893	
Performance of company	0.542		3.036
Performance of company	0.394		3.847
Performance of company	0.617		3.234
Performance of company	0.661		3.360
Performance of company	0.564		3.495
Performance of company	0.654		3.171
Performance of company	0.642		3.153
Performance of company	0.627		3.243
Performance of company	0.601		3.270
Performance of company	0.586		3.279
Performance of company	0.702		3.378
Performance of company	0.634		3.514



BOĞAZIÇI UNIVERSITY, INTERNATIONAL TRADE MANAGEMENT  
GRADUATE PROGRAM  
MASTER THESIS QUESTIONNAIRE

This survey has been designed to assess the effects of market orientation and creativity has on international marketing strategies of Turkish companies. In detail, it measures the effects of market orientation and creativity on meaningfulness and novelty of international marketing strategies, and evaluates how these novel and meaningful characteristics of international marketing strategy influence performance of companies in international markets.

Your response to this survey is of vital importance for the success of this study. Data obtained from this questionnaire will be kept confidential and used for only academic purposes. Results can be shared with you at your request.

Thank you for your valuable contribution.

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1. Please evaluate the creativity level for the following, where 7 means "very creative" 1 means "not creative at all".

	Very creative							Not creative at all
	7	6	5	4	3	2	1	
The company I work for is ...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The industry I work in is ...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Turkish people are ...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am ...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The most creative marketing strategy I have seen so far is ...								

2. Please indicate how much you agree or disagree with the following statements about top managers in the company you work for, where 2 indicates "strongly agree" -2 indicates "strongly disagree".

	Strongly agree					Strongly disagree
	2	1	0	-1	-2	
Top managers repeatedly tell employees that this business unit's survival depends on its adapting to market trends.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Top managers often tell employees to be sensitive to the activities of our competitors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Top managers keep telling people around here that they must act now to meet customer's future needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
According to top managers here, serving customers is the most important thing our business unit does.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Top managers in this business unit believe that higher financial risks are worth taking for higher rewards.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Top managers here accept occasional new product failures as being normal.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Top managers in this business unit like to take big financial risks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Top managers here encourage the development of innovative marketing strategies, knowing well that some will fail.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Top managers in this business unit like to "play it safe."	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Top managers around here like to implement plans only if they are very certain that they will work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Please indicate how much you agree or disagree with the following statements about interdepartmental dynamics in the company you work for, where 2 indicates "strongly agree" -2 indicates "strongly disagree".

	Strongly agree					Strongly disagree
	2	1	0	-1	-2	
Most departments in this business get along well with each other.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When members of several departments get together, tensions frequently run high.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in one department generally dislike interacting with those from other departments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employees from different departments feel that the goals of their respective departments are in harmony with each other.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly agree					Strongly disagree				
	2	1	0	-1	-2	2	1	0	-1	-2
Protecting one's departmental territory is considered to be a way of life in this business unit.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The objectives pursued by the marketing department are incompatible with those of the manufacturing department.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In this business unit, it is easy to talk with virtually anyone you need to, regardless of rank or position.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is plenty opportunity for informal "hall talk" among individuals from different departments in this business unit.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In this business unit, employees from different departments feel comfortable calling each other when the need arises.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managers here discourage employees from discussing work-related matters with those who are not their immediate superiors or subordinates.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication from one department to another are expected to be routed through "proper channels."	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Please indicate how much you agree or disagree with the following statements about organizational systems of the company you work for, where 2 indicates "strongly agree" -2 indicates "strongly disagree"

Please indicate the number of departments in your business unit.

Number of departments in this business unit.....	Strongly agree					Strongly disagree				
	2	1	0	-1	-2	2	1	0	-1	-2
I feel that I am my own boss in most matters.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A person can make his own decisions without checking with anybody else.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People here are allowed to do almost as they please.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Most people here define their own roles on the job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The employees are constantly being checked on for rule violations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A person who wants to make his own decisions would be quickly discouraged here.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There can be little action taken here until a supervisor approves a decision.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People here feel as though they are constantly being watched to see that they obey all the rules.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Even small matters have to be referred to someone higher up for final answer.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have to ask my boss before I do almost anything.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Please indicate how much you agree or disagree with the following statements about the vision/mission of the company you work for, where 2 indicates "strongly agree" -2 indicates "strongly disagree"

	Strongly agree					Strongly disagree				
	2	1	0	-1	-2	2	1	0	-1	-2
Vision/mission of this company mentions the importance of being an international player.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vision/mission emphasizes growth orientation in international markets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vision/mission of the company substantially direct behaviors of employees in this company.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employees of this company show great efforts to work in line with vision/mission of the company.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vision/mission of this company is usually mentioned among employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Please indicate how much you agree or disagree with the following statements about the management style and reward system in the company you work for, where 2 indicates "strongly agree" -2 indicates "strongly disagree".

	Strongly agree					Strongly disagree				
	2	1	0	-1	-2	2	1	0	-1	-2
In this company, marketing operations in different markets are managed by people who are familiar with these markets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In this company, marketing activities in different markets are managed locally.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People, who are responsible for marketing strategies of specific markets, knows the language, culture and marketing structure of these markets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No matter which department they are in, people in this business unit get recognized for being sensitive to competitive moves.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer satisfaction assessments influence senior managers' pay in this business unit.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Formal rewards (i.e., pay raise, promotion) are forthcoming to anyone who consistently provides good market intelligence.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sales people's performance in this business unit is measured by the strength of relationships they build with customers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Salespeople's monetary compensation is almost entirely based on their sales volume.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We use customer polls for evaluating our salespeople.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Please indicate how much you agree or disagree with the following statements about the organizational environment in the company you work for, where 2 indicates "strongly agree" -2 indicates "strongly disagree".

	Strongly agree					Strongly disagree				
	2	1	0	-1	-2	2	1	0	-1	-2
This organization shows the value of creativity via internal and external publications.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People are encouraged to solve problems creatively in this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This organization shows the value of fair and constructive judgement of ideas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This organization recognizes and rewards creative works.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This organization encourages mechanisms for developing new ideas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This organization supports active flow of ideas within employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This organization has a shared vision of what the organization is trying to do.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This organization is enthusiastic about the abilities of its members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This organization is proud of its employees and their achievements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a constructive, positive atmosphere in this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People listen and encourage initiative thinking in this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My supervisor serves as a good work model.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supervisor sets goals appropriately and clearly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My supervisor provides regular, clear feedback and support to our work group in the department I work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My supervisor values individual contributions to projects.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My supervisor shows confidence in the work group.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management systems and processes are flexible and adaptable in this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Individuals' skills and interests are major factor in team selection of managers in this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My work group in the department I work consists of skilled people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is free and open communication within my work group in the department I work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly agree					Strongly disagree				
	2	1	0	-1	-2	2	1	0	-1	-2
People in my work group are open to new ideas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My work group constructively challenges each other's work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in my work group trust and help each other.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My work group feel committed to the work they are doing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have freedom to decide how I am going to carry out my projects.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have a sense of control over my works.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People discuss problems and possible alternatives in this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is independence in employee's behaviour.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. Please indicate how much you agree or disagree with the following statements about "resources" of the company you work for, where 2 indicates "strongly agree" -2 indicates "strongly disagree"

	Strongly agree					Strongly disagree				
	2	1	0	-1	-2	2	1	0	-1	-2
Generally, I can get the resources I need for my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have easy access to appropriate resources for my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unlimited funds are made freely available to all members of the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Material resources are available to all members of the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Members have free access to all of the organization's information sources.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All employees have the expertise to complete their job creatively in this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is adequate time to produce innovative ideas in this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. Please indicate how much you agree or disagree with the following statements about the creative environment within the company you work for, where 2 indicates "strongly agree" -2 indicates "strongly disagree"

	Strongly agree					Strongly disagree				
	2	1	0	-1	-2	2	1	0	-1	-2
I feel challenged by the work I am currently doing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People invest great amounts of energy in their tasks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel that I am working on important projects.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am emotionally involved with the challenging work I do.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have too much to do in too little time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel extreme time pressures on me during the work I do.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are unrealistic expectations for productivity of people in this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internal political problems impede creativity in the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Criticism of new ideas is always harsh and negative in this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is destructive competition among employees of the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The organization has no tolerance of uncertainty.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Risk is not welcomed within the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is overemphasis on the status quo within the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are many political problems in this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. Please indicate how much you agree or disagree with the following statements about marketing approach of the company you work for, where 2 indicates "strongly agree" -2 indicates "strongly disagree".

	Strongly agree					Strongly disagree
	2	1	0	-1	-2	
In this business unit, we meet with customers at least once a year to find out what products or services they will need in the future.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Individuals from our manufacturing department interact directly with customers to learn how to serve them better.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In this business unit, we do a lot of in-house market research.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We are slow to detect changes in our customer's product preferences.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We poll end users at least once a year to assess the quality of our products and services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We often talk with or survey those who can influence our end users' purchases (e.g. retailers, distributors).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We collect information through informal means (e.g., lunch with industry friends, talks with trade partners).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In our business unit, intelligence on our competitors is generated independently by several departments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We are slow to detect fundamental shifts in our industry (e.g., competition, technology, regulation).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We periodically review the likely effect of changes in our business environment (e.g., regulation) on customers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A lot of informal "hall talk" in this business unit concerns our competitors' tactics or strategies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We have interdepartmental meetings at least once a quarter to discuss market trends and developments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing personnel in our business unit spend time discussing customers' future needs with other functional departments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our business unit periodically circulates documents (e.g., reports, newsletters) that provide information on our customers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When something important happens to a major customer or market, the whole business unit knows about it in a short period in this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Data on customer satisfaction are disseminated at all levels in this business unit on a regular basis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is minimal communication between marketing and manufacturing departments concerning market developments in this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When one department finds out something important about competitors, it is slow to alert other departments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It takes us forever to decide how to respond to our competitors' price changes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Principles of market segmentation drive new product development efforts in this business unit.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
For one reason or another we tend to ignore changes in our customers' product or service needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We periodically review our product development efforts to ensure that they are in line with what customers want.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our business plans are driven more by technological advances than by market research.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Several departments get together periodically to plan a response to changes taking place in our business environment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The product lines we sell depend more on internal politics than real market needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The activities of the different departments in this business unit are well coordinated.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer complaints are ignored in this business unit.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Even if we came up with a great marketing plan, we probably would not be able to implement it in a timely fashion.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly agree					Strongly disagree
	2	1	0	-1	-2	
We are quick to respond to significant changes in our competitors' pricing structures.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
When we find out that customers are unhappy with the quality of our service, we take corrective action immediately.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
When we find that customers would like us to modify a product or service, the departments involved make concerted efforts to do so.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

11. Please indicate how much you agree or disagree with the following statements about organizational creativity of the company you work for, where 2 indicates "strongly agree" -2 indicates "strongly disagree".

	Strongly agree					Strongly disagree
	2	1	0	-1	-2	
My department in this organization is innovative.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
People working in this organization believe that they produce creative work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
This organization is creative.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
In this organization, great deal of creativity is called.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
My company has a widely shared process for creative problem solving.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
My company has a formal creativity or idea generation program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
My company has a budget set aside for creativity/innovation activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

12. Please indicate how much you agree or disagree with the following statements about general marketing strategy of the company you work for, where 2 indicates "strongly agree" -2 indicates "strongly disagree".

	Strongly agree					Strongly disagree
	2	1	0	-1	-2	
<b>Please assess the following statements by comparing the marketing program of your company with competitors in the market.</b>						
Compared to your competitors, the marketing program of your company...						
... is relevant to customers' needs and expectations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
... is considered suitable for customers' desires.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
... is appropriate for customers' needs and expectations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
... is useful for customers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Compared to your competitors, the marketing program of your company...						
... is really "out of the ordinary."	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
... can be considered as revolutionary.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
... is stimulating.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
... reflects a usual perspective in this industry.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
... provides radical differences from industry norms.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
... shows an unusual way of solving problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Strongly agree				Strongly disagree
	2	1	0	-1	
<b>Please evaluate the marketing strategy of your company in the last year.</b>					
The marketing strategy was very different from others developed in the past in this company.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The marketing strategy included some new aspects compared to previous strategies within this company.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The marketing strategy broke some of the "rules of the game" within the product/market.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The marketing strategy was innovative.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall, the marketing strategy of your company is more creative than domestic competitors' marketing strategy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall, the marketing strategy of your company is more creative than international competitors' marketing strategy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. Please indicate how much you agree or disagree with the following statements about performance of your company in international markets, where 2 indicates "strongly agree" -2 indicates "strongly disagree"

	Strongly agree				Strongly disagree
	2	1	0	-1	
This company's market share growth rate is higher than total market growth rate in each specific international market.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
International marketing strategy increases brand awareness of this company.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
International marketing strategy performance compared to industry standarts is higher.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
International marketing strategy performance compared to competitors is higher.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
International marketing strategy performance compared to expectations is higher.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Net profit in international markets relative to industry standarts is higher.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Net profit in international markets relative to competitors is higher.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Net profit in international markets relative to expectations is higher.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In international markets, growth in sales relative to industry standarts is higher.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In international markets, growth in sales relative to competitors is higher.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In international markets, growth in sales relative to expectations is higher.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
International marketing strategy of this company provides a sustainable growth.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. Please evaluate how much the following constructs/concepts exist in your company where 7 means "definitely exists", 1 means "does not exist at all"

	Definitely exists							Does not exist at all
	7	6	5	4	3	2	1	
In this company...								
Emphasis of market orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interdepartmental conflict (tension among departments emerging from difference between actual and desired responses of departments)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Formalization (the degree to which rules defines authority, roles, relations, communications, norms, sanctions and procedures in an organization)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Decentralized management of international operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vision/mission encouraging growth in international market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organizational encouragement of creativity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Autonomy/freedom that employees have on their jobs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sufficient resources for projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organizational impediments preventing creativity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Market intelligence system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Creativite marketing strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Please answer the following questions about yourself and your company.**

**Please answer the following questions about yourself.**

In which industry do you work? \_\_\_\_\_

Which of the following best describes your position in this company?	Upper management <input type="checkbox"/>	Middle management <input type="checkbox"/>	Junior management <input type="checkbox"/>	Administrative staff <input type="checkbox"/>	Support Staff <input type="checkbox"/>
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In which department do you work in this company?	Marketing <input type="checkbox"/>	Sales <input type="checkbox"/>	Production <input type="checkbox"/>	Finance <input type="checkbox"/>	Other <input type="checkbox"/>
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How much are you informed about international marketing strategy of this company?	Very much <input type="checkbox"/>	Much <input type="checkbox"/>	Fairly <input type="checkbox"/>	Little <input type="checkbox"/>	None <input type="checkbox"/>
How many years have you been working in this sector?	0-1 <input type="checkbox"/>	2-3 <input type="checkbox"/>	4-10 <input type="checkbox"/>	11-20 <input type="checkbox"/>	Over 20 <input type="checkbox"/>
How many years have you been working in this company?	0-1 <input type="checkbox"/>	2-3 <input type="checkbox"/>	4-10 <input type="checkbox"/>	11-20 <input type="checkbox"/>	over 20 <input type="checkbox"/>

Age:	20-30 <input type="checkbox"/>	31-40 <input type="checkbox"/>	41-50 <input type="checkbox"/>	51-60 <input type="checkbox"/>	over 60 <input type="checkbox"/>
Gender:	Male <input type="checkbox"/>	Female <input type="checkbox"/>			
Income (monthly):	0-2000 TL <input type="checkbox"/>	2001-4000 TL <input type="checkbox"/>	4001-6000 TL <input type="checkbox"/>	6001-8000 TL <input type="checkbox"/>	over 8000TL <input type="checkbox"/>
Education level:	Primary <input type="checkbox"/>	High School <input type="checkbox"/>	University <input type="checkbox"/>	Graduate School <input type="checkbox"/>	

If your education level is university or graduate school, please indicate the faculty/faculties of university/universities you graduated... \_\_\_\_\_

**Please answer the following questions about the company you work for.**

This company is operating for...	0 - 5 years <input type="checkbox"/>	6 - 10 years <input type="checkbox"/>	11-20 years <input type="checkbox"/>	Over 20 years <input type="checkbox"/>	Don't know. <input type="checkbox"/>
This company is operating in this industry for...	0 - 5 years <input type="checkbox"/>	6 - 10 years <input type="checkbox"/>	11-20 years <input type="checkbox"/>	Over 20 years <input type="checkbox"/>	Don't know. <input type="checkbox"/>
In how many countries does this company sell its products?	0 - 10 <input type="checkbox"/>	11 - 20 <input type="checkbox"/>	21 - 50 <input type="checkbox"/>	Over 50 <input type="checkbox"/>	Don't know. <input type="checkbox"/>
What is your organization's total marketing budget for last year, from all sources?	Less than \$1 million <input type="checkbox"/>	\$1 million to 25\$ million <input type="checkbox"/>	\$25 million to \$50 million <input type="checkbox"/>	Over \$50 million <input type="checkbox"/>	Don't know. <input type="checkbox"/>
What percentage of total marketing budget was allocated to international markets for last year?	0 - 5% <input type="checkbox"/>	6% - 20% <input type="checkbox"/>	21% - 50% <input type="checkbox"/>	Over 50% <input type="checkbox"/>	Don't know. <input type="checkbox"/>
What is your organization's total profit for last year?	Less than \$500000 <input type="checkbox"/>	\$ 500000 to \$5 million <input type="checkbox"/>	\$5 million to \$10 million <input type="checkbox"/>	Over \$10 million <input type="checkbox"/>	Don't know. <input type="checkbox"/>
What percentage of total profit comes from international markets for last year?	0 - 5% <input type="checkbox"/>	6% - 20% <input type="checkbox"/>	21% - 50% <input type="checkbox"/>	over 50% <input type="checkbox"/>	Don't know. <input type="checkbox"/>
How many people are working in this company worldwide?	0 - 50 <input type="checkbox"/>	51 - 250 <input type="checkbox"/>	251 - 1000 <input type="checkbox"/>	over 1000 <input type="checkbox"/>	Don't know. <input type="checkbox"/>
What percentage of employees is employed abroad?	0 - 5% <input type="checkbox"/>	6% - 20% <input type="checkbox"/>	21% - 50% <input type="checkbox"/>	over 50% <input type="checkbox"/>	Don't know. <input type="checkbox"/>

**Thank you for taking the time to complete this questionnaire.**

Appendix C – TIM İlk 500 İhracatçı Araştırması

2009	2008	FİRMA ÜNVANI
Sıra	Sıra	
1	3	OYAK RENAULT OTOMOTİV FABRİKALARI A.Ş.
2	7	VESTEL DIŞ TİCARET A.Ş.
3	2	FORD OTOMOTİV SANAYİ A.Ş.
4	4	TOFAŞ TÜRK OTOMOBİL FABRİKALARI A.Ş.
5	1	TÜPRAŞ TÜRKİYE PETROL RAFİNERİLERİ A.Ş.
6	11	ARÇELİK A.Ş.
7	5	TOYOTA OTOMOTİV SANAYİ TÜRKİYE A.Ş.
8	8	HABAŞ SİNAİ VE TIBBİ GAZLAR İSTİHSAL ENDÜSTRİSİ A.Ş.
9	9	İÇDAŞ ÇELİK ENERJİ TERSANE VE ULAŞ. SAN. A.Ş.
10	21	GSD DIŞ TİCARET A.Ş.
11	12	DİLER DIŞ TİCARET A.Ş.
12	17	ŞİŞECAM DIŞ TİCARET A.Ş.
13	13	ÇOLAKOĞLU DIŞ TİCARET A.Ş.
14	23	BSH EV ALETLERİ SAN. VE TİC. A.Ş.
15	18	PERGAMON-STATUS DIŞ TİC. A.Ş.
16	16	BOSCH SAN. VE TİC. A.Ş.
17	14	MERCEDES-BENZ TÜRK A.Ş.
18	10	YÜCEL BORU İHR. İTH. VE PAZ. A.Ş.
19	58	TRAKYA TEKS. VE GİYİM SAN. DIŞ TİC. A.Ş.
20	26	ETİ MADEN İŞLETMELERİ GENEL MÜDÜRLÜĞÜ
21	27	ADININ AÇIKLANMASINI İSTEMİYOR
22	25	PETKİM PETROKİMYA HOLDİNG A.Ş.
23	29	KİBAR DIŞ TİCARET A.Ş.
24	35	EREĞLİ DEMİR VE ÇELİK FAB. T.A.Ş.
25	60	ERCİYAS ÇELİK BORU SANAYİİ A.Ş.
26	15	İZMİR DEMİR ÇELİK SANAYİ A.Ş.
27	24	KAPTAN METAL DIŞ TİC. VE NAK. A.Ş.
28	32	MAN TÜRKİYE A.Ş.
29	38	OLTAN GIDA MAD. İHR. İTH. TİC. LTD. ŞTİ.
30	36	TÜRK PIRELLI LASTİKLERİ A.Ş.
31	34	EKOM ECZACIBAŞI DIŞ TİCARET A.Ş.
32	40	ADININ AÇIKLANMASINI İSTEMİYOR
33	77	RAM DIŞ TİCARET A.Ş.
34	33	GOODYEAR LASTİKLERİ T.A.Ş.
35	46	BİRGİ BİRLEŞİK GİYİM İHR. DIŞ TİC. A.Ş.
36	42	SANKO DIŞ TİC. A.Ş.
37	47	TÜRK TRAKTÖR VE ZİRAAT MAK. A.Ş.
38	69	ADININ AÇIKLANMASINI İSTEMİYOR
39	31	SARKUYSAN ELEKTROLİTİK BAKIR SAN. VE TİC. A.Ş.
40	63	İNDESIT COMPANY BEYAZ EŞYA PAZ. A.Ş.
41	52	YEŞİM SATIŞ MAĞAZALARI VE TEKS. FAB. A.Ş.
42	50	HEY DIŞ TİCARET A.Ş.
43	76	ALTUNKAYA İNŞ. NAK. GIDA TİC. A.Ş.
44	49	ZORLU DIŞ TİCARET A.Ş.
45	43	KORDSA GLOBAL END. İPLİK VE KORD BEZİ SAN. VE TİC. A.Ş.
46	140	POLİMEKS İNŞ. TAAH. VE SAN. TİC. A.Ş.
47	90	GAAT DIŞ TİC. VE SAN. A.Ş.
48	44	ÇAYELİ BAKIR İŞLETMELERİ A.Ş.

Appendix C (Continued)

2009	2008	FİRMA ÜNVANI
49	39	NOKSEL ÇELİK BORU SAN. A.Ş.
50	37	BORUSAN MANNESMANN BORU SAN. VE TİC. A.Ş.
51	61	TEMSA SAN. VE TİC. A.Ş.
52	359	TOPRAK MAHSÜLLERİ OFİSİ GENEL MÜDÜRLÜĞÜ
53	66	BRISA BRIDGESTONE SABANCI LASTİK SAN. VE TİC. A.Ş.
54	62	PROCTER GAMBLE TÜK. MALL. SAN. A.Ş.
55	6	ADININ AÇIKLANMASINI İSTEMİYOR
56	54	DELPHI AUTOMOTIVE SYSTEMS LTD. ŞTİ.
57	-	VESTEL DİJİTAL ÜRETİM SAN. A.Ş.
58	74	ADININ AÇIKLANMASINI İSTEMİYOR
59	22	HONDA TÜRKİYE A.Ş.
60	68	ADININ AÇIKLANMASINI İSTEMİYOR
61	19	EKİNCİLER DIŞ TİC. A.Ş.
62	57	DTS DENİZLİ TEKSTİL DIŞ TİC. A.Ş.
63	431	ARAŞTIRMAYA KATILMIYOR
64	20	ADININ AÇIKLANMASINI İSTEMİYOR
65	87	TUSAŞ-TÜRK HAVACILIK VE UZAY SAN. A.Ş.
66	93	BOSCH TERMOTEKNİK SAN. VE TİC. A.Ş.
67	73	JTI TÜTÜN ÜRÜNLERİ SAN. A.Ş.
68	79	MENDERES TEKSTİL SAN. VE TİC. A.Ş.
69	75	TUSAŞ MOTOR SANAYİ A.Ş.
70	72	ADININ AÇIKLANMASINI İSTEMİYOR
71	64	ARÇELİK - LG KLİMA SAN. VE TİC. A.Ş.
72	100	MED MARİNE KILAVUZ. VE RÖM. HİZ. İNŞ. SAN. VE TİC. A.Ş.
73	94	BORUSAN İSTİKBAL TİCARET A.Ş.
74	70	CMS JANT VE MAKİNA SAN. A.Ş.
75	89	AUTOLIV CANKOR OTO. EM. SİS. SAN. VE TİC. A.Ş.
76	132	STELLİFERİ FINDIK VE GIDA SAN. A.Ş.
77	455	ADA TEKNİK İÇ VE DIŞ TİC.A.Ş.
78	85	ADININ AÇIKLANMASINI İSTEMİYOR
79	86	MİTAŞ ENERJİ VE MADENİ İNŞ. İŞL. T.A.Ş.
80	135	SOCOTAB YAPRAK TÜTÜN SAN. VE TİC. A.Ş.
81	65	KARDEMİR İTH. İHR. LTD. ŞTİ.
82	124	BOYDAK DIŞ TİCARET A.Ş.
83	67	FEDERAL MOGUL PİSTON SEGMAN VE GÖMLEK ÜRE. TES. A.Ş.
84	110	BORÇELİK ÇELİK SAN. TİC. A.Ş.
85	125	PROGIDA PAZARLAMA A.Ş.
86	114	ADININ AÇIKLANMASINI İSTEMİYOR
87	278	T.T.L. TÜTÜN SANAYİ VE DIŞ TİC. A.Ş.
88	184	STANDARD PROFİL OTOM. SAN. VE TİC. A.Ş.
89	234	YÜKSEL DIŞ TİC. İNŞ. SAN. LTD. ŞTİ.
90	103	TAHA PAZ. VE MAĞAZACILIK A.Ş.
91	130	FORMARK İLERİ GİYİM SAN. VE DIŞ TİC. A.Ş.
92	105	KOROZO AMBALAJ SAN. VE TİC. A.Ş.
93	82	ADININ AÇIKLANMASINI İSTEMİYOR
94	480	ADININ AÇIKLANMASINI İSTEMİYOR
95	145	ETSUN ENTEGRE TARIM ÜRÜN. SAN. VE TİC. A.Ş.
96	166	ARAŞTIRMAYA KATILMIYOR
97	189	ALLIANCE ONE TÜTÜN A.Ş.
98	241	BOTAŞ BORU HATLARI İLE PETROL T.A.Ş.

Appendix C (Continued)

2009	2008	FİRMA ÜNVANI
Sıra	Sıra	
99	83	KOCAER HADDECİLİK SAN. TİC. LTD. ŞTİ.
100	-	AS ÇİMENTO SAN. VE TİC. A.Ş.
101	107	KENT GIDA MADD. SAN. VE TİC. A.Ş.
102	117	ADININ AÇIKLANMASINI İSTEMİYOR
103	96	TOYOTA MOTOR EUROPE ADAPAZARI ŞUBESİ
104	238	BALIKESİR ELEKTROMEKANİK SAN. TESİSLERİ A.Ş.
105	28	NURSAN ÇELİK SAN. VE HADD. A.Ş.
106	127	GAP GÜNEYDOĞU TEKS. SAN. VE TİC. A.Ş.
107	71	BAŞAK METAL TİC. VE SAN. A.Ş.
108	159	PETLAS LASTİK SAN. VE TİC. A.Ş.
109	88	MASS KABLO YATIRIM VE TİC. A.Ş.
110	285	FNSS SAVUNMA SİSTEMLERİ A.Ş.
111	212	KARTET KARADENİZ TOPTAN ELEKT. TİC. A.Ş.
112	119	ÇİMSA ÇİMENTO SAN. VE TİC. A.Ş.
113	156	VİLMEKS İÇ VE DIŞ TİC. VE METAL SAN. A.Ş.
114	59	COMPONENTA DÖKÜMCÜLÜK TİC. VE SAN. A.Ş.
115	161	BEYPA DIŞ TİC. VE TEKS. SAN. A.Ş.
116	91	NEXANS TÜRKİYE ENDÜSTRİ VE TİCARET A.Ş.
117	131	DSD DERİ SANAYİCİLERİ DIŞ TİC. A.Ş.
118	101	CROSS TEKS. SAN. VE TİC. A.Ş.
119	195	KALYONCU NAKLİYAT TURİZM TİC. VE SAN. LTD. ŞTİ.
120	144	ADININ AÇIKLANMASINI İSTEMİYOR
121	-	ARAŞTIRMAYA KATILMIYOR
122	116	ADININ AÇIKLANMASINI İSTEMİYOR
123	126	KÜÇÜKÇALIK TEKSTİL SAN. VE TİC. A.Ş.
124	180	LİDER GIDA SAN. VE DIŞ TİC. LTD. ŞTİ.
125	81	TÜRK PRYSMIAN KABLO VE SİSTEMLERİ A.Ş.
126	168	UĞUR SOĞUTMA MAK. VE TEKS. SAN. TİC. A.Ş.
127	181	GÜLPA PAZ. VE DIŞ TİC. A.Ş.
128	682	MEDİT TEKSTİL SAN. VE TİC. LTD. ŞTİ.
129	55	METAL MARKET DIŞ TİC. LTD. ŞTİ.
130	388	ARAŞTIRMAYA KATILMIYOR
131	123	ARPAŞ İHR. İTH. VE PAZ. A.Ş.
132	112	ELEKS DIŞ TİCARET A.Ş.
133	197	ARAŞTIRMAYA KATILMIYOR
134	824	ERPA HAZIR GİYİM İÇ VE DIŞ TİC. A.Ş.
135	460	SANMAR DENİZCİLİK MAK. VE TİC. LTD. ŞTİ.
136	104	ARAŞTIRMAYA KATILMIYOR
137	133	ÇİMTAŞ ÇELİK İMALAT MONTAJ VE TESİSAT A.Ş.
138	297	ETİK DIŞ TİC. VE PAZ. A.Ş.
139	248	ARAŞTIRMAYA KATILMIYOR
140	84	YEŞİLYURT DEMİR ÇELİK END. VE LİMAN İŞLET. LTD. ŞTİ.
141	205	DORUK EV GEREÇLERİ SAN. VE TİC. LTD. ŞTİ.
142	187	HAYAT KİMYA SANAYİ A.Ş.
143	208	BOYTEKS TEKSTİL SAN. VE TİC. A.Ş.
144	92	FIRAT PLASTİK KAUÇUK SAN. VE TİC. A.Ş.
145	173	ŞÖLEN ÇİKOLATA GIDA SAN. VE TİC. A.Ş.
146	45	ÖZKAN DEMİR ÇELİK SAN. A.Ş.
147	128	ADININ AÇIKLANMASINI İSTEMİYOR

Appendix C (Continued)

2009	2008	FİRMA ÜNVANI
Sıra	Sıra	
148	118	HES HACILAR ELEKT. SAN. VE TİC. A.Ş.
149	109	FURTRANS DENİZCİLİK SAN. VE TİC. A.Ş.
150	354	RMK MARİNE GEMİ YAPIM SAN. VE DENİZ TAŞIM. İŞL. A.Ş.
151	461	ÖZKAN DEMİR ÇELİK DIŞ TİC. A.Ş.
152	158	ARAŞTIRMAYA KATILMIYOR
153	473	ADININ AÇIKLANMASINI İSTEMİYOR
154	146	ADININ AÇIKLANMASINI İSTEMİYOR
155	574	YALIM DIŞ TİCARET LTD.ŞTİ.
156	134	ADININ AÇIKLANMASINI İSTEMİYOR
157	143	TERMO TEKNİK TİC. VE SAN. A.Ş.
158	262	TİRYAKİ AGRO GIDA SAN. VE TİC. A.Ş.
159	-	MOBİL OİL TÜRK A.Ş.
160	322	MAHMUTOĞLU NAK. PETROL TUR. GIDA SAN. VE TİC. LTD. ŞTİ.
161	247	SANDOZ İLAÇ SAN. VE TİC. A.Ş.
162	99	DURMAZLAR MAKİNA SAN. VE TİC. A.Ş.
163	937	KARSAN OTOMOTİV SAN. VE TİC. A.Ş.
164	141	ERAK GİYİM SAN. VE TİC. A.Ş.
165	150	PROMEKS DIŞ TİCARET A.Ş.
166	122	TOSYALI DIŞ TİCARET A.Ş.
167	227	ARAŞTIRMAYA KATILMIYOR
168	217	SARAY DÖKÜM VE MADENİ AKSAM SAN. A.Ş.
169	174	AKDENİZ KİMYASAL ÜRN. PAZ. İÇ VE DIŞ TİC. A.Ş.
170	200	ADININ AÇIKLANMASINI İSTEMİYOR
171	194	NAKSAN PLASTİK SAN. VE TİC. A.Ş.
172	240	KİMBERLY-CLARK TÜKETİM MALLARI SAN. VE TİC. A.Ş.
173	186	MERİNOS HALI SAN. VE TİC. A.Ş.
174	259	KASTAMONU ENTEGRE AĞAÇ SAN. VE TİC. A.Ş.
175	175	ELTAŞ ELEKT. MALZ. SAN. VE PAZ. A.Ş.
176	148	ADININ AÇIKLANMASINI İSTEMİYOR
177	196	ADININ AÇIKLANMASINI İSTEMİYOR
178	295	OSMAN AKÇA TARIM ÜRÜNL. İTH. İHR. SAN. VE TİC. A.Ş.
179	258	İPEK TEKS. PAZ. SAN. VE DIŞ TİC. LTD. ŞTİ.
180	53	ETİ BAKIR A.Ş.
181	607	SUPERLİT BORU SAN. A.Ş.
182	97	KÜÇÜKBAY YAĞ VE DETERJAN SAN. A.Ş.
183	237	ARAŞTIRMAYA KATILMIYOR
184	183	REAL İÇ VE DIŞ TİC. A.Ş.
185	280	SARTEN AMBALAJ SAN. VE TİC. A.Ş.
186	226	ADININ AÇIKLANMASINI İSTEMİYOR
187	274	ÇİMENTAŞ T.A.Ş.
188	300	ARAŞTIRMAYA KATILMIYOR
189	221	YAŞAR DIŞ TİCARET A.Ş.
190	-	ÖZ ASYA GÜM. ULUS. NAK. GIDA SAN. PETR. ÜRÜN. VE DIŞ TİC. LTD. ŞTİ.
191	108	ADININ AÇIKLANMASINI İSTEMİYOR
192	-	ARAŞTIRMAYA KATILMIYOR
193	164	KALDE KLİMA PAZ. VE TAAHHÜT A.Ş.
194	-	ARAŞTIRMAYA KATILMIYOR
195	190	ADININ AÇIKLANMASINI İSTEMİYOR

Appendix C (Continued)

<u>2009</u>	<u>2008</u>	<u>FİRMA ÜNVANI</u>
196	305	ÖZGÜNEYLER İÇ VE DIŞ TİC. A.Ş.
197	394	ÖZMAYA SANAYİ A.Ş.
198	201	ADININ AÇIKLANMASINI İSTEMİYOR
199	230	CEVHER DÖKÜM SAN. A.Ş.
200	142	ASAŞ ALÜMİNYUM SAN. VE TİC. A.Ş.
201	290	KİPAŞ PAZ. VE TİC. A.Ş.
202	298	ADININ AÇIKLANMASINI İSTEMİYOR
203	170	ARAŞTIRMAYA KATILMIYOR
204	172	HİSAR ÇELİK DÖKÜM SAN. VE TİC. A.Ş.
205	211	ADININ AÇIKLANMASINI İSTEMİYOR
206	152	İLKE PERSONEL YÖNET. VE TAŞAR. HİZM. LTD. ŞTİ.
207	206	ÖZGÜN GIDA SAN. VE TİC. LTD. ŞTİ.
208	-	KARDEM TEKS. SAN. VE TİC. A.Ş.
209	219	ASELSAN ELEKTRONİK SANAYİ VE TİC.A.Ş.
210	242	ADININ AÇIKLANMASINI İSTEMİYOR
211	273	ARSLANTÜRK TARIM ÜRN. SAN. NAK. İHR. İTH. A.Ş.
212	228	İNCİ AKÜ SAN. VE TİC. A.Ş.
213	220	TEKNİK MALZ. TİC. VE SAN. A.Ş.
214	120	HEMA ENDÜSTRİ A.Ş.
215	-	ARAŞTIRMAYA KATILMIYOR
216	321	YÜKSEL İNŞAAT A.Ş.
217	377	ÖZTİRYAKİLER MADENİ EŞYA SAN. VE TİC. A.Ş.
218	835	MESCİER DEMİR ÇELİK SANAYİ VE TİCARET A.Ş.
219	251	GÜRSOY TAR. ÜR. GIDA SAN. TİC. A.Ş.
220	264	FER İÇ VE DIŞ TİC. LTD. ŞTİ.
221	149	BAĞFAŞ-BANDIRMA GÜBRE FABRİKALARI A.Ş.
222	306	TEKASYA TAR. ÜRN. TİC. LTD. ŞTİ.
223	-	ARAŞTIRMAYA KATILMIYOR
224	253	UNILEVER SAN. VE TİC. TÜRK A.Ş.
225	339	YAVUZ GIDA SAN. VE TİC. LTD. ŞTİ.
226	284	HAMARATLI TEKS. KONF. SAN. VE TİC. A.Ş.
227	365	TAHA KARGO DIŞ TİC. LTD. ŞTİ.
228	136	ÇAĞ ÇELİK DEMİR VE ÇELİK END. A.Ş.
229	215	ARAŞTIRMAYA KATILMIYOR
230	348	CEMRE MÜHEND. GEMİ İNŞ. SAN. VE TİC. LTD. ŞTİ.
231	-	SELAH MAKİNE VE GEMİCİLİK ENDÜSTRİ TİC. A.Ş.
232	735	MAGNESİT A.Ş.
233	214	ÇELİKORD A.Ş.
234	218	KALESERAMİK ÇANAKKALE KALEBODUR SERAMİK SAN. A.Ş.
235	725	ARBEL BAKLIYAT HUBUBAT SAN. VE TİC. A.Ş.
236	255	GEMLİK GÜBRE SANAYİ A.Ş.
237	362	ASLANKAYA İNŞ. VE TİC. LTD. ŞTİ.
238	-	YÜNŞA YÜNLÜ SAN. VE TİC. A.Ş.
239	-	FORS DENİZCİLİK SAN. VE TİC. A.Ş.
240	224	ADININ AÇIKLANMASINI İSTEMİYOR
241	56	ARAŞTIRMAYA KATILMIYOR
242	-	ADININ AÇIKLANMASINI İSTEMİYOR
243	355	LİM OTOMOTİV TİCARET LTD. ŞTİ.
244	263	MAKO ELEKTRİK SAN. VE TİC. A.Ş.

Appendix C (Continued)

2009	2008	
<u>Sıra</u>	<u>Sıra</u>	<u>FİRMA ÜNVANI</u>
245	944	ADININ AÇIKLANMASINI İSTEMİYOR
246	102	ADININ AÇIKLANMASINI İSTEMİYOR
247	80	ARAŞTIRMAYA KATILMIYOR
248	281	ADININ AÇIKLANMASINI İSTEMİYOR
249	233	NAZ DIŞ TİCARET A.Ş.
250	171	SEMBOL ULUSL.YATIRIM PEYZAJ İNŞ. TURİZM SAN. VE TİC. A.Ş.
251	216	SCHOTT ORIM CAM SAN. VE TİC. A.Ş.
252	191	ORTADOĞU RULMAN SAN. VE TİC. A.Ş.
253	387	TEKFEN İNŞ. VE TESİSAT A.Ş.
254	225	ÜNSA AMB. SAN. VE TİC. A.Ş.
255	223	DEMİSAŞ DÖKÜM EMAYE MAMUL SAN. A.Ş.
256	458	ATMACA ELEKTRONİK SAN. VE TİC. LTD. ŞTİ.
257	358	CİHAN TEKS. ÜRÜNL. SAN. VE DIŞ TİC. LTD. ŞTİ.
258	495	SUNEL TİCARET TÜRK A.Ş.
259	340	ADININ AÇIKLANMASINI İSTEMİYOR
260	199	ARAŞTIRMAYA KATILMIYOR
261	288	DURAK FINDIK SAN. VE TİC. A.Ş.
262	314	MTC METAL DIŞ TİC. LTD. ŞTİ.
263	-	ADININ AÇIKLANMASINI İSTEMİYOR
264	-	ARAŞTIRMAYA KATILMIYOR
265	357	ADININ AÇIKLANMASINI İSTEMİYOR
266	265	KÜÇÜKER TEKSTİL DIŞ TİC. A.Ş.
267	-	NUROL MAKİNA VE SANAYİ A.Ş.
268	213	KALE KİLİT VE KALIP SAN. A.Ş.
269	-	PROTEKSAN TURKUVAZ YAT SAN. A.Ş.
270	327	KARTAL HALI TEKSTİL SAN. VE TİC. A.Ş.
271	-	GELİBOLU GEMİ İNŞ. SAN. VE TİC. A.Ş.
272	198	BEŞLER MAKARNA UN İRMİK GIDA SAN. TİC. A.Ş.
273	115	BMC SAN. VE TİC. A.Ş.
274	381	KLİMASAN KLİMA SAN. VE TİC. A.Ş.
275	-	ARAŞTIRMAYA KATILMIYOR
276	193	AYKA TEKS. SAN. VE TİC. A.Ş.
277	78	YOLBULAN METAL SAN. VE TİC. A.Ş.
278	-	ADININ AÇIKLANMASINI İSTEMİYOR
279	261	CEHA BÜRO MOBİLYALARI LTD. ŞTİ.
280	185	ARAŞTIRMAYA KATILMIYOR
281	445	NUH ÇİMENTO SANAYİ A.Ş.
282	310	PREKONS İNŞAAT SAN. A.Ş.
283	448	ALFA MERMER SAN. VE DIŞ TİC. LTD. ŞTİ.
284	440	ALTINMARKA GIDA SAN. VE TİC. A.Ş.
285	-	FRANKE MUTFAK VE BANYO SİS. SAN. VE TİC. A.Ş.
286	-	EDA DIŞ TİC. VE TEKS. PAZ. A.Ş.
287	30	EGE ÇELİK ENDÜSTRİSİ SAN. VE TİC. A.Ş.
288	282	EFES TEKS. SAN. VE DIŞ TİC. LTD. ŞTİ.
289	318	ELİF PLASTİK AMBALAJ SAN. TİC. A.Ş.
290	520	METAL YAPI PAZ. VE DIŞ TİC. LTD. ŞTİ.
291	517	ARAŞTIRMAYA KATILMIYOR
292	204	ATOM KABLO SAN. VE TİC. A.Ş.
293	346	ZER YAĞ SAN. VE TİC. A.Ş.
294	597	ADININ AÇIKLANMASINI İSTEMİYOR

Appendix C (Continued)

<u>2009</u>	<u>2008</u>	<u>FİRMA ÜNVANI</u>
295	296	SABIRLAR FINDIK İHRACAT LTD. ŞTİ.
296	371	BAK AMBALAJ SAN. TİC. A.Ş.
297	317	BAYKAN DIŞ TİC. LTD. ŞTİ.
298	121	TÜTÜN, TÜTÜN MAM. TUZ VE ALKOL İŞL. A.Ş.
299	671	ARAŞTIRMAYA KATILMIYOR
300	331	PET DIŞ TİCARET LTD. ŞTİ.
301	373	AKIN TEKSTİL A.Ş.
302	293	DOST KARDEŞLER TEKSTİL SAN. VE TİC. A.Ş.
303	239	ARAŞTIRMAYA KATILMIYOR
304	434	ULUSOY UN SANAYİ VE TİC. A.Ş.
305	-	AKSA JENERATÖR SAN. A.Ş.
306	177	ARAŞTIRMAYA KATILMIYOR
307	441	AGT AHŞAP SANAYİ VE TİCARET LTD. ŞTİ.
308	453	HALİLOĞLU İÇ DIŞ TİC. NAKLİYAT LTD. ŞTİ.
309	210	ADININ AÇIKLANMASINI İSTEMİYOR
310	315	BEŞYILDIZ TURZ. SAN. VE TİC. LTD. ŞTİ.
311	299	COŞKUNÖZ RADYATÖR VE ISI SAN. TİC. A.Ş.
312	283	ARAŞTIRMAYA KATILMIYOR
313	369	ZENTIVA SAĞLIK ÜRN. SAN. VE TİC. A.Ş.
314	-	ADININ AÇIKLANMASINI İSTEMİYOR
315	356	ELVAN GIDA TURZ. TEKS. PAZ. LTD. ŞTİ.
316	530	SUBOR BORU SAN.VE TİC.A.Ş.
317	192	PİLSA PLASTİK SAN. A.Ş.
318	229	BEMKA EMAYE BOBİN TELİ VE KABLO SAN. VE TİC. A.Ş.
319	-	ERHAN TÖRE TÖRE TİCARET
320	302	SARAR GİYİM TEKSTİL SAN. VE TİC. A.Ş.
321	162	CVK DIŞ TİCARET A.Ş.
322	309	FENİŞ TİCARET A.Ş.
323	336	ADININ AÇIKLANMASINI İSTEMİYOR
324	-	ARAŞTIRMAYA KATILMIYOR
325	570	MATESA TEKSTİL SAN. VE TİC. A.Ş.
326	203	INTERSOURCE TEKS. VE KONF. SAN. VE TİC. A.Ş.
327	406	ARAŞTIRMAYA KATILMIYOR
328	311	ADININ AÇIKLANMASINI İSTEMİYOR
329	-	ZINAR EXPORT&İMPORİT DIŞ TİC. LTD. ŞTİ.
330	329	KALTUN MADENCİLİK SAN. VE TİC. A.Ş.
331	312	S.S. TARIŞ ÜZÜM TARIM SAT. KOOP. BİRLİĞİ
332	747	MAKBAŞ ALÜMİNYUM PROFİL İNŞAAT SAN. VE TİC. LTD. ŞTİ.
333	421	TRELLEBORG OTOMOTİV SAN. VE TİC. A.Ş.
334	604	ORKA TARIM ÜRN. SAN. VE TİC. LTD. ŞTİ.
335	585	AY-TİM TEKS. SAN. VE DIŞ TİC. A.Ş.
336	389	HAS ÇELİK VE HALAT SAN. TİC. A.Ş.
337	270	TÜMKA KABLO SANAYİ A.Ş.
338	941	SUMMA TURİZM YATIRIMCILIĞI A.Ş.
339	368	STARWOOD ORMAN ÜRÜN. SAN. A.Ş.
340	464	ARAŞTIRMAYA KATILMIYOR
341	435	ADININ AÇIKLANMASINI İSTEMİYOR
342	376	ARAŞTIRMAYA KATILMIYOR
343	308	GES TEKSTİL TURİZM İNŞAAT SAN. VE TİC. A.Ş.

Appendix C (Continued)

2008	2009	
<u>Sıra</u>	<u>Sıra</u>	<u>FİRMA ÜNVANI</u>
344	592	GÖKNUR GIDA MAD. İTH. İHR. TİC. VE SAN. A.Ş.
345	-	EROL DIŞ TİC. LTD. ŞTİ.
346	420	ZF SACHS SÜSP. SIS. SAN. TİC. A.Ş.
347	518	ÖZGÜR TARIM ÜRÜNL. İNŞ. SAN. VE TİC. A.Ş.
348	257	FLOKSER İNSAN YAPIMI DERİ VE SÜET TEKS. DIŞ TİC. A.Ş.
349	151	DEDEMAN MADENCİLİK SANAYİ VE TİC. A.Ş.
350	165	ANADOLU ISUZU OTOM. SAN. VE TİC. A.Ş.
351	454	KORHAN PAZARLAMA VE DIŞ TİC. A.Ş.
352	287	BAHARİYE TEKSTİL SAN. VE TİC. A.Ş.
353	593	KÜRÜM DEMİR SAN. DIŞ TİC. A.Ş. KÖKSAN KÖKOĞLU GIDA VE TENKEKE
354	436	KUTU AMB. SAN. VE TİC. A.Ş.
355	396	ADININ AÇIKLANMASINI İSTEMİYOR
356	392	AKAŞ ALİ KAVAK TARIM ÜRÜNL. İNŞ. SAN. VE TİC. A.Ş.
357	-	ERTEK TEKS. PAZAR. VE TİC. A.Ş.
358	385	İSKUR İPLİK KUMAŞ MENS. TİC. VE SAN. A.Ş.
359	352	ROSETEKS GİYİM SANAYİ A.Ş.
360	-	GÜRTEKS PAZ. A.Ş.
361	147	OYTAŞ İÇ VE DIŞ TİCARET A.Ş.
362	783	DOĞAN MAHMUT NARİN DIŞ TİC. A.Ş.
363	504	SAPRO TEMİZLİK ÜRÜNLERİ A.Ş.
364	818	NESSAN İNŞ. GID. NAK. PET. ÜRN. OTOM. SAN. VE DIŞ TİC. LTD. ŞTİ.
365	182	İSTOR ALTIN MÜCEV. PAZ. İTH. VE İHR. LTD. ŞTİ.
366	188	ÇEMTAŞ ÇELİK MAKİNA SAN. VE TİC. A.Ş.
367	576	TUĞRUL TARIM VE PETROL ÜRÜNL. TİC. VE SAN. A.Ş.
368	704	ADININ AÇIKLANMASINI İSTEMİYOR
369	405	KUMTEL DAYANIKLI TÜK. MALL. PLAST. SAN. VE TİC. A.Ş.
370	457	CO-RE-NA ECZA DEPOSU DIŞ TİC. LTD. ŞTİ.
371	-	AYAZ DIŞ TİC. LTD. ŞTİ.
372	106	DEMİRSAN HADDECİLİK SAN. VE TİC. A.Ş.
373	-	ASTER TEKS. SAN. VE DIŞ TİC. A.Ş.
374	178	GRAMMER KOLTUK SİSTEMLERİ SAN. VE TİC. A.Ş.
375	-	ADININ AÇIKLANMASINI İSTEMİYOR
376	583	ARAŞTIRMAYA KATILMIYOR
377	547	YASİN TAR. VE ORMAN ÜRÜN. TİC. VE AMB. SAN. LTD. ŞTİ.
378	304	ADININ AÇIKLANMASINI İSTEMİYOR
379	403	ADININ AÇIKLANMASINI İSTEMİYOR
380	328	ADOPEN PLASTİK VE İNŞ. SAN. A.Ş.
381	137	HAYES LEMMERZ JANTAŞ JANT SAN. VE TİC. A.Ş.
382	636	ARAŞTIRMAYA KATILMIYOR
383	361	KÜMAŞ SAN. ÜRÜN. VE İNŞ. PAZ. VE TİC. A.Ş.
384	463	YONCA GIDA SAN. İŞLET. İÇ VE DIŞ TİC. A.Ş.
385	-	YILMAK İÇ VE DIŞ TİC. A.Ş.
386	777	ADININ AÇIKLANMASINI İSTEMİYOR
387	202	BAYKAL MAKİNE SAN. VE TİC. A.Ş.
388	343	ARMA FİLTRE SİST. SAN. VE TİC. A.Ş.
389	222	S.F.A. SOĞUTMA SANAYİ İÇ VE DIŞ TİC. A.Ş.
390	325	P.M.S. METAL PROFİL ALÜM. SAN. VE TİC. A.Ş.
391	341	İŞBİR SENTETİK DOKUMA SANAYİ A.Ş.
392	678	ETİ PAZARLAMA VE SANAYİ A.Ş.

Appendix C (Continued)

2009	2008	
<u>Sıra</u>	<u>Sıra</u>	<u>FİRMA ÜNVANI</u>
393	411	ARAŞTIRMAYA KATILMIYOR
394	269	DOST DOKUMACILIK SAN. VE TİCARET A.Ş.
395	447	AYTEMİZLER MAKİNA SAN. VE TİC. LTD. ŞTİ.
396	353	ADININ AÇIKLANMASINI İSTEMİYOR
397	-	ATLAS KABLO SAN. VE TİC. A.Ş.
398	510	DÜZGİT GEMİ İNŞAA SAN. A.Ş.
399	496	ÇELİK TEKNE SAN. VE TİC. A.Ş.
400	537	BIRAN İPLİK SANAYİ VE TİC. A.Ş.
401	179	PAMUKKALE KABLO SAN. TİC. A.Ş.
402	382	AYDIN TEKS. TİC. VE PAZ. A.Ş.
403	443	GAMATEKS TEKSTİL SAN. VE TİC. A.Ş.
404	398	PAGMAT A.Ş.
405	320	ERMAKSAN İÇ VE DIŞ TİC. A.Ş.
406	484	COŞKUNÖZ DIŞ TİCARET A.Ş.
407	422	ADININ AÇIKLANMASINI İSTEMİYOR
408	367	ONTEX TÜKETİM ÜRÜNLERİ SAN. VE TİC. A.Ş.
409	788	KESKİNOĞLU TAVUKÇULUK VE DAMIZLIK İŞL. SAN. VE TİC. A.Ş.
410	471	YAYCILI KARDEŞLER PAZ. VE TİC. LTD. ŞTİ.
411	344	ADININ AÇIKLANMASINI İSTEMİYOR
412	513	ROMA PLASTİK SAN. VE TİC. A.Ş.
413	984	TÜRKİYE ELEKTRİK TİC. VE TAAH. A.Ş.
414	686	BATIÇİM BATI ANADOLU ÇİMENTO SAN. A.Ş.
415	711	BİRLEŞİK DIŞ TİCARET A.Ş.
416	619	ULAŞ GIDA UN TEKS. NAK. TİC. VE SAN. A.Ş.
417	-	YILDIRIM DIŞ TİC. VE PAZ. A.Ş.
418	949	CVS MAKİNA İNŞ.SAN.TİC. LTD. ŞTİ .
419	-	HİSAR GİYİM SAN. VE TİC. LTD. ŞTİ.
420	432	DANIŞ GİYİM TİC. VE SAN. LTD. ŞTİ.
421	595	ADININ AÇIKLANMASINI İSTEMİYOR
422	630	PENGUEN PAZARLAMA A.Ş.
423	439	K.F.C. GIDA TEKS. SAN. İTH. İHR. YATIRIM A.Ş.
424	497	ADEN DIŞ TİC. VE TEKS. SAN. A.Ş.
425	374	KILIÇ DENİZ ÜRÜNL. ÜRETİMİ İHR. İTH. VE TİC. A.Ş.
426	634	ELMAS DIŞ TİC. A.Ş.
427	375	ERKUL KOZMETİK SAN. VE TİC. A.Ş.
428	644	ERTÜRK PAMUK VE ÜZÜM İŞL. İTH. İHR. VE TİC. VE SAN. LTD. ŞTİ.
429	684	ADININ AÇIKLANMASINI İSTEMİYOR
430	289	AKDAŞ DÖKÜM SAN. VE TİC. A.Ş.
431	414	İNTERVO DIŞ TİCARET VE MÜMESSİLLİK LTD. ŞTİ.
432	479	NOVAPLAST PLASTİK SAN. VE TİC. A.Ş .
433	351	TEMSAN YAPI VE MAKİNA ENDÜSTRİ A.Ş.
434	679	ARAŞTIRMAYA KATILMIYOR
435	598	YİĞİT AKÜ MALZEMELERİ MAK. SAN VE TİC. A.Ş.
436	256	ARAŞTIRMAYA KATILMIYOR
437	716	KARÇAĞ İNŞ. VE DIŞ TİC. LTD. ŞTİ.
438	-	KOLİN İNŞ. TURİZM SAN. VE TİC. A.Ş.
439	153	YILDIZ ENTEGRE AĞAÇ SAN. VE TİC. A.Ş.
440	489	YURTBAY SERAMİK SAN. VE TİC. A.Ş.
441	-	KARBEL KONF. SAN. VE TİC. LTD. ŞTİ
442	-	ARAŞTIRMAYA KATILMIYOR

Appendix C (Continued)

2009	2008	FİRMA ÜNVANI
443	508	ALCAN PACKING İZMİR GRAVÜR BAS. KART. SAN. VE TİC. A.Ş.
444	433	ERDOĞANLAR ALÜM. SAN. VE TİC. A.Ş.
445	334	SÜPERLAS SÜPERLASTİK KAUCUK VE PLASTİK SAN. VE TİC. A.Ş.
446	757	KANCA EL ALET. DÖVME ÇELİK VE MAKİNE SAN. A.Ş.
447	499	ADININ AÇIKLANMASINI İSTEMİYOR
448	-	ADININ AÇIKLANMASINI İSTEMİYOR
449	316	ADININ AÇIKLANMASINI İSTEMİYOR
450	781	VATAN KABLO METAL ENDÜSTRİ VE TİC. A.Ş.
451	559	ANATOLIA TARIM ÜRÜN. SAN. VE DIŞ TİC. A.Ş.
452	543	EKREM NARİN İTH. İHR. LTD. ŞTİ.
453	-	KOZLU GIDA İMALAT SAN. TİC. VE TAŞIMACILIK A.Ş.
454	494	ANADOLU EFES BİRACILIK VE MALT SAN. A.Ş.
455	625	MUŞLU KARDEŞLER YAŞ SEB. MEYVE PAZ. TUR. SEY. NAK. SAN. TİC. LTD.ŞTİ.
456	872	ARAŞTIRMAYA KATILMIYOR
457	475	LİDYA KONSERVEÇİLİK SAN. VE TİC. LTD. ŞTİ.
458	276	ARAŞTIRMAYA KATILMIYOR
459	-	KARADENİZ GEMİ İNŞ. SAN. TİC. A.Ş.
460	483	ERBOSAN ERCİYAS BORU SAN. VE TİC. A.Ş.
461	584	TUKAŞ GIDA SAN. VE TİC. A.Ş.
462	-	ADININ AÇIKLANMASINI İSTEMİYOR
463	882	ARAŞTIRMAYA KATILMIYOR
464	424	DINA VANELLI TEKS. SAN. TİC. A.Ş.
465	573	SÖKTAŞ PAZARLAMA A.Ş.
466	558	ÖZDİLEK TEKSTİL PAZARLAMA LTD. ŞTİ.
467	516	ŞİMŞEK BİSKÜVİ VE GIDA SAN. A.Ş.
468	-	ARAŞTIRMAYA KATILMIYOR
469	776	ARAŞTIRMAYA KATILMIYOR
470	-	ADININ AÇIKLANMASINI İSTEMİYOR
471	449	ASTAŞ ALÜMİNYUM SAN. VE TİC. A.Ş.
472	873	EVAS EV ALETLERİ SAN. LTD. ŞTİ.
473	832	NUR GIDA PET. ÜRÜN. ULUS. MAD. TEKS. SAN. VE DIŞ. TİC. LTD. ŞTİ.
474	528	ALARA TARIM ÜRN. SAN. VE TİC. A.Ş.
475	467	ADININ AÇIKLANMASINI İSTEMİYOR
476	699	İNTERTEKS GIDA TEKS. DIŞ. TİC. A.Ş.
477	-	YILYAK YAKIT PAZ. TİC. A.Ş.
478	250	DORÇE PREFABRİK YAPI VE İNŞ. SAN. VE TİC. A.Ş.
479	279	MUTLU AKÜ MALZEMELERİ SANAYİ A.Ş.
480	556	SELÇUK İPLİK SAN. VE TİC. A.Ş.
481	333	AKTEKS AKRİLİK İPLİK SAN. TİC. A.Ş.
482	532	ARAŞTIRMAYA KATILMIYOR
483	927	MAHMUT YARIM GIDA İTH. İHR. SAN. TİC. A.Ş.
484	438	MAKİNA VE KİMYA ENDÜSTRİSİ KURUMU GENEL MÜDÜRLÜĞÜ
485	664	MESA İMALAT SAN. VE TİC. A.Ş.
486	446	BELTAN VIBRACOUSTIC TİTREŞİM ELEMAN. SAN. VE TİC. A.Ş.
487	561	DÜNYA 93 DIŞ TİC. VE TURİZM LTD. ŞTİ.
488	635	AKKUŞ TEKS. SAN. TİC. LTD. ŞTİ.
489	444	ARAŞTIRMAYA KATILMIYOR
490	525	BİFA BİSKÜVİ VE GIDA SAN. A.Ş.
491	638	ASAŞ AMBALAJ BASKI SAN. VE TİC. A.Ş.

Appendix C (Continued)

<u>2009</u>	<u>2008</u>	<u>FİRMA ÜNVANI</u>
492	526	ALPİN TEKS. SAN. VE DIŞ TİC. LTD. ŞTİ.
493	490	ADININ AÇIKLANMASINI İSTEMİYOR
494	616	MERKO GIDA SANAYİ VE TİC. A.Ş.
495	613	TEKSİN TİC. LTD. ŞTİ.
496	804	DENİZLİ ÇİMENTO SAN. T.A.Ş.
497	562	BN TEKS. SAN. VE İHR. LTD. ŞTİ.
498	-	ROTA LİMAN HİZMETLERİ SAN. A.Ş.
499	-	ARAŞTIRMAYA KATILMIYOR
500	363	ADININ AÇIKLANMASINI İSTEMİYOR

## Appendix D - 31 / 12 / 2009 TARİHİ İTİBARIYLA SEKTÖREL BAZDA AYLIK İHRACAT KAYIT RAKAMLARI(1000 ABD DOLARI)

SEKTÖR	OCAK	ŞUBAT	MART	NİSAN	MAYIS	HAZİRAN	TEMMUZ	AĞUSTOS	EYLÜL	EKİM	KASIM	ARALIK	TOPLAM
I. TARIM	1.122.497	986.067	973.492	1.002.860	911.063	935.035	997.836	1.013.634	1.164.358	1.395.939	1.297.052	1.462.092	13.261.925
A. BİTKİSEL ÜRÜNLER	860.141	749.887	721.291	750.766	666.729	675.741	715.753	737.947	883.248	1.066.072	986.539	1.116.776	9.930.888
Hububat,Bakliyat,Yağlı Tohumlar ve Mamulleri	306.905	300.938	295.284	306.871	249.900	263.426	314.402	290.678	277.526	353.165	308.240	381.733	3.649.069
Yaş Meyve ve Sebze	195.036	143.976	150.604	163.630	159.382	137.198	112.803	89.882	106.488	166.486	220.620	308.143	1.954.247
Meyve Sebze Mamulleri	71.385	71.127	70.720	80.649	75.220	82.949	88.367	90.418	100.216	103.740	97.812	102.268	1.034.873
Kuru Meyve ve Mamulleri	79.792	84.132	82.541	73.773	73.674	74.787	78.255	79.749	113.334	160.781	113.409	97.558	1.111.786
Fındık ve Mamulleri	74.122	64.529	63.698	58.017	60.058	70.710	76.263	89.288	137.956	202.262	157.487	128.873	1.183.263
Zeytin ve Zeytinyağı	18.811	20.193	19.352	15.426	13.109	12.436	12.666	13.906	18.263	18.371	19.771	27.035	209.337
Tütün	109.493	59.262	34.822	46.500	30.752	31.875	29.928	81.244	125.996	57.922	65.607	65.762	739.164
Kesme Çiçek	4.598	5.730	4.271	5.900	4.634	2.360	3.068	2.779	3.468	3.345	3.592	5.404	49.150
B. HAYVANSAL ÜRÜNLER	77.745	65.402	68.129	66.528	59.779	64.369	64.589	64.823	67.113	78.246	70.626	81.458	828.808
Su Ürünleri ve Hayvansal Mamuller	77.745	65.402	68.129	66.528	59.779	64.369	64.589	64.823	67.113	78.246	70.626	81.458	828.808
C. AĞAÇ VE ORMAN ÜRÜNLERİ	184.610	170.778	184.072	185.567	184.555	194.926	217.495	210.864	213.997	251.621	239.888	263.857	2.502.229
Ağaç Mamulleri ve Orman Ürünleri	184.610	170.778	184.072	185.567	184.555	194.926	217.495	210.864	213.997	251.621	239.888	263.857	2.502.229
II. SANAYİ	5.753.393	5.729.493	6.004.896	6.349.691	6.169.731	6.949.247	7.630.560	6.436.475	6.946.917	8.303.755	7.272.186	7.765.803	81.312.147
A. TARIMA DAYALI İŞLENMİŞ ÜRÜNLER	535.103	514.997	558.906	617.533	575.946	619.705	679.111	625.981	669.177	805.130	735.065	739.655	7.676.309
Tekstil ve Hammaddeleri	397.908	370.273	416.095	453.267	425.799	446.706	474.583	438.011	477.622	589.678	513.104	510.594	5.513.638
Deri ve Deri Mamulleri	73.620	79.283	65.014	77.514	68.579	85.852	107.271	94.293	96.243	96.421	105.038	127.511	1.076.640
Halı	63.575	65.441	77.797	86.752	81.567	87.147	97.257	93.677	95.313	119.031	116.923	101.550	1.086.031
B. KİMYEVİ MADDELER VE MAMULLERİ	569.940	583.023	586.736	762.528	740.127	855.709	986.047	921.066	842.720	1.025.939	851.832	935.229	9.660.896
Kimyevi maddeler ve Mamulleri	569.940	583.023	586.736	762.528	740.127	855.709	986.047	921.066	842.720	1.025.939	851.832	935.229	9.660.896
C. SANAYİ MAMULLERİ	4.648.350	4.631.473	4.859.254	4.969.629	4.853.658	5.473.833	5.965.402	4.889.429	5.435.020	6.472.686	5.685.289	6.090.919	63.974.942
Hazırgiyim ve Konfeksiyon	1.144.574	959.895	970.575	990.356	989.943	1.105.653	1.262.723	1.106.981	1.021.941	1.305.860	1.206.182	1.237.021	13.301.704
Taşıtlar ve Yan Sanayi	1.003.097	1.097.048	1.258.780	1.238.320	1.332.088	1.562.609	1.682.615	1.102.512	1.640.510	1.766.722	1.437.680	1.753.106	16.875.086
Elektrik-Elektronik,Mak.ve Bilişim	545.664	564.528	603.201	610.880	600.814	684.800	775.395	708.091	789.420	911.260	848.111	915.866	8.558.030
Makine ve Aksamları	408.806	427.634	457.264	467.121	455.630	484.713	492.162	433.773	430.345	530.395	481.852	538.194	5.607.888
Demir ve Demir Dışı Metaller	298.005	295.327	317.724	342.927	330.750	379.129	402.604	374.205	392.796	474.257	442.629	443.973	4.494.326
Demir Çelik Ürünleri	970.021	998.051	931.671	970.984	820.726	888.699	968.737	810.157	824.810	1.084.559	912.760	848.252	11.029.428
Çimento ve Toprak Ürünleri	202.652	216.350	238.799	255.617	244.185	292.127	298.037	277.609	250.866	285.018	252.005	271.720	3.084.987
Değerli Maden ve Mücevherat	72.104	69.286	77.258	88.868	75.024	72.763	79.702	72.737	81.915	110.889	99.520	78.407	978.473
Diğer Sanayi Ürünleri	3.427	3.352	3.982	4.556	4.499	3.340	3.427	3.362	2.417	3.727	4.550	4.380	45.019
III. MADENCİLİK	155.689	120.791	145.124	170.123	180.950	223.576	257.922	231.876	260.057	213.925	241.566	306.827	2.508.425
Madencilik Ürünleri	155.689	120.791	145.124	170.123	180.950	223.576	257.922	231.876	260.057	213.925	241.566	306.827	2.508.425
TOPLAM	7.031.578	6.836.351	7.123.512	7.522.674	7.261.743	8.107.859	8.886.319	7.681.985	8.371.331	9.913.619	8.810.805	9.534.721	97.082.497

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