

**A PROCESS BASED VIEW ON CUSTOMER ORIENTATION:
DEGREE OF INVOLVEMENT IN CUSTOMER DECISION PROCESS AND ITS
EFFECT ON PERFORMANCE**

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**MÜŞTERİ YÖNELİMİNE SÜREÇ BAZLI BİR YAKLAŞIM: MÜŞTERİ KARAR
SÜRECİNE DAHİL OLMA DÜZEYİ VE PERFORMANSA ETKİSİ**

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FOREWORD

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ABBREVIATIONS

B2B	: Business to Business
COSE	: Customer Orientation of Service Employees
CRM	: Customer Relationship Management
CusAsServ	: Customer's Assessment of Service Quality
EPS	: Earnings Per Share
pg	: Unweighted involvement
pw	: Weighted involvement
overallP	: Overall Performance
relBizwCurrCu	: Relative change in business with current customers
relCustSat	: Relative customer satisfaction
relInc	: Relative income
relIncCh	: Change in Income Relative to Competitors
relNewServ	: New services introduced relative to the competition
relP	: Relative performance
relProfit	: Relative profitability
relSOMCh	: Relative change in share of market
RFP	: Request for Proposal
ROI	: Return on Investment
suPerf	: Subjective Performance

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SUMMARY

A PROCESS BASED VIEW ON CUSTOMER ORIENTATION: DEGREE OF INVOLVEMENT IN CUSTOMER DECISION PROCESS AND ITS EFFECT ON PERFORMANCE

Both market orientation and business performance have been the subjects of many studies. Most of the studies approach market and customer orientation by traditional conceptual methods. The relationship between market orientation and business performance has been studied mostly in a subjective manner, where, the performance is rated by the 'performer'. This study aims to understand the involvement in customer decision process and its effect on business performance. It has a process based approach. The study helps to understand the involvement of the seller all along the consumption process where the customer experience starts by becoming aware of the product or the service and ends when it gets rid of the product or the service. It aims to measure the business performance of the sellers investigated from both a subjective and an objective point of view, where the performance is not only measured by the 'performers' themselves, but also based on objective criteria. The study attempts to understand the extent to which companies in selected sectors become acquainted with their customers and to assess the relationship of their business performance with their involvement in their customers' decision processes. The study approaches customer orientation measures from a process perspective. It focuses on services firms from Banking, IT and Research sectors. A process based approach is undertaken. For that reason, the core of the study is based on the findings regarding this interaction or involvement of the seller on the buyer along the decision process.

By the help of the exploratory studies carried out, an involvement construct is defined for three major stages that cover the phases of the decision process in each sector; namely: pre-sales, engagement and after-sales involvement. The exploratory studies demonstrated that the decision processes were unique to every sector with some commonalities in the phases. The three major stages helped to define a common ground in order to analyze those sectors that differed among each other. It was not only the stages that were common to all the sectors but also, there was some degree of commonality among some of the phases. Similarities and differences in terms of the phases and also those that appeared among the three sectors are analyzed.

The findings regarding the aggregate involvement – that is the average of the involvement observations for all the sectors – showed that the companies had a medium to high value of involvement. Due to the different characteristics, internal and external factors, discrepancies were observed between the involvement values of pairs of sectors. The IT and banking sectors demonstrate an above average involvement in customer decision process while the research sector lowers the overall average with a relatively low involvement value. A significant difference between the involvement of research and IT as well as research and banking sectors were observed.

The relationship between involvement and subjective performance was tested aggregately as well as by every sector and by the stages in the decision process.

The regression model was significant at predicting the relationship between subjective performance and involvement. However, only a partial support was obtained for the hypothesis that tested the relationship between objective performance and involvement.

Besides the performance and involvement data, the perceived importance of the effect of involvement of each phase on business performance was obtained as a result of the descriptive study. When the perceived importance values of the involvement in each phase were employed in the regression model, it was observed contrary to the analyses with unweighted involvement variables that the after-sales involvement did not yield a significant relationship with subjective performance. When the sectors were investigated, there was either partial or no support for the relation between weighted involvement and subjective performance as well as weighted involvement and objective performance. This finding is interpreted as that there existed a discrepancy between the perceived and observed importance of involvement phases. Subsequent to this finding, a comparison of perceived and observed importance values was undertaken. It was demonstrated that there existed differences in both aggregate and sector levels. This implies that the managers have a potential gap and an opportunity to improve their performances not only by simply increasing their efforts in overall involvement, but also by reconsidering to put the same amount of their efforts in the right direction in an efficient manner.

It was concluded that differences and similarities existed in the decision process for each sector. It was also proved that there was a significant difference between low and high involved companies in terms of different dimensions of business performance. The findings could be utilized when selecting the right performance indicators to measure the performance of the company in terms of its involvement in its customer's decision process. It could be suggested that measures such as new services launched relative to the competition, relative income change, relative profitability, overall performance and relative customer satisfaction be used.

This study adds to marketing literature in several ways. First, it contributes to a contemporary concept of marketing, namely, relationship marketing by demonstrating a framework to help get better connected to the customer. Second, this study introduces a unique approach to customer orientation. It contributes to the literature with a process based view to customer orientation. By this approach, the study brings customer's buying and post purchase behavior to attention. Third, this study stems from the theories and studies behind customer orientation and organizational buyer behavior and proposes a more complex view to the buying phases and buying models studied in literature and illustrates the decision process in three different sectors. Fourth, the study contributes to both the services marketing and organizational buying literature by providing a comprehensive understanding of customer orientation in services sectors with a business to business sales setting. Fifth, not only does this study stress the importance of acquiring customer knowledge and creating better intimacy with the customer, but also it could serve as a tool for implementation.

This study has direct implications on relational tactics and marketing strategies as the framework of using a process based approach helps to achieve long term customer intimacy. Although the study does not cover human resources aspects in the services industry with a business to business setting, the service orientation of employees directly relate to the implementation of such a framework in the company. Last but not least, the recommendations and findings provided in this study help to provide managerial skills to develop an efficient and a superior involvement approach. The findings also provide revised performance measurement criteria that would help to utilize enhanced measures in measuring the performance that is related with the involvement of the company.

ÖZET

MÜŞTERİ YÖNELİMİNE SÜREÇ BAZLI BİR YAKLAŞIM: MÜŞTERİ KARAR SÜRECİNE DAHİL OLMA DÜZEYİ VE PERFORMANSA ETKİSİ

Pazar yönelimi ve pazar performansı günümüze kadar bir çok çalışmanın konusu olmuştur. Bu çalışmaların çoğu pazar ve müşteri yönelimi konusuna kavramsal metodlarla yaklaşmaktadır. Ayrıca, bu çalışmalarda pazar yönelimi ve pazar performansı arasındaki ilişki çoğunlukla öznel olarak incelenmiş ve performans, ölçen kişi tarafından kişisel olarak değerlendirilmiştir. Bu çalışma, müşteri karar sürecini ve pazar performansı üzerindeki etkisini anlamak için gerçekleştirilmiştir. Süreç odaklı bir yaklaşıma sahiptir. Müşteri deneyiminin müşterinin ürün veya hizmetin farkına varmasıyla başladığı ve aldığı ürün ya da hizmetin ömrünü tamamlamasıyla bittiği zincir boyunca satıcının katkısını anlamaya çalışır. Bu çalışma, satışın yapıldığı şirketin veya hizmeti sunan şirketin iş performansını hem öznel hem de nesnel ölçütlerle değerlendirmeyi hedef olarak almıştır. Performansın sadece o performansı gerçekleştiren şirketin bir yöneticisi tarafından öznel bir şekilde değil, ayrıca nesnel verileri de dikkate alarak yapılacak bir karşılaştırma ve analiz hedeflenmektedir. Bu çalışmanın hedeflerinden biri, çalışmanın gerçekleştirildiği sektörlerde şirketlerin müşterilerinin süreçleriyle ne kadar alakadar olduğunu ve bu sürece ne ölçüde dahil olabildiğini derinlemesine anlamaktır. Çalışma, ortaya çıkartılan müşteri yönelimi ölçütlerine süreç bazlı yaklaşmaktadır. Bankacılık, bilişim teknolojileri ve araştırma sektörlerindeki şirketler bu araştırmanın kapsamında yer almaktadır. Bu çalışmada süreç bazlı bir yaklaşım benimsenmiştir. Bu nedenle de müşterinin karar verme süreci bu çalışmada ön plana çıkmakta ve çalışmadaki analizler, bulgular ve değerlendirmeler bu süreç boyunca ortaya konulmaktadır.

Açıklayıcı çalışmaların yardımıyla, ele alınan her bir sektördeki karar süreçlerinin üç aşaması ve bunların kapsadığı fazlar için dahil olma kavramı ortaya konmuştur. Bu üç aşama, satış öncesi, satış sonrası ve satış sonrası olarak adlandırılmıştır. Açıklayıcı çalışmalar sonrası, müşterilerin karar süreçlerinin bulundukları sektörlerle özgü olduğu ortaya çıkarılmıştır. Bu karar süreçleri incelendiğinde süreci oluşturan fazlardan bazıları ortak olsa da, sektörler arası karşılaştırma yapmaya imkan vermemektedir. Bu nedenle, açıklayıcı çalışmalar sırasında ortaya bu fazları altlarında barındıran üç ana aşama çıkartılmıştır. Bu üç ana aşamayı tüm sektörlerde aynı olması sayesinde sektörler arasında benzerlikler ve farklılıkları ortaya koymak ve karşılaştırma yapmak daha mümkün hale gelmiştir. Sektörler arasındaki ortak noktaların sadece bazı fazlardan ibaret olmadığını da belirtmekte yarar vardır. Karşılaştırmalar ve analizler hem bu fazlar dikkate alınarak, hem de sektörler arasında bahsi geçen bu ortak üç aşama baz alınarak ortaya konulmaktadır.

Çalışmanın veri analizi kısmında, genel dahil olma seviyesi tüm sektörlerin dahil olma seviyelerinin basit ortalaması olarak ortaya çıkartılmıştır. Genel dahil olma seviyesi için elde edilen bulgular, çalışmaya katılan şirketlerin orta – yüksek arası bir dahil olma seviyesine sahip olduğunu ortaya koymuştur. Farklı karakteristik, iç ve dış faktörler nedeniyle ikili sektörel karşılaştırmalarında farklılıklar ortaya çıkmıştır. Bilişim teknolojileri şirketleri ve bankalar dahil olma ortalamasının üstünde bulunmakta olup, araştırma sektörü sonuçları, bu ortalamayı aşağı çeken bir etkiye

sahiptir. Farklılıklar arasında en çok göze çarpanı, araştırma ve bilişim teknolojileri arasında ve araştırma ve bankacılık sektörleri arasında ortaya çıkmıştır.

İlgi seviyesi ile öznel performans hem genel olarak, hem aşamalar bazında, hem de sektör bazında analize tabi tutulmuştur. İlgili seviyesi ile öznel performans arasındaki ilişki kurulan regresyon modeliyle test edilmiş ve dahil olma seviyesini oluşturan boyutların öznel performans ile ilişkisi istatistiki olarak kanıtlanmış, fakat, nesnel performans ile ilgi seviyesinin ilişkili olduğu hipotezine sadece kısmi destek elde edilmiştir.

Performans ve dahil olma verilerinin yanı sıra, her faza dahil olmanın performansa etkisinin algılanan önemi de elde edilmiştir. Bu verilerle ağırlıklandırılarak oluşturulan ilgi seviyesi ile öznel performans ve nesnel performansı hem genel hem de sektörel karşılaştıran modellerin ilişkisi için oluşturan hipotezlerde ya kısmi destek elde edilmiş ya da hiç destek elde edilememiştir. Bu bulgudan yola çıkılarak algılanan ve ölçülen önem arasında hem genel hem de sektörel olarak farklılıklar olduğu ortaya çıkartılmıştır. Buradan, hem dahil olmayı arttırarak hem de dahil olma seviyesinde aşamalar arasında oynamalar gerçekleştirerek performansı arttırmanın mümkün olabileceği çıkarımında bulunmaktadır.

İlk iki hipotezi test etme amacıyla regresyon analizleri gerçekleştirilmiş ve sektörden bağımsız olacak şekilde, şirketlerin satış öncesi, satış sırası ve satış sonrası olarak belirlenen üç aşamadaki dahil olma düzeyleri bağımsız değişken, öznel performans da, bağımlı değişken olacak şekilde korelasyon ve regresyon analizleri gerçekleştirilmiştir. Korelasyon analizi sonrasında, öznel performans ile satış öncesi dahil olma, öznel performans ile satış sırası dahil olma ve öznel performans ile satış sonrası dahil olma arasında doğru orantılı ve güçlü bir ilişki ortaya konmuştur.

Öznel performans yerine nesnel performansın bağımlı değişken olarak kullanılmasıyla oluşturulan modelde, korelasyon analizi sonrasında, nesnel performans ile satış öncesi dahil olma ve nesnel performans ile satış sırası dahil olma arasında doğru orantılı ve güçlü bir ilişki ortaya konmuştur. Nesnel performans ile satış sonrası dahil olma arasında ise orta derecede bir ilişki ortaya çıkmıştır. Üç bağımsız değişkenden; satış öncesi dahil olma ve satış sırası dahil olma ile bağımlı değişken olan nesnel performansın belirgin bir ilişkiye sahip olduğu ortaya konulmuştur. Bu sonuçtan hareketle, şirketin, müşterisinin karar sürecine dahil olma seviyesi arttıkça, nesnel performansı da artar hipotezine sadece kısmi bir destek elde edildiği görülmüştür.

Müşteri karar süreci boyunca sektörel bazda farklılıklar olduğu ortaya konulmuştur. Ayrıca, sektörlerin bir araya getirilmesiyle, düşük dahil olma seviyesine ve yüksek dahil olma seviyesine sahip iki grup oluşturulmuş ve bu iki grup arasında iş performansı açısından belirgin bir fark olduğu ortaya çıkartılmıştır. Bulgular, şirketin müşterisinin karar sürecine dahil olmasının performansı üzerindeki etkisini ölçümleyecek doğru kriterleri ortaya koyması açısından kullanılabilir. Rekabete göre lansmanı yapılan yeni ürünler, göreceli gelir artışı, göreceli karlılık, genel performans ve göreceli müşteri memnuniyeti tavsiye edilen ölçüm kriterleridir.

Bu çalışmanın pazarlama literatürüne çeşitli katkıları olduğu düşünülmektedir. İlk, bu çalışma, pazarlamanın güncel konularından, ilişki pazarlaması literatürüne, şirketlerin müşterileri ilişkilerini oluşturmalarını, geliştirmelerini ve iyileştirmelerini sağlayacağı bir kavram ve araç ortaya koyarak katkıda bulunmaktadır. İkinci olarak, çalışma müşteri yönelimine kendine özgü bir yaklaşım getirmektedir. Üçüncü olarak, müşteri yönelimi ve örgütsel satınalma davranışı kavramlarından köklenerek gelişen bu çalışma, örgütsel satınalma sürecine daha karmaşık bir yapı ortaya koyarak katkıda bulunmakta ve klasik örgütsel satınalma modellerinin ötesinde bulunan bir alıcı – satıcı ilişkisini ortaya koymaktadır. Dördüncü olarak, bu çalışma ile hizmet pazarlaması, örgütsel satınalma ve müşteri yönelimi kavramları bir araya

getirilmekte, bir arada incelenip, irdelenmektedir. Beşinci olarak, bu çalışma müşteriye yönelik bilginin sadece ortaya çıkarılmasının önemini vurgulamakla kalmamakta, ayrıca yönetim uygulamalarında kullanılabilecek bir araç ortaya çıkartmaktadır.

Müşteri odaklı süreç bazlı bir yaklaşım uygulanmasının uzun dönemde müşteriyle yakınlaşmayı sağlayacağı sebebiyle, bu çalışmadan yapılan çıkarımlar, ilişki yönetimine taktiksel ve stratejik bir boyut katmaktadır. Son olarak, yapılan çıkarımlar ve verilen tavsiyeler sayesinde, bu çalışma ile yöneticilerin hem daha yüksek hem de daha verimli bir dahil olma seviyesi elde etmeye yönelik yönetsel beceriler geliştirebileceğini ve dahil olma seviyesinin ölçümü için daha doğru araçlar kullanabileceği belirtilmelidir.

1. INTRODUCTION

In today's business environment, when companies are analyzed from their customers' point of view, it is noticed that gathering, interpreting and disseminating customer knowledge is critical to their business performance. The technological advances have led opportunities to companies such as being better connected to their customers, storing in-depth customer information and developing useful knowledge out of that. As utilizing a customer oriented approach would mean better market performance, it is vital for companies to develop new approaches to understand their customers, get better connected to them and utilize the knowledge gained from an intimate customer relationship in creating more value back to the customer.

Information and communications technologies and globalization of markets are two of the major areas that shape contemporary business agendas. Today's business customers as well as consumers are increasingly connected to their suppliers and competitors via traditional and relatively new marketing techniques such as one-to-one marketing and many-to-many marketing. Connectedness and wide availability of information increases the importance of customer orientation.

This study stems from the need to get better connected to the customer and attempts to analyze the extent to which companies in selected industries become acquainted with their customers and to assess the relationship of their market performance with their involvement in customer decision and consumption processes. The study approaches customer orientation measures from a process perspective. It focuses on services firms from Banking, IT and Market Research sectors.

To get a better understanding of the topics discussed, the theories and studies behind organizational buyer behavior, market orientation, customer orientation and customer experience and buying process are explored. Market orientation literature, customer orientation, and effect of customer emphasis on market performance are presented as the underlying ground work for this study. The study is in accord with the three capital topics defined by the marketing science institute for 2006-2008 (Marketing Science Institute, 2006). The three capital topics are defined as connecting innovation with growth, connecting customer with the company and

connecting metrics with marketing strategy. Regarding the first topic, the process approach that this study brings creates opportunities to cater innovative services or develop products to the customer in order to further grow their businesses. As the sellers better understand and get tied in their customers' processes, they would be able to plan to develop ways to better serve, create innovative products or tailor their products or services innovatively to differentiate and create superior value for their customers. Regarding the second topic, a process based approach would help to better connect to the customer and create customer touch points as the framework given in this study introduces each and every step a seller could connect to its customer. In today's connected world, the information is vastly available so the customers could find it easier to search for new manufacturers or service providers. This availability of information could lower switching costs for the customer. The proposed approach would help companies to develop relationship with the customer in a way that could raise their switching costs. Regarding the last topic, companies adopting the proposed approach would be better able to review their performance and link it to their marketing strategy.

In order to approach customer orientation from a process perspective, the decision and the consumption process is analyzed and laid out also by examples from several industries. As customer interaction in services is much higher than products, sellers in the services sectors have more potential to achieve differentiation advantages through an understanding of buyer's decision process. The analysis in selected service sectors in Turkey aims to provide such an understanding.

The practical implication of this study is that it would be possible to utilize it as a framework for several industries and sectors to analyze the involvement of the seller with the buyer through the steps of the decision process and use this analysis as a tool to gain better business performance and differentiation advantage. The term decision process refers to the overall interaction of the buyer and seller that starts with the decision process and covers its experience with the product or service and continues till the buyer ends to receive services or disposes of the product.

1.1 Problem Definition

This study has been initiated with the fact that there has been little research on the study of customer orientation in a business to business services setting as well as the absence of studies that approach the customer orientation from a process based view. Moreover, companies involved in business to business services seek to

improve their performance and demand tools and techniques in order to utilize the immense customer information that is available by the advances in technology.

When there is a lack of understanding customer's processes, companies will not be able to adhere to customer oriented marketing strategies. There is a need to understand how well involving in customers' buying processes and after-sales processes affect the business performance of sellers. As well, understanding whether the buying processes vary from one sector or industry to another is essential in making use of the knowledge gained by involving in customer's decision process.

Although there have been several studies on organizational buying, buying behavior, buying decision and buying process, not much studies exist that bring together organizational buying, customer orientation and services. The aim and objectives of the research given in the next section are designed in light of the problems and requirements stated above.

1.2 Objectives of the Research

The aim of the study is to introduce a definition of a "process based view on customer orientation" by understanding the nature of organizational buying and selling in selected services sectors.

The objectives of the study are as follows:

- Understand whether the decision process differs among various sectors,
- Understand the activities of the sellers and buyers in each step of the decision process,
- Understand whether the performance criteria for each sector differ,
- Determine the effect of involvement in the buyers' decision process on market performance as an indication of customer orientation,
- Attempt to develop an "Involvement Maturity Benchmark" based on the findings and come up with implications for further research.

1.3 Methodology and Data Analysis Methods Employed

Research was conducted in several phases. In the first phase, an exploratory study with face to face interviews was conducted with selected managers of buyer firms that purchase services from the seller companies. Following that, a second

exploratory study to lay the foundations of a descriptive study was conducted with selected managers of seller companies. Finally, the descriptive study was conducted with the managers of seller companies to understand the effect of involvement on market performance. Face to face interviews were conducted in all three field researches. Valuable information on the decision processes, level of involvement, subjective and objective performance was obtained following the descriptive study.

The sampling method of the descriptive study was probability sampling and the sample was chosen in order to represent the whole population in the three selected sectors. The analytical techniques used were comparison of means, regression analysis, reliability analysis, and discriminant analysis. SPSS statistical package was used to run the data analysis routines.

1.4 Contribution of the Study

This study is believed to contribute to marketing literature and practitioners in several ways. It contributes to a contemporary concept of marketing, namely, relationship marketing. As in today's business world, customer and the businesses are getting connected and the better businesses understand their customers, the more opportunities they have to get connected. In that regard, this study demonstrates a framework to be better connected to the customer.

Second, this study introduces a unique approach to customer orientation. It contributes to the literature with a process based view to customer orientation. By this approach, the study brings customer's buying and post purchase behavior to attention. The study helps to understand the involvement of the seller all along the decision process where the customer experience starts by getting aware of the product/service and ends when it gets rid of the product/service.

Third, this study stems from the theories and studies behind organizational buyer behavior and proposes a more complex view to the buying phases and buying models studied in literature and illustrates the decision process in three different sectors.

Fourth, the study contributes to both services marketing and organizational buying literature. It attempts to provide more detailed understanding of customer orientation in services sectors with a business to business setting.

Fifth, not only does this study stress the importance of acquiring customer knowledge and creating better intimacy with the customer, it also is proposed as a tool for implementation.

1.5 Organization of the Study

The remainder of this thesis is organized as follows: chapter two presents a review of previous studies that are relevant with the subject of this study and supporting research. The streams in literature relevant to this study are presented in sections that cover organizational buying behavior, market orientation, services marketing and finally, business performance. As this study integrates all these topics and contributes to the literature with a process based view to customer orientation, understanding those areas mentioned are further examined. Under organizational buying behavior, first the characteristics of organizational buying and business to business markets are given as a business to business setting was chosen for the scope of this study. Next, participants of organizational buying and how they differ from consumer buying are presented. As the buying process is the core of this study, the buying process, buyclasses and the buygrid framework as well as the organizational buyer behavior models that constitute the foundation of organizational buying are investigated. Following organizational buying, relevant literature on services marketing with a definition and classification as well characteristics of it are provided. Under the services marketing section, topics directly related to the study are given. Services business and customer orientation is investigated in order to get some hints on how a customer oriented approach could be adopted in a B2B services setting. As the last section of the literature review chapter, business performance measures in literature are presented.

In the third chapter, the proposed approach in this study is presented. The process based customer orientation theme is discussed in this section under the first sub-section. Following that, aim of the study, assumptions and scope of the study are presented. In addition, the conceptual model is provided.

As mentioned, the research is conducted in three phases. Two of these phases of the research are given under chapter four. This chapter includes the exploratory studies, their methodologies, a comparison of the findings with the literature the outcomes and their effect on the descriptive study.

Chapter five provides the methodology and results of the descriptive study. The decision processes, level of involvement, subjective and objective performance

variables are elaborated in this chapter. Tests of hypotheses are also provided following each related analysis.

Finally, the conclusion and discussion is presented with the findings from the study. This last chapter provides discussion and theoretical implications associated with the conclusions derived from the research results. Managerial implications are also provided. The chapter concludes by pointing out some limitations of the study and future research directions. The questionnaires are provided in Appendices A through C and a part of the regression analysis tables are provided in the Appendix D.

2. LITERATURE REVIEW

Relevant topics that this study brings together are the studies on organizational buyer behavior, services and services marketing, market orientation, the buying process and market performance. The purpose in understanding those areas is to provide background information for this study which integrates all these topics and contributes to the literature with a process based view to customer orientation. In doing so, understanding of customer's buying and post purchase behavior is utmost importance. An understanding of the organizational buying behavior and studying the relevant applications of it in different sectors lays the groundwork of this study.

2.1 Organizational Buying Behavior

Before discussing customers' buying and post-purchase behavior in a business to business (B2B) market setting, it is necessary to have an understanding of the organizational buyer behavior. Organizational buying is defined as the decision-making process by which formal organizations establish the need for products and services, then identify, evaluate and choose among alternatives. Studies in this area date back to Robinson et.al. (1967). The details of the model that Sheth (1973) demonstrates are provided in the upcoming sections. Others like Webster and Wind (1972), Woodside, Sheth and Bennett (1977), Bonoma and Zaltman (1978) and Johnston and Bonoma (1981) were active in defining this research stream in the buyer behavior school of thought.

Research findings and theoretical discussions about consumer behavior often have little relevance for the organizational buying relationships. This is due to several important differences between the two purchase processes. Organizational buying takes place in the context of a formal organization influenced by a budget, cost and profit considerations. Furthermore, organizational (i.e., industrial and institutional) buying usually involves many people in the decision process with complex interactions among people and among individual and organizational goals. These differences and complexities stimulate different aspects and new study areas on the subject.

In order to identify the key factors influencing response to the marketing effort, the models of buyer behavior would be useful. These models help to analyze available

information about the market and identify the need for additional information. Such models could also help specify targets for marketing effort, the kinds of information needed by various purchasing decision makers, and the criteria to make these decisions. A framework for analyzing organizational buying behavior and understanding the process involved would aid in the design of marketing strategies. Therefore, characteristics of organizational buying, organizational buying process, its participants and the models that reveal the buying process are worthwhile to consider.

2.1.1 Characteristics of Organizational Buying and B2B Markets

The characteristics of business markets is that business markets encompass fewer number of customers compared to consumer markets. On the other hand, the transaction volume per customer is much larger than consumer markets and the relationship with the customer is more intimate compared to the consumer markets. The demand, due to the nature of the consumption is mostly a “derived demand” and it is mostly inelastic. The purchasing is mostly done by professional buyers who are competent in relevant fields and have in depth expertise in negotiations and purchasing practices. As well, there are several influences on the buying process in which, the buying process becomes rather complicated compared to the case of consumer buying. Complexity may also arise from the existence of more variables and greater difficulty to identify process participants in organizational than in consumer situations (Moriarty, 1983). Also, in organizational situations there is a perception of greater use of marketing information, greater exploratory objectivity in information collection, greater formalization in organization structure, and a lesser degree of surprise in information collected (Deshpande and Zaltman, 1987). Moreover, buyers may prefer to buy a packaged solution from a single seller. Instead of buying and gathering all the components together, the buyer may ask the suppliers to supply the components and assemble the system or provide a packaged solution.

The criteria for decision making in organizational buying could be broken down into explicit and implicit dimensions. Explicit criteria are based on factors that are explicitly communicated and stated usually as the formal criteria for the seller. Below are the most common criteria regarded as explicit in most of the business to business settings:

- Price,
- Product Quality,

- Delivery Time,
- Quantity of Supply,
- After sale services.

Price of the product or the service in total and its components should be formally given by the seller in detail and to the extent which the buyer requires. For example, a turnkey project that would involve building and operating a system would include products and services. Sale of such a solution could not be delivered without the approval of the buyer before reviewing the costs of its components. Product quality on the other hand is very important to the buying decision. Although, branding may have an effect to conceal the quality of a product in consumer sales, quality standards, certificates and compliance to tests and standards would be the criteria to buy for the organizational buyer. Other two important criteria are the delivery time and the quantity of supply. It may be possible to produce a product exactly according to the quality standards and the price required by the buyer, however, if it is not possible to deliver the product with the quantity required within the required duration, it will be of no use to the buyer. For example, a production facility operating in three shifts a day would require its raw material or supplies delivered on the exact time specified. From the buyer's standpoint, failure of the seller to fulfill such a precise delivery may well lead to losses far above the price of the product sold to the buyer. Last but not least, after sales of a product may well be key criteria for the buyer. For example, a complex product that is hard to operate may require regular preventive and corrective maintenance for it to continue its operation. In such cases, the after sales service would be the key criteria to buy instead of its immediate price. The buyer may need to understand the total cost of ownership, that is the cost paid immediately and the costs the product would require to operate without any detriment to the purpose and benefit it serves for. All in all, the explicit criteria listed should be thought of holistically and should be regarded as important components of a complex buying decision. The better the seller company understands the requirements in these criteria, the more attached it is to its customers during the entire buying and post purchase process.

While criteria mostly related to the product or the service is regarded as explicit, other criteria that are possessed by the whole organization that affects the decision informally are regarded as implicit. These may be:

- Reputation,
- Size of the company,

- Location of the company,
- Relationship with the supplier.

Also perceptual factors related to the salesperson such as personality, technical expertise, salesmanship and lifestyle may be regarded as implicit criteria.

In the last decade, the nature and availability of information sources have changed dramatically. The primary driver for this has been the advent of the Internet and business-to-business e-commerce. Purchase is now readily accessible by every personnel related to purchasing in the company. Purchasers may acquire additional product and company information about alternative vendors in a very short period. These changes have important implications for the acquisition and use of information in the organizational buying process (Deeter-Schmelz et al., 2001). This trend creates challenges and opportunities for both organizational buyers and the marketing and sales staff of firms trying to influence those buyers

In organizational buying, expectations of the participants may differ as purchasing agents may focus more on price advantage and economics in logistics. On the other hand, users may be more concerned about the quality of the product or service, engineering, prompt delivery and most of all efficient after sales service. Before understanding the interests and expectations it is worthwhile to review the participants in the organizational buying process. The next section gives an overall understanding of the participants in organizational buying.

2.1.2 Participants in Organizational Buying

Organizational buying has many participants in the buying process. Webster and Wind (1972) provide the roles in organizational buying as follows:

- Users: those members of the organization who use the purchased products and services.
- Buyers (purchasing agents): those with formal responsibility and authority for contracting with suppliers.
- Influencers: those who influence the decision process directly or indirectly by providing information and criteria for evaluating alternative buying actions.
- Deciders: those with authority to choose among alternative buying actions.
- Gatekeepers: those who control the flow of information (and materials) to the participants in the buying process.

The members of the firm who use the products/services are the users. Purchasing agents are the responsible members of the firm who has most of the time the formal authority to negotiate and contract with the supplier. As well, in most of the cases they are responsible for managing the relationship between the firm and the suppliers. Deciders are those members of the firm who have the formal authority to decide among several alternative suppliers or products/services. There may also be other roles such as initiators, approvers, influencers and gatekeepers. Initiators are those members of the firm who start the buying process. Deciders may also occupy the approver role, or it may be the case that a member of the firm may have the authority to approve the decision of the decider. Those members who influence the decision process directly or indirectly by providing information and criteria for evaluating alternative buying decisions are the influencers. Gatekeepers are those who control the flow of information and sellers in the firm (Webster and Wind, 1972). These roles may differ from one organization to another or from one industry to another. They may also be affected by the organizational culture, the business model or the maturity of the company. Of course, compared to the individual buyers, organizational buyer roles accommodate more complex and changing behaviors due to the interactions among the members of the firm who assume several buyer roles. It is important for the seller to understand the expectations of each member within the firm. Not only an awareness of these roles, but also understanding of the complexity they entail are necessary for the companies who would like to be successful in selling their products or services in B2B markets. The next section sheds some light on this complex topic by providing the buying situations, models and the process.

2.1.3 Buying Process, Buyclasses and the Buygrid Framework

Most of the procurement groups in firms move through a structured buying process. Though this process may have differences, a common framework had been developed for the purchasing decisions. Robinson et.al. (1967) have identified eight phases during the organizational buying process. They have defined these phases as the buy phases. Consequently, there are the types of purchases that depend on the acquaintance of the buyer with the product or the service. If the buyer is buying a product or the service for the first time, this is defined as the new buying situation. For such a purchase a longer and more complex buying process is pursued. In a modified rebuy, there is an acquaintance with the product or service to be purchased due to the fact that a similar purchase is already made prior to this situation. The buyer, in this case, modifies some product specifications or the scope

of services. It may also be the case that the buyer requires extensions to the products or services, an improvement in the price or the amendment of terms and conditions agreed before. In a straight rebuy mostly the purchase is repetitive or routine where the buyer puts the same order without any modifications.

In their study, Robinson et.al. (1967) propose detailed and testable propositions. As given in table 2.1, they introduce three dimensions namely; information needs consideration of alternatives and the newness of the task. How much information the buyer must gather to make a good decision defines the information needs. The seriousness with which the buyer considers all possible alternatives is taken into account in the dimension of “consideration of alternatives.” The newness of the task is defined by the extent to how much the buyer is unfamiliar with the purchase situation.

Table 2.1 : Buying Decision Grid (Robinson et.al. 1967)

	Newness of the Problem	Information Requirements	Consideration of New Alternatives
New Buy	High	Maximum	Important
Modified Rebuy	Medium	Moderate	Limited
Straight Rebuy	Low	Minimal	None

The new buying is a situation where the sale may set a pattern for the later purchases. In this case the involvement of the participants is intense. The buyer may play a minor role, while the users with the experience and technical background on the purchase as well as the deciders may play a major role in the purchase of the product or services. New buying situations are defined as high risk situations. For that reason, buyers are willing to consider many alternatives because it is likely that in the end the search benefits will be higher than the search costs. From a seller standpoint, a competitive advantage in the new task situation would open doors to a long term relation with the seller. Keeping in mind that the subject of this study is involvement in customer decision process, new buying situations are the situations in which the customer oriented seller would be preferred due to its advantage of understanding its buyer.

The modified rebuy has a mix of new task and straight rebuy features. It is either an upgraded straight rebuy or a formerly new task that has become familiar. The involvement of the participants is somewhat more than it would be in straight rebuy.

The straight rebuy is the most common purchase situation. The purchase is routine and standard. Assurance of delivery and adequate performance are the critical attributes, though price often has an important role. The supplier is expected to keep

the quality level as the previous buy if not better. When the supplier is no more accepted in a straight rebuy process due to price, quality or other factors such as delivery time, than the situation turns to a modified rebuy.

Table 2.2 : Buygrid (Robinson et.al. 1967)

Buy Phases	New Buy	Modified Rebuy	Straight Rebuy
Problem Recognition	√	√ / X	X
Need Description	√	√ / X	X
Product Specification	√	√	√
Supplier Search	√	√ / X	X
Proposal Solicitation	√	√ / X	X
Supplier Selection	√	√ / X	X
Order-routine Specification	√	√ / X	X
Performance Review	√	√	√

It is worthwhile to go through the steps that are present in the new task buying situations given in table 2.2. The buying process starts with realizing a problem, an improvement area or a need that at the end will be solved or satisfied by acquiring a product or a service. Problem recognition may occur in both ways: internally by any of the participants in the buying process or externally by the supplier. In a modified rebuy, the problem may be an already existing one that was solved by a solution/product introduced previously or it may be the case that there is a new need that the current product/solution would not meet. In a straight rebuy situation, the problem is already recognized and it is met with the repetitive purchase of the same product/services.

Once a need is recognized, the buyer moves on to determine the product's general characteristics or the service's scope. For standard items this step may be rather straightforward. For complex items, the buyer would work with other participants such as the users to define the general characteristics of the product or solution or the scope of the services. Also in this phase, the supplier may be involved to describe how his/her solution meets the needs described. In a modified rebuy, if there is a new need that the current product/solution did not meet, there would be a necessity to define the need that have arisen. In a straight rebuy situation, there will not be a necessity to define the need.

After the identification of the need, the buyer must develop the product's or the service's technical specification or scope of implementation. At this point, the buyer would define the specifications according to their quality standards, budget or factors that arise due to several factors related to the company or the individuals involved in the buying process. At this point, if the supplier is able to get in early to

the process they have the chance to influence buyer specifications and hence would have a high chance of being chosen in the supplier selection stage. Even if it is a modified rebuy or a straight rebuy, it is necessary to define the product specification or the service scope in order to receive adequate proposals from the suppliers.

Following the specification of the product, the buyer identifies the most appropriate suppliers. The buyer can refer to exhibitions and trade shows, press releases, professional and technical conferences, trade news, referrals or the buyer could respond to advertising, sales calls, direct mails that he/she is previously exposed to. These sources of information are also quoted in the Section 2.1.4 under heading “Organizational buyer Behavior Models in Literature.” In this case, the suppliers that are active in promotion activities would have a higher chance to be included in the supplier selection stage. Suppliers who lack the reputation or that have not achieved a level of awareness would not be considered in this stage. Those who are listed may be examined by the buyer or may be required to provide certificates, references, samples related to their manufacturing/delivery processes or their products/services. At this stage, after the screening of suppliers, the buyer will develop a short list of qualified suppliers. In the case of a modified rebuy, there may also be a need to search new suppliers in order to create a competition with the current supplier or simply to switch to another supplier.

The buyer then invites the selected suppliers to submit their proposals. The more complex the solution or the product required, the more detailed the proposal becomes. During the evaluation of the proposal, the buyer may require to receive product demonstrations, presentations, site visits or referrals based on the nature of the product/service to be purchased. After receiving proposals from various suppliers, the buyer will evaluate the proposals based on several pre-defined criteria. Before making a final selection the buyer may choose to negotiate with the suppliers based on price and terms and conditions. In the case of a modified rebuy, most of the time, the buyer expects to receive a proposal and evaluate it. In the case of a straight rebuy, the proposal solicitation and supplier selection phases do not exist.

After the suppliers have been selected, the buyer negotiates the final order, specifying the technical specifications, the quantity or the duration, expected time of delivery or the milestones, return or acceptance policies and warranties. The buyer may also choose to agree on a long term relationship with the supplier. The supplier may be required to resupply the needed product/service on a pre-determined basis.

Following the purchase of the product or the service, the supplier is evaluated based on the performance. The evaluation of the performance would directly affect further buying behavior of the buyer. Performance review also applies to straight rebuy and modified rebuy situations.

This study takes in consideration only the new task situations. That requires an understanding of all the phases of the decision process discussed above. Several recent developments in both purchasing practices and academic literatures require an even stronger motivation to consider organizational buying process deeper. These developments include but are not limited to an increasing availability of information and an increasing focus on buyer-seller relationships (Park and Bunn, 2003). Due to the recent trends and the complexity mentioned, it is even more challenging for the marketing and sales staff of firms to influence organizational buyers.

2.1.4 Organizational Buyer Behavior Models in Literature

Definition of a model of buyer behavior is useful in identifying the key factors influencing response to marketing effort. Such a model also could help to understand the kinds of information needed by various purchasing decision makers, the dynamics of the buying organization and the criteria to make the buying decision. Several scholars provided frameworks for analyzing organizational buying behavior. Among those the models of Sheth (1973) Webster and Wind (1972) and Luffman (1974) are worthwhile to discuss.

2.1.4.1 Sheth's Model of Industrial Buyer Behavior

In his article, Sheth (1973) describes the interactions and expectations of organizational buyers and explains fundamental processes in organizational buying. In Sheth's model, a large number of variables are included. The complicated relationships among those variables are explained. The complexity comes from the fact that Sheth proposes the model as a generic model which attempts to describe all types of organizational buying decisions.

Sheth (1973) breaks up organizational buyer behavior into three distinct aspects. The first aspect is the psychological world of the individuals involved in the organizational buying decisions. The second aspect relates to the conditions which bring on joint decisions among these individuals. The third aspect is the process of joint decision making with the conflict among the decision and its resolution by utilizing several tactics.

Regarding the psychological world of the decision makers, as stated previously, it is mostly common to see several members of the firm in the complex decision making process. As there are different individuals, there is an interaction to come up to a joint decision. Therefore there is a need to examine the psychological world of these individuals. When the aspects of psychology of decision makers are considered Sheth's (1973) model primarily presents the expectations of the decision makers about suppliers and brands. The model specifies five different processes which create differential expectations among the individuals involved in the purchasing process. The background of the individuals, information sources, active search, perceptual distortion and satisfaction with past purchases are required to be explained and defined to represent the psychological world of the organizational buyers.

The expectations of buyer participants refer to the perceived potential of alternative suppliers and brands to satisfy a number of explicit and implicit objectives in any particular buying decision. The most common objective is to meet the explicit and implicit criteria given in the following section. The expectations can be measured by obtaining a profile of each supplier or brand as to how satisfactory it is perceived to be in enabling the decision maker to achieve his explicit and implicit objectives. The expectations of the participants are subject to differentiation. The factors such as the background of the individuals, information sources, active search, perceptual distortion and satisfaction or dissatisfaction with past purchases are determinants of the differences in expectations. The different backgrounds such as being an engineer or an economist may affect the approaches of individuals, thus the differences in expectations. It also depends on how much the participant is exposed to the information sources. For example a purchasing agent may be more exposed to information by promotions through direct mail, brochures and sales pitches whereas a technical person may be more exposed to information through seminars and technical trainings. Another factor is the selective distortion and retention of available information. Since there may be differences in the values and objectives of the members of the firm, it is possible to expect different interpretation of the same problem among those. Each would try to make the given information consistent with his own prior knowledge and expectations by distorting it. Lastly, the factor that creates differential expectations among the members of the firm is the satisfaction or dissatisfaction with the past purchase experiences with a supplier or a product. Past experiences with a product or a supplier directly influences the expectations of the individual.

Most of the organizational buying decisions are made jointly by the various individuals involved in the purchasing process. There are several factors affecting whether the buying decision is joint or autonomous. As given in figure 2.1, those factors related to the characteristics of the product or the service is time pressure, perceived risk and type of purchase. If the decision is made under a time pressure, it may be delegated to one party. The greater the perceived risk it may be thought that the greater it would be for one party to decide. This would be a major reason to give joint decisions when the perceived risk is higher. If the purchase is a new purchase then it would be rational to give a joint decision. On the other hand, if the purchase is a straight or modified rebuy, then the fact that whether the decision is a joint decision or not would not be that important.

Figure 2.1 : Sheth's Model of Industrial Buyer Behavior (Sheth 1973)

The decision to buy in an organization is usually initiated by a continuous need of supply or a planned decision. When the buying decision is derived from a production need, it is usually a repetitive purchase and there is very little information gathering.

The purchasing agent contacts the preferred supplier and orders the items. However, when the need is due to a strategic plan, there would be a joint decision process among a team consisted of but not limited to the purchasing agent, a technical person and a manager. The most important aspect of the joint decision making process is the assimilation of information, deliberations on it and the consequent conflict which most joint decisions entail. Conflict comes from the reason that the members of the team have different goals and perceptions. When these goals and perceptions are converged to a common understanding, the team comes up with a decision.

It is also possible in some cases that the purchasing decisions be ad-hoc. In this case, the decisions are not gone through a systematic decision process but they are affected by situational factors. Sheth's (1973) model gives a comprehensive understanding of the overall organizational buying process and the factors that influence it. In the next sections, the details and several aspects of the "process" of buying will be given.

2.1.4.2 Webster and Wind Model

The fundamental assertion of Webster and Wind's (1972) model is that organizational buying is a decision-making process carried out by individuals, in interaction with other people, and within the context of a formal organization. The organization, in turn, is influenced by a variety of forces in the environment. Thus, the four classes of variables determining organizational buying behavior are individual, social, organizational, and environmental.

Within each class, two broad categories of variables are defined: task variables and non-task variables. Those directly related to the buying problem are called task variables, and those that extend beyond the buying problem are called non-task variables. This classification of variables is illustrated in table 2.3.

Table 2.3 : Classification of Variable Influencing Organizational Buying Decisions (Webster and Wind 1972)

	Task Variables	Non-task Variables
Individual	Desire to obtain lowest prices	Personal values and needs
Social	Meetings to set specifications	Informal, off-the-job interactions
Organizational	Policy regarding local supplier preference	Methods of personnel evaluation
Environmental	Anticipated changes in prices	Political climate in an election year

Organizational buying behavior is not a single task but a complex process in itself and involves many persons, multiple goals, and potentially conflicting decision criteria. It often takes place over an extended period of time, requires information from many sources, and encompasses many inter-organizational relationships. The organizational buying process is a form of problem-solving, and a buying situation is created when someone in the organization perceives a problem that can potentially be solved through some buying action. In order to act as a “problem solver”, the seller should understand the organizational buying process comprehensively and involve with their buyers closely, so that it could create a competitive position among all sellers. Organizational buying behavior includes all activities of organizational members as they define a buying situation and identify, evaluate, and choose among alternative brands and suppliers. The buying center includes all members of the organization who are involved in that process. Members of the buying center are motivated by a complex interaction of individual and organizational goals. Their relationships with one another involve all the complexities of interpersonal interactions.

The formal organization exerts its influence on the buying center through the subsystems of tasks, structure (communication, authority, status, rewards, and work flow), technology, and people. Finally, the entire organization is embedded in a set of environmental influences including economic, technological, physical, political, legal, and cultural forces. An overview of the model and relationships among the variables are given in Figure 2.2.

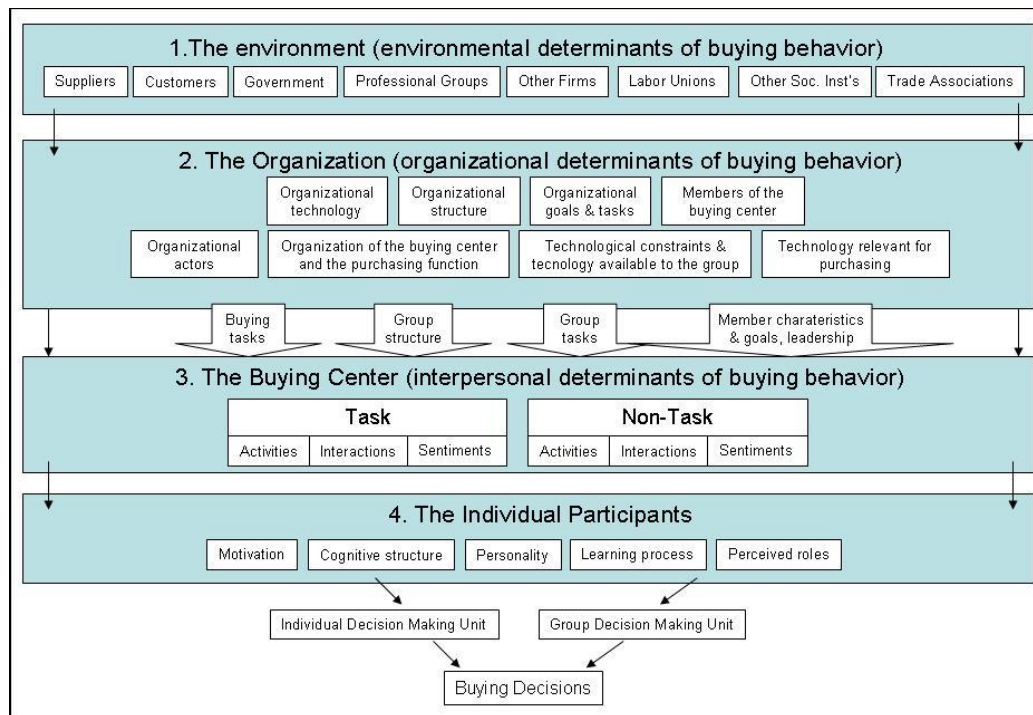


Figure 2.2 : Industrial Buying Framework (Webster and Wind 1972)

Environmental influences are difficult to identify and measure. They influence the buying process by providing information as well as constraints and opportunities. Environmental influences include physical (geographic, climate, or ecological), technological, economic, political, legal, and cultural factors. These influences are exerted through a variety of institutions including business firms (suppliers, competitors, and customers), governments, trade unions, political parties, educational and medical institutions, trade associations, and professional groups.

Environmental influences have their impact in four distinct ways. First, they define the availability of goods and services. This function reflects especially the influence of physical, technological, and economic factors. Second, they define the general business conditions facing the buying organization including the rate of economic growth, the level of national income, interest rates, and unemployment. Economic and political forces are the dominant influences on general business conditions. Some of these forces, such as economic factors, are predominantly task variables whereas others, such as political variables, may be more heavily non-task in nature. Third, environmental factors determine the values and norms guiding inter-organizational and interpersonal relationships between buyers and sellers and among other stakeholders. Finally, environmental forces influence the information flow into the buying organization.

Organizational factors cause individual decision makers to act differently than they would if they were functioning alone or in a different organization. Organizational buying behavior is motivated and directed by the organization's goals and is constrained by its financial, technological, and human resources. This class of variables is primarily task-related.

Webster and Wind (1972) 's general model defines four sets of variables that must be carefully considered in the development of marketing strategies designed to influence that process: buying tasks, organizational structure, buying technology and the buying center.

Buying tasks are the organizational tasks and goals that evolve from the definition of a buying situation. These are pure task variables by definition. As given in figure 2.3, the specific tasks that must be performed to solve the buying problem can be defined in five stages along the buying decision process: (1) identification of needs; (2) establishment of specifications; (3) identification of alternatives; (4) evaluation of alternatives; and (5) selection of suppliers.

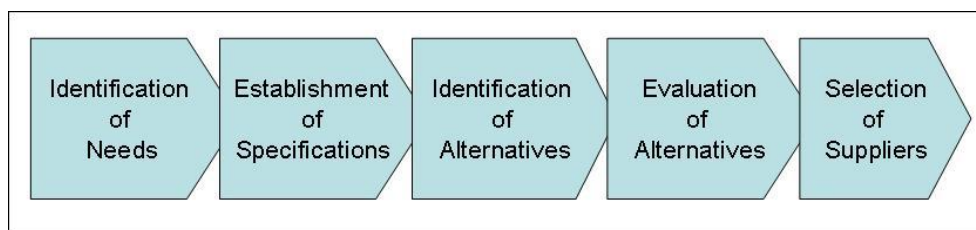


Figure 2.3 : Buying Tasks (Webster and Wind 1972)

Buying tasks can further be defined according to four dimensions:

1. The organizational purpose served- this depends on whether the reason for buying is to facilitate production, or for resale, or to be consumed in the performance of other organizational functions.
2. The nature of demand, especially whether demand for the product is generated within the buying organization or by forces outside of the organization (i.e., "derived" demand) as well as other characteristics of the demand pattern such as seasonal and cyclical fluctuations.
3. The degree of routinization at the five stages of the decision process.
4. The degree of decentralization and the extent to which buying authority has been delegated to operating levels in the organization.

Each of these four dimensions influences the nature of the organizational buying process and must be considered in appraising market opportunities. At each of the

five stages of the decision process, different members of the buying center may be involved, different decision criteria are employed, and different information sources may become more or less relevant.

The formal organizational structure consists of subsystems of communication, authority, status, rewards, and work flow--all of which have important task and non-task dimensions. The supplier must understand how the communication system in customer organizations informs the members of the buying center about buying problems, evaluation criteria (both task- and non-task-related), and alternative sources of supply. He must appraise how commands and instructions (mostly task-related) flow through the hierarchy defining the discretion and latitude of individual actors.

The authority subsystem defines the power of organizational actors to judge, command, or otherwise act to influence the behavior of others along both task and non-task dimensions. The status system is reflected in the organizational chart and defines the hierarchical structure of the formal organization. The reward system defines the payoffs to the individual decision maker. Every buying organization develops task-related procedures for managing the flow of paperwork, samples, and other items involved in the buying decision process. The flow of paperwork also has non-task aspects that reflect the composition of the buying center as well as the authority and communication subsystems of an organizational structure. Knowing the responsibility, authority, and the position in the internal status hierarchy of each member of the buying center is a necessary basis for achieving marketing success.

Technology influences both what is purchased and the nature of the organizational buying process itself. In the latter respect, technology defines the management and information systems that are involved in the buying decision process, such as computers and management science approaches to such aspects of buying as "make or buy" analysis in which the buyer analyzes from several aspects whether the decision to make the product or to buy would be more beneficial.

The buying center is a subset of the organizational actors. Since people operate as part of the total organization, the behavior of members of the buying center reflects the influence of others as well as the effect of the buying task, the organizational structure, and technology. This interaction leads to unique buying behavior in each customer organization.

Suppliers that wish to influence the organizational buying process must, therefore, define and understand the operation of these four sets of organizational variables--tasks, structure, technology, and actors--in each organization they want to influence.

The framework for understanding the buying decision process must identify and relate three classes of variables involved in group functioning in the buying center. First, the various roles in the buying center must be identified. Second, the variables relating to interpersonal interaction between persons in the buying center and between members of the buying center and "outsiders" such as vendors' salesmen must be identified. Third, the dimensions of the functioning of the group as a whole must be considered.

Within the organization, only a subset of organizational actors is actually involved in a buying situation. A similar definition for the roles in the buying center was given by Webster and Wind (1972) in the previous sections.

Several individuals may occupy the same role; e.g., there may be several influencers. Also, one individual may occupy more than one role; e.g., the purchasing agent is often both buyer and gatekeeper.

As illustrated in the model, the nature of group functioning is influenced by five classes of variables: the individual members' goals and personal characteristics, the nature of leadership within the group, the structure of the group, the tasks performed by the group, and external (organizational and environmental) influences.

Group processes involve not only activities but also interactions and sentiments among members, which have both task and non-task dimensions. Finally, the output of the group is not only a task-oriented problem solution but also non-task satisfaction and growth for the group and its members.

In analyzing the functioning of the buying center, it helps to focus attention on the buyer role, primarily because a member of the purchasing department is most often the supplier's primary contact point with the organization. Buyers often have authority for managing the contacts of suppliers with other organizational actors, and thus also perform the "gatekeeper" function.

While the buyer's authority for selection of suppliers may be seriously constrained by decisions at earlier stages of the decision process (especially the development of specifications), he has responsibility for the terminal stages of the process. In other words, the buyer (or purchasing agent) is, in most cases, the final decision maker and the target of influence attempts by other members of the buying center. An understanding of the nature of interpersonal relationships in the buying organization

is an important basis for the development of an account strategy specific to that organization.

In the final analysis, all organizational buying behavior is individual behavior. Only the individual as an individual or as a member of a group can define and analyze buying situations, decide, and act accordingly. The individual is motivated by a complex combination of personal and organizational objectives. The organizational buyer's personality, perceived role set, motivation, cognition, and learning are the basic psychological processes that affect his response to the buying situation.

The organizational buyer is motivated by a complex combination of individual and organizational objectives and is dependent upon others for the satisfaction of these needs in several ways.

The organizational buyer's motivation has both task and non-task dimensions. Task-related motives relate to the specific buying problem to be solved and involve the general criteria of buying "the right quality in the right quantity at the right price for delivery at the right time from the right source." No task-related motives may often be more important, although there is frequently a rather direct relationship between task and non-task motives.

Broadly speaking, non-task motives can be placed into two categories: achievement motives and risk-reduction motives. Achievement motives are those related to personal advancement and recognition. Risk-reduction motives are related, but somewhat less obvious, and provide a critical link between the individual and the organizational decision-making process.

The individual determinants of organizational buyer behavior and the tactics buyers are likely to use in their dealings with potential vendors must be clearly understood by those who want to affect their behavior.

2.1.4.3 Luffman's Study on Organizational buyer Behavior

The purchasing decisions occur as a process that takes place over a period of time and involves participants from the purchasing company (Luffman, 1974). In order to analyze the industrial purchasing process a model was constructed by Luffmann (1974) mainly based on Sheth's (1973) model. In the model provided in figure 2.4, four basic processes are identified as: stimulus, search, evaluation and attitude. Luffman (1974) provides the variables of its model based on the buying process. The variables are presented as input and output and affecting variables. The buyers

are affected by the organizational and social setting they exist in. The given process is a rather simplified version of the buying process studied in this thesis.

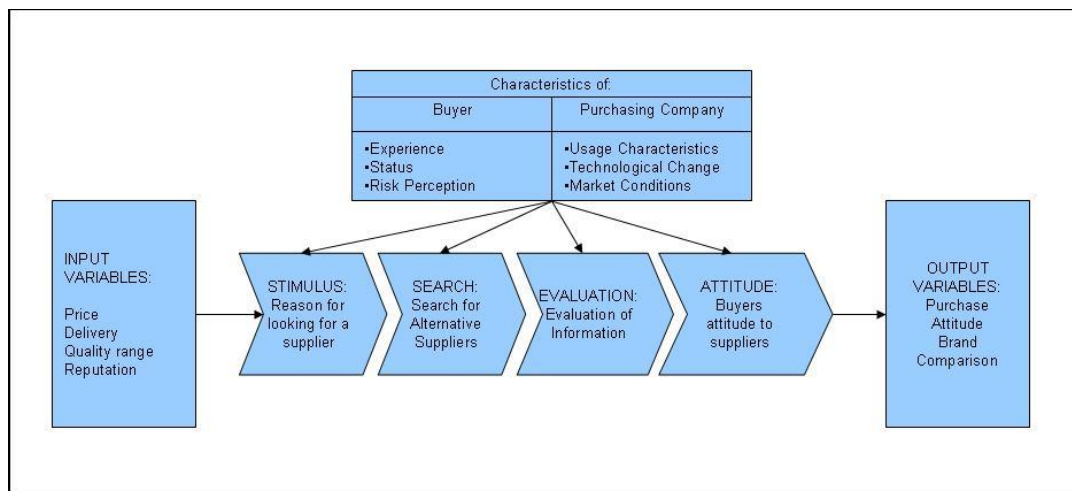


Figure 2.4 : Model for Organizational Buyer Behavior (Luffman 1974)

Stimulus defines the recognition of a problem. There are two aspects to problem recognition; first, the need to purchase and second the need to search for alternatives. At this stage, the need may arise from a lack of raw materials to reach a given stock level or it may be a need to fulfill a management decision. Search stage involves participants of the organization to find alternative suppliers that are capable of satisfying the need. At this stage the search may be affected by external information and involvement of the suppliers. The evaluation stage requires the evaluation of alternative suppliers mainly based on the factors affected by the characteristics of the buyer and purchasing company. As a result of the steps in the process, the buyer cultivates and attitude towards the suppliers.

The variables affecting the purchasing decision (thus output variables) are classified in two groups as input and external variables. Input variables are those that are related to the complete offering provided by the supplier i.e. price, delivery, quality range and reputation. The external variables are those that affect the decision but which have been formed over a period of time. These can be considered in two categories as characteristics and personality of the buyer and as the characteristics and external environment of the organization.

The models mentioned in this section were significantly influential in driving academic studies in this research area. Following the 1960-1970 eras which was dominated by the studies of Robinson et.al. (1967), Webster and Wind (1972) and Sheth (1973), research on organizational buying behavior has exploded enormously. There was a shift from understanding consumers to organizational customers. Marketing discipline had started to increasingly get influenced by the

disciplines of organizational behavior, industrial organizations and transaction cost theories in economics. Organizational buying behavior has been dramatically changing since the 1970s for at least four reasons. First, global competitiveness has pointed out the competitive advantages of creating and managing supply chain relationships. Second, emergence of the Total Quality Management philosophy has encouraged "reverse marketing" starting with external customers and moving backward into procurement processes and practices in order to reduce cycle times and inventory. Third, industry restructuring through mergers, acquisitions and alliances on a global basis has reorganized the procurement function to a centralized strategic function. Finally, use of information technologies including networked computing, quick response, electronic data interchange and other computer to computer programmed procurement have restructured the buying philosophy, processes and platforms (Sheth, 1996). These developments encouraged a deeper look into the phases of the decision process. This study is also motivated with the changes in the perspectives in organizational buying literature.

A comprehensive literature survey on organizational buying was provided in this section. It was necessary to have an in-depth understanding of the organizational buying literature as the topics covered in this chapter provide a foundation for the decision process to be discussed in the next chapter and the business to business services that will be discussed in the subsection 2.3.4.

2.2 Market Orientation and the Place of Customer Orientation

2.2.1 Definition of Market Orientation

Market orientation is one of the research streams in strategic marketing that has been the subject of many studies from the late 1980's onwards. Many academicians such as Shapiro (1988), Kohli and Jaworski (1990), Narver and Slater (1990), Ruekert (1992), Siguaw et al. (1994), Deshpande et al. (2000), Conduit and Mavondo (2001) and Guo (2002) studied market orientation and several of them approached from different perspectives. Before moving on to these perspectives and components of market orientation, it is worthwhile to understand the definition of market orientation.

Although there is not a common definition of market orientation, the definitions proposed by Kohli and Jaworski (1990), Narver and Slater (1990), Ruekert (1992) and Deshpande et al. (1993) provide a preliminary understanding to the concept.

Kohli and Jaworski (1990) define market orientation as the generation and dissemination of market intelligence that is composed of information about customers' current and future needs and exogenous factors that influence those needs. Narver and Slater (1990) define market orientation as the organization culture that most effectively and efficiently creates the necessary behaviors for the creation of superior value for buyers and thus continuous superior performance for the business. Ruekert (1992) adopts a strategic perspective and defines market orientation as the degree to which the business unit obtains and uses information from customers, develops a strategy which will meet customer needs and implements that strategy by being responsive to customer needs and wants. Deshpande et al. (1993) propose that market orientation is synonymous with customer orientation. They define market orientation as "the set of beliefs that puts the customer's interest first, while not excluding those of all other stakeholders such as owners, managers and employees, in order to develop a long-term profitability enterprise." An amalgam of these definitions may lead to an understanding of market orientation as: the way of doing business that focuses on achieving superior performance and maintaining superior customer value by generating and utilizing market intelligence while considering the interests of other key stakeholders.

These definitions establish that the authors provide an assortment to literature by approaching from different perspectives. While Kohli and Jaworski (1990) adopt a behavioral-strategic perspective with a market intelligence focus, Narver and Slater (1990) approach from a behavioral-cultural perspective and Ruekert (1992) adopts a pure strategic perspective. The next section details those perspectives and introduces some other authors' views on market orientation.

2.2.2 Perspectives and Components of Market Orientation

Many academicians have discussed the content, components and perspectives of developing an organization dominated by a market focus (Kohli and Jaworski 1990). At the beginning of the 1990s, significant advances were made in defining different perspectives and operationalizing market orientation constructs. Among the many perspectives that have been defined for market orientation, Kohli and Jaworski (1990) adopt a behavioral perspective. Kohli and Jaworski (1990) define market orientation as the generation and dissemination of market intelligence that is composed of information about customers' current and future needs and exogenous factors that influence those needs (e.g., competition and government regulation). The value of the information is maximized when it is shared among virtually all

functions in an organization. The result is that "a market orientation appears to provide a unifying focus for the efforts and projects of individuals and departments within the organization, thereby leading to superior performance." Within their behavioral-strategic approach to marketing orientation, Kohli and Jaworski (1990) have set three main priorities for the company:

- Intelligence generation,
- Intelligence dissemination,
- Responsiveness to intelligence.

Responsiveness component is defined as being composed of two sets of activities: response design and response implementation. Market intelligence pertains to customers' current and future anticipated needs and it includes the analysis of the exogenous factors affecting customer needs like technology, competition, government regulation, etc. Kohli and Jaworski (1990) accept a broader perspective in that additional forces in a market like competition, technology, regulation are considered to belong to the domain of the market orientation construct.

Ruekert (1992), on the other hand, adopts a strategic perspective and defines market orientation as the degree to which the business unit obtains and uses information from customers, develops a strategy which will meet customer needs, and implements that strategy by being responsive to customer needs and wants. According to Ruekert (1992), the most critical elements of external environment in developing a market orientation is the customer. The second dimension is the development of a plan of action or a customer focused strategy. In the third dimension, the customer oriented strategy is implemented and executed by organizational responsiveness to the needs and wants of the marketplace.

Shapiro (1988) conceptualizes market orientation as an organizational decision making process. The strong commitment of management to share information interdepartmentally and practice open decision making between functional and divisional personnel ensures a better marketing orientation. Shapiro (1988) contends that there are few differences between customer oriented, market driven and market oriented. Shapiro (1988) specifies three characteristics that make a company market driven:

- Diffusion of information in every corporate function,
- Interfunctional and interdivisional approach in strategic and tactical decisions,
- Execution of decisions with a sense of commitment.

Deshpande et.al. (1993) proposed a more divergent view of market orientation suggesting that it is synonymous with customer orientation because of the reason that market is defined as the set of all potential customers of a firm.

As the most frequently cited conceptualization in literature, Narver and Slater's (1990) conceptualization of market orientation consists of three behavioral elements:

- Competitor orientation
- Interfunctional coordination
- Customer orientation.

Each of these behavioral elements with an emphasis on customer orientation is discussed in detail in the following sub-sections.

In a cross-sectional study, they find a substantial positive relationship between the magnitude of a company's market orientation and its profitability.

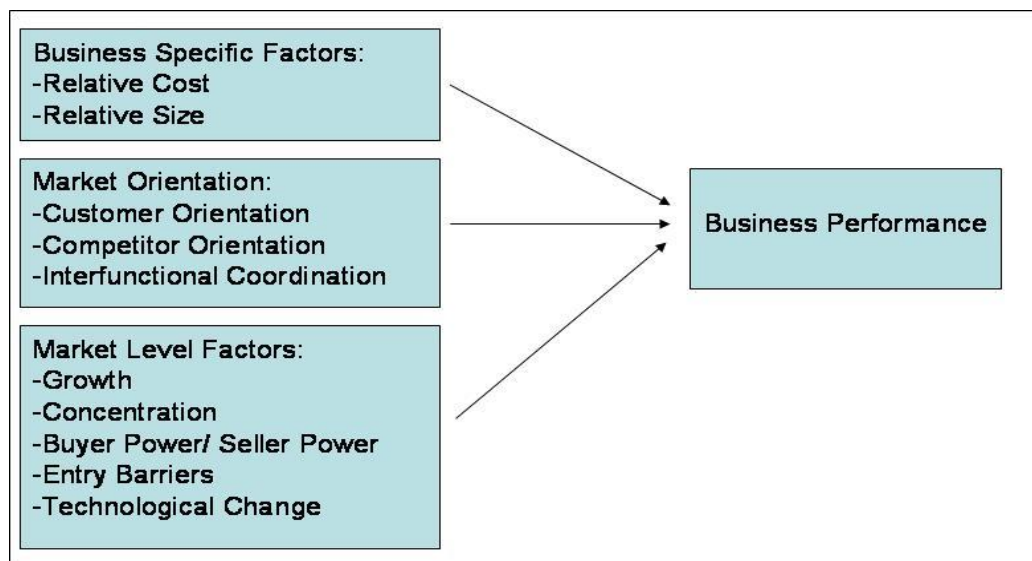


Figure 2.5 : Model of Relationships between Market Orientation, Business Specific Factors, Market Level Factors and Performance (Narver and Slater 1990)

Narver and Slater (1990) use eight situational variables that they relate to a business' performance. These situational variables are controlled in analyzing the effect of a market orientation on a business's profitability. The components of market orientation, the business-level and market-level variables are used in their model that is provided in figure 2.5.

Under market level factors, Narver and Slater (1990) introduce six control variables that are; rate of market growth, competitor concentration, buyer and seller power,

ease of entry of new competitors into the market and the rate of technological change. Under business specific factors they use the size of a business in relation to the largest competitor in a market and the average total operating cost of a business in relation to that of the largest competitor as variables.

Among the perspectives discussed in this section, this study integrates especially the strategic and behavioral focus as it attempts to understand the involvement of a company in its customer's buying process. This requires the necessity of a customer focused strategy, understanding the behavior of the customer during the end to end buying process and acquiring and disseminating customers' information in terms of their needs and wants.

The next sections provide a definition and an explanation of the three behavioral elements of market orientation namely, competitor orientation, interfunctional coordination and customer orientation proposed by Narver and Slater (1990). Among those, customer orientation receives a special emphasis due to both the importance in literature and scope of this study.

2.2.2.1 Competitor Orientation

Creating superior customer value requires more than just focusing on customers. The key questions are which competitors, and what technologies, and whether target customers perceive them as alternate satisfiers. Providing superior customer value requires that the seller identify and understand the principal competitors' short-term strengths and weaknesses and long-term capabilities and strategies. Narver and Slater (1990) define competitor orientation as an organization's understanding of the short-term strengths and weaknesses and long-term capabilities and strategies of its both key current and key potential competitors.

A seller should understand and even go beyond understanding the needs of its customers. Accordingly, it may try to understand the value delivered by itself and the competitors to the customer in its industry. Then, it would be able to analyze its position against the competitors. The seller that analyzes the value delivered to the customers and compare its performance with the competition would then be able to gain a competitive edge by making investments and reshaping its products and services derived from this analysis. The seller should adopt a chess-game perspective of its current and principal potential competitors. Moreover, it should continuously examine the competitive threats they pose, inferring these threats from intent and value-creation capabilities. This is crucial information to a seller in developing its competitive strategies.

In market-driven businesses, it is crucial that information concerning competitors is shared among the employees in the company. A function dedicated to competitive intelligence would both help to gather this information and then disseminate it accordingly in the company. This would have positive effects in terms of understanding the competition, altering marketing and sales tactics, as well as analyzing strategic moves of the competitor. For example, it is crucial for R&D to receive information acquired by the sales group about the pace of a competitor's technology development.

Top managers frequently discuss competitors' strategies to develop a shared perspective on probable sources of competitive threats.

Slater and Narver (1994b) propose that in a competitor oriented company, competitive intelligence is part of everyone's job. Using this information, market-driven businesses often target opportunities for competitive advantage based on competitors' weaknesses. In any case, they keep competitors from developing an advantage by responding rapidly or anticipating their actions.

Competitor orientation demands analyzing and monitoring major competitors' strengths and weaknesses and their product offerings, from this point it is important to analyze the adoption of competitor orientation in a company when articulating on its business performance. However, due to reasons explained in the section on "Relationship between Competitiveness and Customer Orientation" and the scope of this study, competitor orientation is not as emphasized as customer orientation.

2.2.2.2 Interfunctional Coordination

Another component of market orientation is interfunctional coordination. Narver and Slater (1990) define interfunctional coordination as the coordination of personnel and other resources from throughout the company to create value for buyers.

Any instance in the buyer's value chain would be an opportunity for a seller to create value for the buyer. It is possible for any individual in any function in a seller firm to contribute to the creation of value. Porter (1985) quotes that every department, or an organizational unit has a role that must be defined and understood. All employees, regardless of their distance from the strategy formulation process, would be able to help a firm achieve and sustain competitive advantage. To accomplish this, effective companies have rearranged their organizational structures that focus on delivering more value. Companies looking for efficiency, manage projects through small multifunctional teams that can move more quickly and easily than average businesses that use traditional approaches. For example, cross-functional teams

call on customers to identify additional opportunities for value creation. Engineering becomes involved during preliminary market research to help marketers understand what is feasible. Production is involved during product design to ensure that the product can be manufactured at a reasonable cost. Engineers and production people constantly discuss their capabilities and limitations with sales and marketing so capabilities can be leveraged and limitations avoided when promoting products or services. When all functions contribute to creating buyer value this way, more creativity is brought to bear on increasing effectiveness and efficiency for customers (Slater and Narver, 1994b).

2.2.2.3 Customer Orientation

Definition and discussions on customer orientation could be traced back to the discussions on the marketing concept. Though the philosophy known as the marketing concept has no agreed-upon definition, traditional definitions include building customer loyalty and satisfaction and focusing on customer needs (Levitt, 1960). Drucker (1954) asserted that creating a satisfied customer is the only justifiable definition of business purpose and Levitt (1960) contended that business definition should be based on customer needs instead of specific offerings employed to meet those needs. Cash and Crissy (1958) advocate a “customer orientation” in order to satisfy customers’ needs. Kotler and Armstrong (2001) define marketing concept as the marketing management philosophy that holds achieving organizational goals that depends on determining the needs and wants of target markets and delivering the desired satisfaction effectively and efficiently than competitors do. Generally, the marketing concept is described in three common themes: customer orientation, integrated effort and profit direction (Kotler, 1997). This demonstrates that customer orientation is integrated in the description of the marketing concept as one of the major themes.

The idea behind customer orientation which is closely related to the fundamental thinking behind marketing itself is that a company has to address the needs and wishes of its customers adequately in order to ensure that they will buy the company's products and services, experience a high degree of satisfaction with these goods and services, and then become loyal customers of that company (Thurau, 2001). Customer orientation is defined by Narver and Slater (1990) as the sufficient understanding of one's target customers to be able to create superior value for them continuously. Shapiro (1988) defines it as the dissemination of information about customers throughout an organization, formulation of strategies

and tactics to satisfy market needs inter-functionally and achievement of a sense of company-wide commitment to these plans. Kohli and Jaworski (1990) define customer orientation within the context of market orientation and suggest that customer orientation represents the degree to which customer information is both collected and used by the business unit. Deshpande et al. (1993) propose that market orientation and customer orientation are synonymous. Their definition is: “the set of beliefs that puts the customer’s interest first, while not excluding those of all other stakeholders such as owners, managers and employees, in order to develop a long-term profitability enterprise.” Several researchers on the other hand, recommend customer orientation to be studied separately from market orientation due to its nature and outcomes (Slater and Narver, 1998; Kennedy et.al., 2003; Zhu and Nakata, 2007). Customer orientation is stated to be distinct from market orientation, and its conditions and consequences are likewise unique (Slater and Narver, 1998). Customer orientation is about determining and addressing the preferences of buyers, generally to the exclusion of other concerns, whereas market orientation is more encompassing, and it includes competitor orientation and interfunctional coordination as well as customer orientation (Narver and Slater, 1990).

Several aspects of customer orientation such as gathering and utilizing customer information, focusing on customer needs, developing a customer focused culture and training and empowering employees accordingly are emphasized by scholars such as Slater and Narver (1994b), Kohli and Jaworski (1990), Shapiro (1988), Day and Wensley (1988), Deshpande et.al.(1993), Thureau (2001), Halliday (2002), Kennedy et.al. (2003) and Strong and Harris (2004). In the following paragraphs, these views are briefly described and compared.

Customer orientation is to do with gathering and using information (Shapiro, 1988; Kohli and Jaworski, 1990), and putting it to use in changing the behaviors, goods and services provided by the firm. Narver and Slater (1990) additionally contribute a behavioral focus, writing of the need for a culture that most effectively and efficiently creates the necessary behaviors for the creation of superior value for buyers.

From a process and information gathering and utilizing point of view, a customer oriented business should be able to spend considerable time with their customers in order to understand their entire value chain and disseminate this information throughout the company so that it could be utilized in serving the customer and creating customer value. Customer oriented implies that a firm is actively engaged in the organization-wide generation, dissemination of, and responsiveness to, market

intelligence (Kohli and Jaworski, 1990). Being customer oriented allows firms to acquire and assimilate the information necessary to design and execute marketing strategies that result in more favorable customer outcomes (Brady and Cronin, 2001). Slater and Narver (1994b) propose that it is also beneficial for companies in terms of their innovations to see their processes not only as it is today but also the way it will be in the future. This requires a holistic understanding and a continuous monitoring of the value chain of customers. Gathering information and understanding the customer's overall processes is in the heart of this study as it is the first step in the implementation of customer orientation which would eventually help to develop a dynamic bond with the customer.

In line with the traditional definitions of the marketing concept, a customer oriented company should continuously monitor their customer commitment by making improved customer satisfaction an ongoing objective. Cash and Crissy (1958) advocate the adoption of the "need-satisfaction theory of personal selling" in which they assume that purchases are made to satisfy needs. Accordingly, in order to make a sale, the salesman must discover the prospect's needs and show how his/her products or services will fill those needs. They interpret this approach as a customer oriented approach and emphasize the role of the salesperson and his/her competence. Sheth et.al. (1988) advocate this approach as it increases the likelihood of making a sale by matching the customer needs with the appropriate product features and benefits. This would eventually lead to a higher delivered value to the customer. To maintain the relationships that are critical to delivering superior customer value, a customer oriented company should pay close attention to their customers' needs especially in terms of the activities both before and after sales. Because of the importance of employees in this effort, the company should take great care to recruit and retain the best people available and provide them with regular training. Slater and Narver (1994b) assert that involving customers in these key areas forges strong customer loyalty.

A crucial dimension to any strategy to deliver customer-orientation is that of the organization's cultural dynamics (Halliday, 2002). If these are ignored, implementation of customer orientation may well be endangered. While Day and Wensley (1988) argue that superior value to the company would be provided through strategies based on a balance of customer and competitor perspectives, Deshpande et.al (1993) argue that a competitor orientation can be almost adversely opposing to a customer orientation when the focus is exclusively on the strengths of a competitor rather than on the unmet needs of the customer. They support the

proposition that interfunctional coordination is entirely in line with the central essence of customer orientation and argue that it should be part of its meaning and measurement. They define customer orientations as the set of beliefs that puts the customer's interest first, in order to develop a long term profitable enterprise. Customer orientation is seen as part of an overall but much more fundamental, corporate culture. Thus, attention to information about customers' needs should be considered alongside the basic set of values and beliefs that are likely to reinforce a customer focus.

Day and Wensley (1988) state that customer focus starts with detailed analysis of customer benefits within end-user segments and work backward from the customer to the company to identify the actions needed to improve performance which would be more applicable to service intensive industries. This approach is as well adopted in this study. Having a customer perspective requires that the attributes of the firm is compared with its competitors by its customers as well as customer satisfaction surveys, understanding and building loyalty and assessment of relative share of end user segments. The assessment of relative share would lead the company to focus or de-focus activities in those segments. Day and Wensley (1988) also assert that in dynamic markets with shifting mobility barriers, many competitors and highly segmented end user markets, there would be a need to place more emphasis on customer focus rather than competitor focus. Those activities that are important to the customer are influenced by the activities in the company. Kotler (1999) proposes that the companies interview their customers in order to chart the steps in acquiring, using and disposing of a product or a service. By doing so, the company would find ways to convey superior value to its customers. Analyzing the consumption chain of the customer (MacMillan and McGrath, 1997) and mapping the customer activity cycle (Vandermerwe, 1996) are two examples proposed as the consumption chain method to developing value offerings. This method is the basis of the "process based customer orientation" that is pointed out in this study.

Brady and Cronin (2001) investigate the effect of being customer oriented on service performance perceptions and outcome behaviors. The results of their study indicate that customer orientation perceptions are positively associated with the evaluation of the quality of service. That is, customer orientation is positively related to the perceived quality of the performance of a firm's employees, the physical goods provided to customers, and the firm's physical environment. Moreover, because service quality perceptions are positively associated with the satisfaction and value attributed to a service transaction, a strong customer orientation also improves the

satisfaction and value attributed to an exchange and behavioral outcomes. They confirm that, through its quality perceptions and the resulting impact of quality perceptions on consumers' value and satisfaction attribution, an organization benefits both directly and indirectly from having a customer orientation.

Thurau (2001) presents a conceptual model that describes the customer orientation of service employees (COSE) as a complex and multidimensional construct. COSE is defined as the behavior of service employees when serving the needs and wishes of existing and prospect customers. Behavior is preferred to culture, as the latter, though often a powerful contributor to customer-oriented behavior, is by no means a requirement for such behavior nor sufficient in itself to drive this behavior. In contrast, behavior is what makes customers satisfied and what ultimately determines a perception of high service quality.

Customer-oriented behavior of service employees (COSE) is conceptualized by the author as a three-dimensional construct, where the dimensions are an employee's motivation to fulfill customer needs, the skills an employee needs to fulfill customer needs, and the employee's freedom or authority (as perceived by the employee themselves) to make decisions relevant to the fulfillment of customer needs and wishes. This conceptualization is based on the consideration that for an employee to behave in a customer-oriented way (i.e., to fulfill the customer's service-related expectations), all three dimensions must be expressed to a considerable degree.

Brown et.al. (2002) propose that customer orientation is an individual-level construct that is central to a service organization's ability to be market oriented. In examining the construct, first, they seek to identify its basic personality trait determinants in order to obtain an improved understanding of factors that lead some employees to be more customer oriented than others. Second, they investigate the effects of customer orientation and the more basic traits on overall service performance evaluations as judged by the service workers themselves and their supervisors. They define customer orientation as an employee's tendency to meet customer needs in an on-the-job context. They propose that customer orientation in a service setting is composed of two dimensions: needs and enjoyment. The needs dimension represents employees' beliefs about their ability to satisfy customer needs. The enjoyment dimension represents the degree to which interacting with and serving customers is inherently enjoyable for an employee.

Kennedy et.al. (2003) focus on the implementation of a customer orientation and report the results of their study of the dynamics of implementing a customer

orientation in a major public school district in the United States. Their study underscores the importance of customer value creation in driving organization strategy. It describes the events experienced during the transformation of an organization to a customer orientation. The management literature discusses generic cultural transformation processes while Kennedy et.al. (2003) intend to discuss and explore the transformation to a customer orientation. They assert that in transforming to a customer oriented organization, three critical organizational variables emerge: senior leadership, interfunctional coordination and market intelligence. It is important that senior managers are customer oriented and affect their employees in that manner. As well, the internal processes should be designed and managed in such a way that it enables the transformation to a more responsive organization to customer needs thus customer orientation. In line with the proposal of Kohli and Jaworski (1990) that generation and dissemination of market intelligence is critical to sustaining a focus on customer satisfaction, Kennedy et.al. (2003) assert that collection and use of market intelligence is essential for a customer orientation to develop. They argue that although these three are not the only factors that affect cultural transformation, these are the most widely recognized in literature. Their research suggests that when the customer focused data are widely circulated and become a shared organization wide platform from which decisions are made a customer orientation prospers and becomes self-reinforcing.

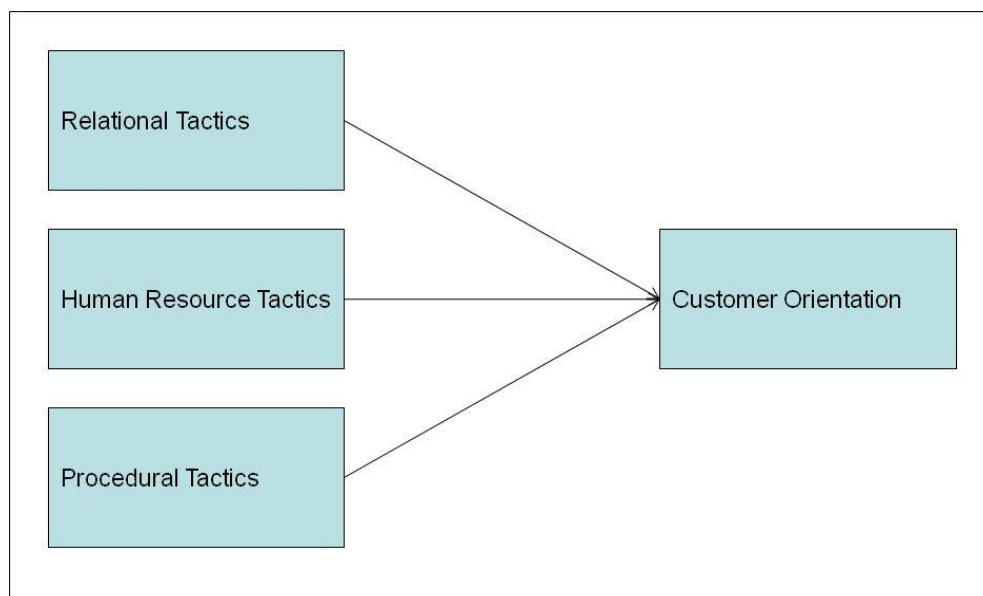


Figure 2.6 : Factors that Drive Customer Orientation (Strong and Harris 2004)

Strong and Harris (2004) explored the factors that drive the development of customer orientation. As given in figure 2.6, they propose three main categories of approaches to enhance customer orientation, namely; relational, human resource

and procedural. Relational tactics are defined as those tactics which aim to achieve long term reciprocal customer alliances. Human resource tactics are related to the employee abilities, skills and activities that will affect implementing a customer orientation. Procedural tactics relate to the management of relationships and implementation of formal procedures. Further, they have identified nine tactics, three for each category. These nine tactics offer a potential framework on which to build and develop a successful customer orientation.

Recently, Zhu and Nakata (2007) proved that customer orientation is linked to business performance, but in a more complex way than previously studied. They have found that customer orientation is related to market performance, and that market performance is associated with financial performance. However, according to their results, customer orientation has no direct tie to financial performance, only an indirect one. Together, their results suggest a chain effect in which customer orientation influences market performance, which in turn, affects financial performance. They explain the conflicting findings of prior studies, some showing and others denying that customer orientation enhances business outcomes. Their study confirms a positive effect, but specifies it as sequential, with enhancement first of market outcomes, followed by financial results. Zhu and Nakata (2007) also examined the two major components of a business information system – IT capability and information service quality as potential moderators. IT capability was found to interact with customer orientation. IT capability on its own, however, is not related to market performance. Contrary to IT capability, information services quality was found not to interact with customer orientation.

2.2.3 Relationship between Competitiveness and Customer Orientation

It has been stated that there exists a positive relationship between market orientation and performance. However, competitive environment could be a moderator of this relationship. Slater and Narver (1994a) investigate how competitive environment affects the strength of the market orientation-performance relationship and whether it affects the focus of the external emphasis within a market orientation. They study whether a greater emphasis on customer analysis relative to competitor analysis within a given magnitude of market orientation, or the opposite would have a different effect on market performance. It is stated that when the demand in the market is foreseeable, the competitive structure is concentrated and stable, and there are a few powerful customers, the emphasis is necessarily on competitors. In dynamic markets with shifting mobility barriers, many competitors,

and highly segmented end-user markets, a tilt toward a customer focus becomes very important.

Day and Wensley (1988) suggest that four dimensions might influence a manager's selection of either a customer or competitor emphasis in a market orientation. The four dimensions of competitive environment suggested are market growth, competitor concentration, competitor hostility and buyer power.

In slow growth markets, customer needs are relatively predictable and the strategic emphasis is on price and also on heavy trade allowances and consumer promotions. To avoid loss or low profits, businesses may intend to pay close attention to their cost position in production, marketing, and development relative to that of the competition. The heavy emphasis on relative cost during the slow growth periods requires a competitor emphasis. Evidence points to the importance of focusing on lead users in the development and evaluation of new products as they become reference points for majority customers. It follows that a customer emphasis is desirable during the high-growth period following new product introductions. The importance of a customer emphasis extends to the later growth stage of a product as well. During this period, it is possible that new entrants would be willing to discover and exploit opportunities for market segmentation. An important objective is the establishment of a strong brand franchise through substantial dealer and customer service. Though competitor intelligence is important during this stage, customer analysis is even more critical.

Powerful buyers are usually clear about what they expect and require from suppliers, so all sellers have ready access to key information about these buyers' needs. Thus, competitive advantage is most likely to stem from an in-depth understanding of competitors' capabilities so the seller can achieve meaningful differentiation with regard to the competition. In contrast, buyers with low power are often smaller and their needs are less well understood. Because these buyers often must settle for a product that is aimed at a different market segment, focusing on customers could reveal additional opportunities for creation of buyer value. Customer emphasis also allows the seller to capture price premiums through value-based pricing. Thus, the marginal benefit of a customer emphasis is expected to be higher when markets are fragmented and buyer power is low.

In highly concentrated markets, the number of powerful competitors is relatively small. In a concentrated market, any of the leading competitors has the ability to alter significantly competitive intensity in the market. Increased intensity is reflected

through tactics such as aggressive pricing, high levels of advertising, product introductions, and adding services. Because of the substantial impact that any one leading competitor can have on competitive intensity, close competitor monitoring is essential. In markets with numerous competitors, competitor monitoring is both more difficult and potentially less important. This is because no one competitor has the capacity or resources to alter substantially the balance of power among the sellers. In this environment, focusing on the buyers' value equations while staying abreast of competitive developments is the approach that is most likely to lead to success.

Competitor hostility involves the breadth and aggressiveness of competitive actions. A hostile environment is characterized by competitors who attack each other aggressively on numerous strategic dimensions such as pricing, promotion, product development, and/or distribution. In a market in which the competition is stable, a business that pays close attention to competitors' costs and strategies can uncover competitive weaknesses that represent opportunities to develop competitive advantage. When the competition is not stable, for example, competitors move back and forth between strategic groups, a close monitoring of competitors is difficult. Day and Wensley (1988) suggest that "in dynamic markets with shifting mobility barriers, many competitors, and highly segmented end-user markets, a customer focus is mandatory." The necessity of this emphasis results from the constantly changing rules of competition that greatly complicate competitor monitoring and could lead to misperceptions of competitive structure.

Kohli and Jaworski's (1990) theory suggests that when there is a fixed set of customers with stable preferences, a market orientation is likely to have little effect on performance because little adjustment to a marketing mix is necessary to serve to stable preferences of a given set of customers. So it is suggested that when there is high market and/or low technological turbulence, the positive impact of market orientation on company performance is higher. It is also stated that, when there is high competitor hostility, there is a higher need for the business to be market oriented to attain superior performance. In a market characterized by strong demand growth, demand can exceed supply and customers will accept more readily what is offered. Conversely, in markets in which demand growth is weak, businesses must exert more effort to have a clear understanding of how they can provide superior value by more effectively satisfying buyer needs.

Customer orientation and competitiveness are now very important topics and they have a direct relationship with each other. As well, there is now increased attention on customer orientation studies in the services industry. As customer orientation in

three sectors that are from the services industry is explored in this study, the next section details the definition, characteristics and classification of services.

2.3 Services and Customer Orientation

Services marketing has started receiving attention far later than product marketing. As the discipline of marketing had started with discussion in marketing of physical goods, services were given relatively little attention in early marketing literature. In the early 1960's there was not much research on marketing of services. Discussion of marketing of services appeared in the marketing literature in 1964 by Judd (1964). Rathmell (1966) argued that marketing people needed to devote more attention to the service sector and offered a definition of services that is still used today. Then, in the early 1970s, the marketing of services started to emerge as a separate area of marketing with concepts and models of its own geared to typical characteristics of services (Gronroos, 1997). One noteworthy article from the 1970s was Donnelly's (1976) examination of distribution channels for services. He demonstrated that marketing channels for services are significantly different from those for physical goods. Blois (1974) proposed an approach to services marketing based on buyer behavior theory. By the 1980s, the concept had received more and more attention from scholars.

2.3.1 Definition of Services

One of the earliest definitions of service is offered by Rathmell (1966): "a service is a deed, a performance, an effort." Uhl and Upah (1983) offer a definition of a service as: "a task performed by another or the provision of any facility, product or activity for another's use but ownership, which arises from an exchange transaction." Sasser et.al. (1978) define service as a value creating activity performed for a buyer that cannot be evaluated before the task is carried out. Gronroos (2001) stresses the process nature of services. He defines the service concept "as an activity or series of activities of a more or less intangible nature that normally, but not necessarily, take place in the interaction between the customer and service employees and/or physical resources or goods and/or systems of the service provider, which are provided as solutions to customer problems." The three dimensions in this definition are activities, interactions and solutions to customer problems. Lovelock and Wirtz (2004) define service as "an act or performance offered by one party to another; an economic activity that creates value and provides benefits for customers by bringing about a desired change in, or on behalf

of, the recipient.” Scholars offering definitions emphasize that services are deeds, processes, performances, activities and solutions. These definitions and the keywords are also mentioned in the next section by scholars that try to classify services.

2.3.2 Classification and Characteristics of Services

According to Gummesson (1995), consumers do not buy goods or services, but rather purchase offerings that render services, which create value. He uses value instead of solutions to customer problems. Gummesson (1995) emphasizes what the service does for the customer and what the customer buys, which may be interpreted as a customer perspective on services and the service concept. Gustafsson and Johnson (2003) suggest that the service organization should “create a seamless system of linked activities that solves customer problems or provides unique experiences.” This view stresses the customer’s perspective as it includes a system of linked activities which support the customer in solving problems.

John (1999) states that the word service may mean an industry, an output, an offering or a process. As an industry, service is widely used to refer to the sum of the industrial sectors that does things for people. Based on the US Census Bureau (Url-1), the sectors under the services industry are classified as follows:

- Information,
- Finance and Insurance,
- Professional, Scientific and Technical Services,
- Administrative and Support,
- Waste Management and Remediation Services,
- Transportation and Warehousing,
- Education Services,
- Health and Social Assistance,
- Arts, Entertainment and Recreation,
- Accommodation and Food Services.

While some scholars distinguish between services and products, some others focus on many common characteristics of them. To advance the discussions in services

marketing, Lovelock (1983) presented a classification system for services. Lovelock developed five classification schemes:

- Nature of services act,
- Relationship of the service organization with its customers,
- Ability of the service provider to customize its offerings,
- Nature of demand and supply for the service,
- How services are delivered.

Based on this classification, three categories arise: People processing services, possession processing services and information based services. People processing services require customer presence, such as health care. Possession processing services include tasks performed on physical objects without involvement of customers, such as car repair. Information based services are value creating activities related to data, such as banking. In addition to these, Lovelock (1983) comes up with eight categories of supplemental services such as billing and payment.

Wilson (1972) suggests that services can be considered under the following three headings:

a. Degree of durability: This classification is based upon the concept that services purchased at a point of time provide benefits over the following differing periods of time. A dinner at a restaurant may cause to immediate satisfaction while treatment at a hospital may provide benefits in a long term.

b. Degree of tangibility: Wilson (1972) suggests that this classification can be broken down further into:

- i. services providing pure tangibles: such as museums and security,
- ii. services providing added value to a tangible: such as car insurance,
- iii. services that help the availability of a tangible: rental services, wholesaling.

c. Degree of commitment: This classification is closely linked with the fact that many services are purchased on a basis which implies or contractually binds the purchaser to a commitment through time. Long term credit or a life insurance may usually imply a commitment over a long period of time. However, some other services may involve very short term commitments in that they can be eliminated in very short notice.

Branton (1969) suggests that critical differences occur due to factors such as quality assessment, promotional methods, the heterogeneity arising from the personality of the seller or producer and the lack of distribution problems. There are also services that some of these differences may not apply. It may also be the case that these factors apply to some types of products.

Zeithaml et.al. (1985) conducted a literature review, and found several publications focusing on the characteristics of services. They found that the most frequently cited characteristics were:

- Intangibility,
- Inseparability,
- Heterogeneity,
- Perishability.

Because services are performances, rather than objects, they cannot be seen, felt, tasted, or touched in the same manner in which goods can be sensed; so services are intangible. Inseparability of production and consumption involves the simultaneous production and consumption which characterizes most services. Whereas goods are first produced, then sold and then consumed, services are first sold, then produced and consumed simultaneously. Inseparability also means that the producer and the seller are the same entity, making only direct distribution possible in most cases and causing marketing and production to be highly interactive. Heterogeneity on the other hand, concerns the potential for high variability in the performance of services. The quality and essence of a service can vary from producer to producer, from customer to customer, and from day to day. Due to this characteristic, it is a very important task of the company to keep the quality of the service above pre-determined standards. Consistency may vary over time as a result of “service role ambiguity.” The customer participates as a co-producer, which means that the standardization and direction of processes and results are difficult, if not impossible, and heterogeneity and non-standardization may be fruitful and necessary for customization (Edvardsson et.al, 2005). Perishability means that services cannot be saved nor they can be included in the inventory. The capacity or the availability not used during the given period of service time cannot be reclaimed. Because services are performances that cannot be stored, service businesses frequently find it difficult to synchronize supply and demand.

Although the service itself is not physical, tangibles could be used in delivering a service. Tangibles such as equipment, buildings, physical facilities, communications equipment etc. could often be used in service encounters and they could be the key to achieving service quality. Bitner (1992) developed the concept of “servicescape”, which is a framework for describing the role of the physical aspects of the environment in which services are produced and experienced by customers. Bitner (1992) also emphasizes the key role of the physical environment, such as packaging, as a differentiator and a facilitator in shaping customer behavior.

Human factor is rather a critical factor in services compared to the marketing of products. Services incur a great deal of interpersonal contact. The balance between delivering the core service and laying down the interaction between customer and the service employee is very important from the end user standpoint. Johns (1999) asserts that the word service carries a connotation of interpersonal attentiveness. Although human factor is said to be much important, there may be a further distinction between “operations-intensive” service delivery systems and “interpersonal-intensive” systems. Operations intensive services offer a standardized service to a mass market whereas interpersonal intensive systems take a more relational view of the market. According to Rayport and Jaworski (2004), a particular service interface might preferably be people-dominant, machine-dominant, or a hybrid of the two. Which type of interface to use at each given touch point is a strategic choice that has related costs and customer outcomes. A waiter in a restaurant, for example, constitutes a people-dominant service interface. A vending machine or a web site is a machine-dominant service interface. Call centers, which are staffed by people who cannot perform their jobs without access to database systems, are hybrid service interfaces. Deciding which of these interface types to use will allow companies to best manage customer interactions and relationships (Rayport and Jaworski, 2004).

Barber and Strack (2005) argue that most of the businesses are transforming to a service business where the tangible assets of the firm is not anymore as important as the intangible assets, especially the people involved in services or production. A classification is introduced among businesses based on the extent of being people intensive:

- People Businesses,
- People-Oriented Businesses,
- Capital Dominant Businesses.

People businesses are stated as those with relatively high employee costs, a high ratio of employee costs to capital costs and limited spending on research and development activities. The “people businesses” are all from the services sector: Facility Management, Advertising, Employment Services, IT Services, Postal Services, Contract Research, Financial Services, Hotel Management, Hospital Management, Catering, Engineering and Telecommunication Services. The “people oriented businesses” supply services and/or products, such as: Software, Restaurants, Airlines and Pharmaceuticals. While the value employees create in some businesses takes the form of intangible assets, most employees in people businesses create short term value directly for customers without the intermediary step of creating an intangible asset. Johns (1999) discusses that the front-line employee is placed in a critical position relative to the overall service organization. As employees play such an important role in the performance of a company delivering services, it is argued that service firms need to create and sustain cultures that enhance employee attachment to organizational goals.

Recently, Karmarkar (2004) argues that the services sector is under the effect of a change; therefore, the service providers should try to find out ways to remain relevant and competitive in this transforming industry. They should gather helpful hints from their customers, who are asking for greater choice, more control, lower cost, higher touch and higher quality service than they are currently getting. Karmarkar (2004) asserts that the company that best understands and anticipates customer needs, delivers consistently high quality service and connects to the customer will survive and attain a better position in its market. For such a level of understanding and anticipation of customer needs, an understanding of the buying process and post-purchase involvement will be the key for especially services companies.

As discussed by Karmakar (2004) and Barber and Strack (2005), customers’ experience of service includes both the core benefits of a service and the performance of the service employee during its delivery. However, the experience is not only limited to these informal elements. Finding and approaching the service, departing from it, interacting with other providers contribute to the customers’ experience. A discussion on the phases of this interaction and beyond is provided under the following sections that refer to the concept of the process based view on customer orientation.

2.3.3 Service Businesses and Internal Marketing

The terminology and concept of internal marketing has been raised by the help of the research in services and has quickly been adopted by the business community. Several studies on internal marketing have appeared in both the marketing and management literature during the 1990s (Berry and Parasuraman, 1991; Gronroos, 1990). The idea that “everyone in the organization has a customer” has been adopted by many companies. It is not just contact personnel who need to be concerned with satisfying their customers. Everyone in the organization has someone whom he or she must serve. The underlying assumption behind internal marketing is that satisfied internal customers will lead to satisfied external customers. Internal customers must be happy in their jobs before they can serve the final customer effectively. This idea suggests that marketing tools and concepts (e.g. segmentation, marketing research) can be used internally with employees (Berry, 1981). When it comes to service businesses with people businesses and people oriented businesses (Barber and Strack, 2005), with people dominant service interfaces, the role of the service employee is critical to the performance of the company. Satisfied internal customers will lead to satisfied external customers and that will lead to a superior performance of the company.

Conduit and Mavando (2001) investigate the relationship between internal customer orientation and market orientation, thus the performance of the company. They propose that organizational dynamics and managerial action in areas such as employee training, effective communication systems, and managing human resources are critical to building an internal customer orientation and consequently, a market orientation. Based on the results of a study of Australian based companies extensively involved in international marketing, they suggest that integration between departments, the dissemination of market intelligence, and management support for a market orientation are important for its development. In services marketing, the behavior of employees plays a central role with regard to a customer's perception of satisfaction and service quality. This is especially true for employees who interact personally with the customer as part of the service encounter. As a consequence, the customer orientation of service employees can be expected to strongly influence a service firm's business performance (Thurau, 2001). Brown et.al. (2002) propose that customer orientation in a service setting is composed of two dimensions: needs and enjoyment. The needs dimension represents employees beliefs about their ability to satisfy customer needs. The

enjoyment dimension on the other hand, represents the degree to which interacting with and serving customers is inherently enjoyable for a service employee.

The success in internal marketing or internal customer orientation is surely one of the factors that help to achieve a customer oriented company. As well, due to the distinguishing characteristics of a B2B setting and a service industry, there are some essential topics that need to be taken into consideration. The next section presents some insights for companies operating in a B2B service setting.

2.3.4 B2B Service Businesses and Customer Orientation

Brady and Cronin (2001) contend that service firms that adopt customer-oriented strategies should gain a competitive advantage from their efforts. Services researchers since the early 1980s have drawn attention to the need to retain, as well as attract, customers (Berry, 1983). Building relationships with customers is an inherent aspect of service provision in general and, hence, it is an implicit aspect of any future that services marketing may enjoy (Grove and Fisk, 2003). Relationship marketing recognizes the value of current customers and the need to provide continuing services to existing customers so that they will remain loyal. The major requirement of efficient and successful relationship marketing approach is to

In a B2B services context, contrary to the marketing efforts tailored to large group of consumers, customers must be looked at individually and subjective judgments made for each one about what will work for them (Peppers and Rogers, 2001). In order to do that, an understanding of the long-term value of a customer and the lost revenue-profits for defecting customers is necessary (Reichheld and Sasser, 1990). The long term value or customer life-time value (Peppers and Rogers, 2001) and cost of defecting customers are very essential topics regarding businesses as both directly affect the profits of the company.

In order to understand how a customer oriented approach could be adopted in a B2B service setting; it is worthwhile to consider the characteristics of customer orientation in a B2B situation: first, the B2B context is one of the relationships within relationships. As discussed in the sections on “participants in organizational buying”, more than one person in any given company is involved in the decision making processes for purchases or collaborations with other companies. This involvement means that the B2B organization must often form relationships with several different departments or divisions. As well, in a B2B services context, a long term and continuous relationship is formed with the seller and the buyer. There are cases where not a one-time purchasing occurs, but a continuous transaction exists. Therefore,

acquiring and using extensive knowledge about the company (by each department and individual) and utilizing this in a continuous relationship is extremely important to offer customer oriented services in a B2B space.

Second, most B2B service companies have a few large customers. In a B2B context, it is often difficult to generalize services. Customers need special care and often customization is required to better serve to their needs.

Third, in a B2B world, the company does not sell simply products or services but it sells account development. The objective after acquiring a customer would be building long term relationships and increasing the “wallet share” of the customer. A company’s wallet share of a customer could be defined as the share of total requirements across all the product categories the company offers (Du et.al, 2007).

Fourth, the principal goal of a B2B organization should be finding products or services for its customers, not finding customers for its products. Thus, B2B space is strongly defined by knowledge-based selling.

Fifth, the B2B space often involves a great deal of channel complexity. Channel members usually provide value to the overall process in situations where a company’s product can be difficult to install or use or its offer is complex with integration requirements of both products and services.

Sixth, the B2B relationship is often characterized by infrequent purchases, making it necessary to turn a product at least partly into an ongoing service that will keep the customer engaged. Companies may differentiate themselves by assisting clients, for instance, with their purchasing and requisition processes and activities that could be expanded to the total cost of ownership of their products (Peppers and Rogers, 2001). As customer expectations increase, the front-line service employees would assume the role of consultant and salesperson more frequently. In other words, organizations will rely on these representatives not only to provide the service but also to solve customers' problems, gather information on customer needs and preferences, and cross-sell additional services (Brown et.al., 1994).

2.4 Measuring Business Performance

In a fast paced and competitive business environment, performance of organizations is the focus of considerable attention. Several stakeholders such as the shareholders, the government, the management, even the customers of an organization are interested in one or several measures that reflect the performance of the organization. As the focus of this study is on understanding the marketing

efforts of companies and the effect that these efforts have on the performance of an organization, it is worthwhile to explore the literature and studies on business performance.

Due to the complex nature of business performance, there is no consensus on how it is defined. The research approaches in the area of business performance still need to be further studied and validated to better understand the business performance construct. There is a need to understand several definitions of the concept and clarify the topic. The tendency in literature and the traditional businesses were mostly to focus on financial performance or specifically on profitability. This approach has the tendency to reduce or abridge measures of business performance into measures such as organizational profits, return on investment, sales volume and sales growth.

It is also worthwhile to understand business performance in relation to the effectiveness of an organization's marketing objectives. According to Homburg et.al. (2002), a nonfinancial business performance pays attention to such variables as customer satisfaction, customer loyalty, customer benefits and market share.

Contemporary studies are in accord that business performance should not only be measured with financial performance but more importantly with non financial performance indicators respective to the business' nature and environment. Norton and Kaplan (1992) introduced a balanced scorecard concept where they contend that the organization should measure its performance from different internal, external and temporal perspectives. They argue that in measuring the performance, there should be an effort to balance the measures in terms of past and future performance, tangibles and intangibles, objective and subjective measures. Kaplan and Norton (1992) assert that the traditional financial accounting measures like ROI (Return on Investment) and EPS (Earnings per Share) could give misleading signals for continuous improvement and innovation. They bring forward new sets of measures that give a comprehensive view of the business. They introduce a structured methodology called "balanced scorecard" to develop measures to understand the performance and operationalizing the strategy of a company. The balanced scorecard includes financial measures that tell the results of actions already taken and it complements the financial measures with operational measures on customer, internal process and innovation and learning perspectives. The balanced scorecard brings together different elements from the company's agenda such as: becoming customer oriented, shortening response time, improving quality,

emphasizing team work, reducing new product launch times and managing for the long term.

Many researchers have also conceptualized business performance as a multidimensional construct. Morgan and Piercy (1998) operationalized business performance in terms of efficiency and effectiveness. Accordingly, it is possible to assess a company's efficiency and effectiveness in its core business areas namely, financial, operations and human resources.

The foci of the performance criteria used in studies may be several-fold according to the intent and research environment. However, the most relevant and common studies are stemming from either a strategic focus or a customer focus or most commonly a financial focus. There are also studies that encompass all areas.

2.4.1 Strategic Focus

The strategic management literature also identified a number of situational variables that affect an organization's performance. Size and organizational type have been identified to have effects on business performance. Moreover, Farrel and Oczkowski (1997) identified several variables influencing the effects of a market orientation on performance. These variables included relative size, relative cost, ease of entry, supplier power, buyer power, market growth, competitive intensity, market turbulence and technological turbulence. They then use growth of five dimensions of business performance compared to the previous years relative to all the competitors of the organization. Namely, customer retention, new product success, sales growth, return on investment and overall performance are used as to understand the companies' performance. From a strategic perspective, Subramanian and Gopalakrishna (2001) argue that competitive forces play a critical role in strategy formulation in organizations. They contend that as the competitive intensity increases, organizations are forced to initiate adaptive responses to keep the level of or increase their performances. Subramanian and Gopalakrishna (2001) argue that the greater the market turbulence the greater the positive impact of market orientation on performance. In the following chapters, this topic is discussed and the moderating influence of the competitive environment is taken into consideration in selecting the industries that the research is conduct in. The performance measures they used are: growth in overall revenue, return on capital, success of new products and services, ability to retain customers and success in controlling expenses. The authors suggest that it is appropriate to use subjective measures where objective measures are inappropriate or unavailable.

2.4.2 Financial Focus

From a financial measurement perspective, it is very common to see measures such as organizational profits, return on investment, sales volume and sales growth used in measuring performance of organizations. Contemporary studies assert that it is unlikely to use one measure across the whole organization or a business unit to properly measure performance. Kaplan and Norton (1996) assert that financial objectives differ considerably at each stage of a business' life cycle. Table 2.4 demonstrates the drivers of business along the business lifecycle. For example, during the start-up stage, cash generation and growth in revenue would be the priority (Siebel, 2000). During the growth stage of the business, sales growth and revenue productivity would be more in the focus (Kaplan and Norton, 1996). In the growth stage, return on assets or the investment is also as important because the investors would require observing that a break-even is reached. In the stage of maturity where the revenues are sufficient, thus with a slowing revenue growth rate, the company would focus more on earning profits. In the decline phase, revenues would be declining and profits would be stable or turning to negative. In this phase as there would not be much investment, the only focus would be to improve profit and revenues. In the renewal phase, the company decides on investments and restructuring to renew the business. The signs of recovery would be observed by profits and return on the selective investments made.

Table 2.4 : Financial Drivers of Business in each Phase of the Business Lifecycle (Siebel 2000)

Phases	Financial Drivers
Start-up	Revenue and Cash Flow
Growth	Revenue and ROA
Maturity	Profit
Decline	Revenue and Profit
Renewal	Profit and ROI

Kaplan and Norton (1996) argue that when the company utilizes a growth strategy, it will be likely to measure its performance by sales growth rate in revenues and sales growth rate in targeted markets groups and products or services. The stages and corresponding themes are given in table 2.5. Businesses in this stage would be unlikely to focus on cost reduction, however they may measure the productivity simply by the revenue generated per employee. Due to the ongoing investments in this stage, the company would be focused to measure the investment and research and development compared to its sales figures. In the sustain stage, the company would still attract investments and reinvestments, however will be required to earn excellent returns on invested capital (Kaplan and Norton, 1996). The business will

closely monitor the competitor costs in order to stay competitive and make necessary adjustments in its cost structure. Some businesses may have reached a mature phase of their life-cycle where the company wants to harvest the investments made in the prior stages. In such a stage, as the business would no longer make significant investments, if an investment is required, the payback would be expected to be very short. The harvest stage requires that the customer and product/service profitability is tracked in order to maximize the cash return through the profits earned. The clearest cost reduction objective in this phase is to reduce the unit cost of performing work or producing output.

Table 2.5 : Measuring Strategic Financial Themes (Kaplan and Norton 1996)

	Revenue Growth	Cost Reduction	Asset Utilization
Growth	• Sales Growth Rate • Revenue from New Products/ Customers	• Revenue per Employee	• Investment • Research and Development Costs
Sustain	• Share of Target Customers • Cross-selling • Customer/ Product/ Service Profitability	• Competitor Costs	• Working Capital Ratios • ROI
Harvest	• Customer/ Product/ Service Profitability	• Unit Costs	• Payback

2.4.3 Marketing and Customer Focus

A number of studies such as Narver and Slater (1990), Kohli and Jaworski (1990) and Ruekert (1992) prove the positive relationship between market orientation and company performance. Performance measures used in these studies range from tangible measures such as market share, return on equity, and return on assets to intangible measures such as organizational commitment and esprit de corps. In general, return on assets, return on investment, new product success and sales growth are the frequently used measures in the analysis of market orientation performance relationship.

Kokkinaki and Ambler (1999) propose that marketing activity measures can be summarized in six categories:

- financial measures (such as turnover, contribution margin, and profits),
- measures of competitive market (such as market share, advertising share, and promotional share),

- measures of consumer behavior (such as customer penetration, customer loyalty, and new customers gained),
- measures of consumer intermediate (such as brand recognition, satisfaction, and purchase intention),
- measures of direct customer (such as distribution level, the profitability of intermediaries and quality of service)
- measures of innovativeness (such as new products launched and revenue from these products as a percentage of total turnover).

The customer perspective of the Kaplan and Norton (1992) balanced scorecard methodology enables companies to align their core customer outcome measures to targeted segments and to identify and measure explicitly the value propositions they will deliver to targeted customers and market segments. As illustrated in figure 2.7, the suggested measures in the customer perspective are namely customer satisfaction, loyalty, retention, acquisition and profitability. According to the methodology of Kaplan and Norton(1996), identifying the value propositions that will be delivered to the targeted segments that the company chooses to address becomes the key to developing objectives and measures for the customer perspective. The customer perspective of the scorecard translates an organization's mission and strategy into specific objectives about targeted customers and market segments that can be communicated throughout the organization.

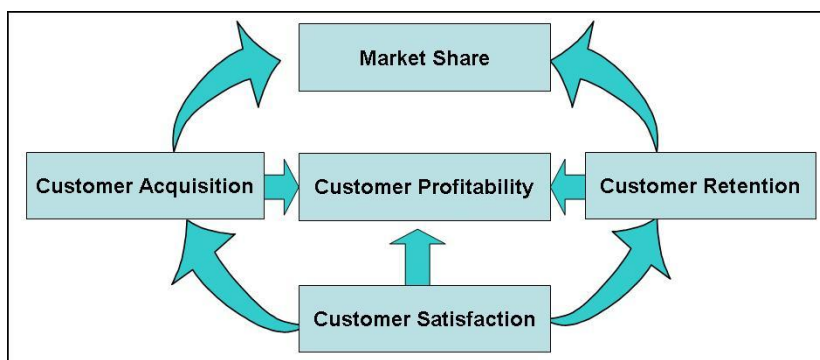


Figure 2.7 : The Core Measures of Customer Perspective in the Balanced Scorecard Methodology (Kaplan and Norton 1996)

2.4.4 Definition of the Performance Measures

It is worthwhile to define the measures that are discussed such as Return on Investment (ROI), Quality, Customer Profitability, Customer Retention, Customer Acquisition, Customer Loyalty, Customer Satisfaction, Sales Growth and Profit Margin. The use of ROI and sales growth is justified on the ground that they

measure important aspects of performance. ROI is the earnings stream that is at the disposal of the firm as a percentage of assets employed to earn the return. ROI relates net income to the investment in all of the financial resources at the command of management. It is most useful as a measure of the effectiveness of resource utilization without regard to how those resources have been obtained and financed (Bruns, 1992). The ratio that gives a rate of return on sales, relates two statements of income measures to each other. For this reason it is not a measure of efficiency, but instead gives some indication of the sensitivity of income to price changes or changes in cost structure. It is important to note that Bruns(1992) asserts that neither a high nor a low profit margin means good performance. Sales growth is a measure of the firm's size and its ability to support increases in operating and other expenditures. In the specific context of market orientation, the success of new products/services indicates how well the organization has combined the information collection and dissemination activities to provide an organizational response in the form of new products that customers want and competitors cannot offer at all, or offer only at a higher cost/benefit ratio. Customer satisfaction has been defined as “a primarily affective response to a consumption experience that influences behavioral outcomes” (Oliver, et.al. 1997). Anderson and Sullivan (1993) suggest that satisfaction can be broadly characterized as a post purchase evaluation of product quality given pre-purchase expectations and is best described as a function of perceived quality and disconfirmation.

Besides customer satisfaction, customer loyalty is also another key indicator for companies to assess their performance. On a given purchase occasion, loyal customers are more likely to purchase the service/product compared to non-loyal customers (Kaplan and Norton, 1996). Customer acquisition measures in absolute or relative terms the rate at which a business unit attracts or wins new customers or business. Customer retention tracks in absolute or relative terms, the rate at which a business unit retains or maintains ongoing relationships with its customers. Customer profitability measures the net profit earned from a specific customer or a segment after allowing for the respective expenses that are required to win or support to retain that customer. Quality can be defined broadly as superiority or excellence. Perceived quality can be defined as the customer's judgment about a product or service's overall excellence or superiority. Zeithaml (1988) states that perceived quality is different from objective or actual quality and rather than being a specific attribute of a product, is a higher level of abstraction.

In the previous sub-section, it was mentioned that the performance of the company could be measured from various internal, external and temporal perspectives. It is proposed in this study that there should be an emphasis on both objective and subjective measures. When the key performance indicators mentioned above are approached from these two perspectives, it could be mentioned that, mainly financial performance indicators could be measured during the descriptive research phase however, measurement of customer related or internal performance indicators would be possible to obtain as a subjective measure.

In today's competitive business environment, companies should be more market oriented to offer customers value for money products or services and should be more responsive to customer needs as customer needs tend to change and markets and businesses are evolving rapidly. The next chapter builds on the literature looked into in this chapter and provides a unique customer orientation approach by emphasizing the involvement of the seller in its buyer's processes.

3. ANALYSIS OF THE EFFECT OF PROCESS BASED CUSTOMER ORIENTATION ON BUSINESS PERFORMANCE

3.1 Proposed Approach to Customer Orientation in B2B Markets: A Process Based View

In the previous chapter, focusing on customer needs, creating customer satisfaction and building customer loyalty was discussed and literature on organizational buying process, market orientation and services were given. When a B2B services context is considered, the characteristics of B2B and services sector affect the traditional views on customer orientation. Measuring how customer oriented companies are and the affect of it on their performance should not only be confined to understanding how customer based information is gathered and disseminated within the organization. Understanding customer needs, measuring customer commitment, creating customer value, building satisfaction and understanding after sales needs in general are required but not adequate to build the intimate relation with the customer – especially in a B2B services setting. Both in terms of executing a customer oriented marketing strategy and measuring its results, general approaches may guide the company and provide competitive advantage. However, an understanding of the processes of its customer and delivering value during each interaction point on that process would bring an intimate relation with the customer, thus a unique differentiation. In such cases, it would be very hard for the competitors to understand the chemistry of the bond between the company and the customer. Building on this proposition, a process based approach to customer orientation is undertaken in this study.

Interactions with customers, and the customer experiences that result from those interactions, are, for many businesses, the sole remaining frontier of competitive advantage (Rayport and Jaworski, 2004). The traditional propositions of supplying products or services to customers are not adequate for achieving superior market performance. Firms need to understand their customers' processes in order to create a total experience and see the bigger picture where the products and/or services they offer are a part of it. To create a holistic understanding of the customer, the company would need a systematic methodology based on the

concept of managing the customer decision process and its experience with the product or service.

Haeckl et.al.(2003) define customer experience as the feelings customers take away from their interaction with a firm's goods, services, and "atmospheric" stimuli. Companies that manage the total customer experience in a systematic way achieve success. Organizations are starting to systematically apply customer experience management principles to strengthen customer preference and improve business outcomes. Unlike many goods or service enhancements, the holistic nature of these experiential designs makes it very difficult for competitors to copy them.

A company has the opportunity to differentiate itself at every point where it comes in contact with its customers - from the moment customers realize that they need a product or service to the time when they no longer want it and decide to dispose of it. MacMillan and McGrath (1997) propose that when companies open up their understanding to their customers' entire experience with a product or service it is possible to position the offerings in innovative ways that cannot be replicated by the competitors.

MacMillan and McGrath (1997) introduce an approach that helps identify new points of differentiation and develop the ability to generate successful differentiation strategies. They define the consumption chain as the set of activities performed by the customer from the very beginning of realizing the need for a product or service to the time when they no longer want it and decide to dispose of it. By mapping the consumption chain of the customers, the customer's total experience with a product or service is analyzed and each step in the consumption chain would bring numerous ways to create customer value.

The first step toward strategic differentiation for the companies is to map their customers' entire experience with the product or service. Once conducted in general, it is possible to perform this exercise for each important customer segment. The so-called consumption chain covers the customer buying process as well as the detailed product experience. Every product or service may have differences in the consumption chain. Section 3.1.2 provides some examples illustrating these differences and the next section provides the relation between customer orientation and the decision process.

3.1.1 Relation between the Decision Process and Customer Orientation

There are specific activities that are common in most of the decision processes among different sectors or business settings. The generic consumption chain which

is a blend of the conventionally accepted customer buying process that is already referred to in the previous sections and the chain of activities that start before the intention to buy and end at the disposal of the product is given in figure 3.1.

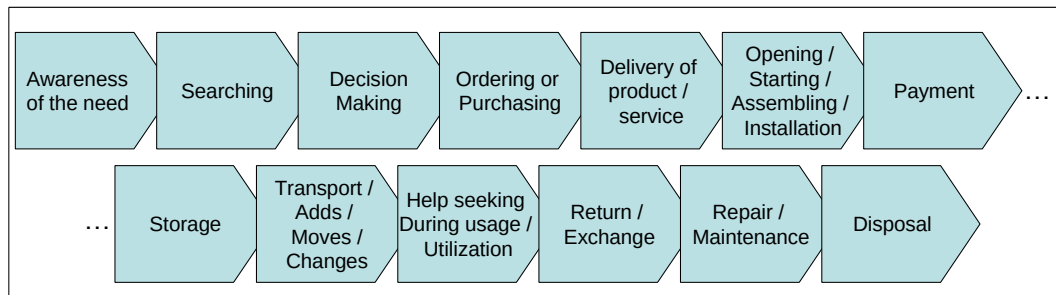


Figure 3.1: The Generic Consumption Chain (MacMillan and McGrath 1997)

Many companies try to spend efforts in understanding and focusing on their customers' decision making and buying behavior. Considering what has to happen from the time a customer understands the need for a product and finds the company delivering that product or service to the time the customer disposes of it may help to differentiate. For example, during the search phase, there occurs opportunities for differentiating the product or the service. It is possible to make the product or the services available (24-hour telephone-order lines). As well, opportunities may arise from a consultative sales approach during the search and decision making phase.

It may be very beneficial for the company to understand the ordering and purchasing phase of its customer. This step may be particularly important for relatively low-cost, high-volume items. A company may differentiate itself by making the process of ordering and purchasing more convenient. Ordering online or by phone especially accelerates this step in a business to consumer (B2C) setting. In a B2B setting, as well as phone and online ordering, even a further improvement to this step could be linking the order and purchasing systems of the customer with the seller's supply processes, systems and software. This would not only help differentiate the services but also create a barrier for the competitors to penetrate to the company's customers (Treacy and Wiersema, 1995).

Delivery phase may also provide opportunities for differentiation, especially if the product is an impulse purchase or if the customer needs it immediately. At this point a company has the chance of differentiating itself by expediting the delivery to the buyer. Use of advanced technology to track the delivery, employing logistics partners and choosing distribution locations convenient to the customer may be some of many ways for a company to differentiate itself.

Opening, inspecting, transporting, and assembling products are frequently major issues for customers. It is possible to come up with innovative solutions for these phases of the purchase of the products.

Payment is another essential topic that would affect a customer's satisfaction with the purchase. Consumers may be required to make a down-payment for a product. If they are buying online for example, they may be required to provide their sensitive personal information. For organizational buying, collaterals, upfront fees may be involved that would end up with dissatisfied customers even before utilizing the products or services of the company. Sellers who are able to approach from the perspective of the customer may provide alternate payment models and secure transactions that would ease the initial purchase and build trust. In a B2C setting for example, during an online sales, companies could use trusted third parties for the transaction thus would have no access to sensitive customer information. In a B2B setting, utilizing a financial partner, companies could offer various innovative financing models. For example, in a pay as you go model, the customer pays no upfront fee but the service or the product is invoiced to the customer gradually as it is consumed or utilized. Another model could be sharing the cost and benefit of the solution with the seller. The business customer to utilize the service or product could pay the seller a fixed fee and a variable fee based on the performance of the seller. In situations where the seller's service or products perform lower than the pre-defined performance levels, the seller would consent to pay a penalty fee. Leasing instead of selling the product could be another alternative way to close the deal in B2B situations. In this case, the seller would own the product but rent the product to the customer and by the help of a financing partner the buyer would pay for the product in installments and the seller would receive the whole amount as if the product is sold to the customer. Especially in cases where a solution is provided which entail both products and services, financing models that help to spread the payment over the duration where the solution is utilized would be a very effective way of convincing the customer during its decision to buy.

In the case of provision of a service or a solution that includes both products and services, an innovative approach could be providing an outsourcing service instead of offering parts of the products, services or the solution the customer requires. This means that some of the stages such as delivery, assembly, storage, transportation and maintenance would be taken care of by the seller. In this case, the buyer would not be involved in those phases and save costs due to time and human resources.

Disposal may be important in cases where the replacement costs are low compared to repair and maintenance of an old product. The customer could be very much willing to replace the product with a new one provided that a solution for disposal is also offered. Companies that consider the complete consumption chain would find differentiation opportunities during the disposal phase. Instead of offering just a product or service, it may be valuable to offer customers a solution for their obsolete goods they would want to get rid of within the overall offering.

Understanding the consumption chain may introduce unique opportunities for companies. When the company is in a hostile environment, it may be possible that its competitors replicate its services or products. Replication may start with the price and continue with product/service attributes. However, for competitors, it may not be possible to replicate this unique, systematic understanding that occurs exclusively between the company and its customers.

3.1.2 Examples on the Nature of the Decision Process in Various Sectors

The decision process may differ from one sector to another and it is possible to observe variations in customer behavior based on several factors such as:

- New task, modified rebuy or straight rebuy,
- Product sales or service sales,
- Sales to consumer or corporate customers.

Every business has the chance of understanding their customers' processes by researching the buying decision process in their product or service category. It is possible to conduct the research by asking customers when and how they first became acquainted with the product category or the service offer, how involved they are with the product or the service, how they make their choices, and how satisfied they are after purchase and how they repurchase.

In this section, several examples of decision process from literature are given from mainly retail, IT services and manufacturing sectors.

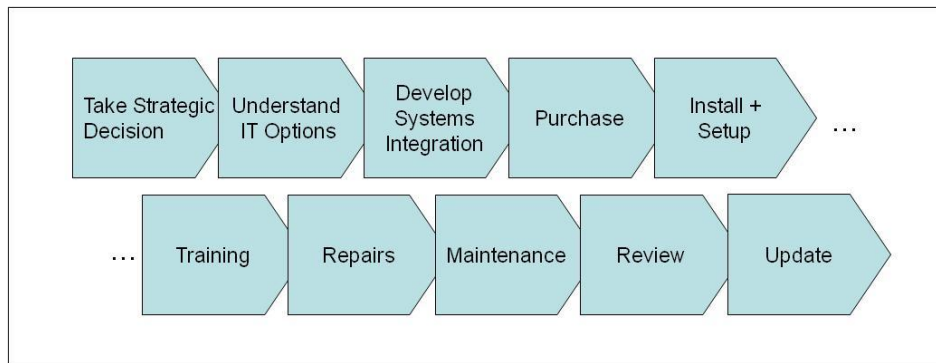


Figure 3.2 : The Activity Cycle of the Customers of IT Services

Sandra Vandermerwe (1996) calls the process “customer activity cycle” for the information technology (IT) services customer instead of the term “consumption chain” adopted by MacMillan and McGrath (1997). The buyers in such a complex situation tend to perform a complex buying process where past experience or demonstrated performance of the seller and the price offer are among the key decision criteria. Figure 3.2 displays the entire consumption chain or the customer activity cycle. The seller’s challenge is to learn how the IT customer goes about deciding, shaping and managing its information system. At some point, the customer will consider whether it needs to make an information system improvement. It would want to understand its IT options. The customer then needs to think of how to integrate its current and new system. Then it may be ready to choose a vendor. This is followed by installation and setup, then training and then maintenance and repair if needed. Later, the customer will review and further update its IT system thus creating a cycle by returning to the first step of its consumption chain.

If the service is a new purchase, and the service to be provided is new, usually, the buyer tends to receive consultancy for understanding the service providers, search and selection and project planning processes. When it is a re-purchase or a modified repurchase, the search process changes to identifying the service providers and sending Request for Proposal (RFP) documents to those service providers. The three buying situations and corresponding behaviors in the IT Services sector may be examples of the Howard and Sheth theory of buyer behavior. When the buyer is confronted by an unfamiliar service, there occurs an extensive problem solving behavior (Howard and Sheth, 1969).

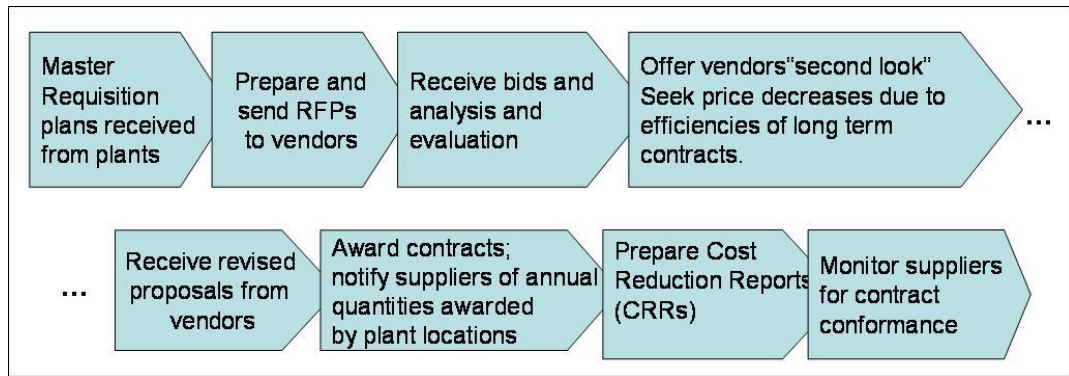


Figure 3.3 : Decision Systems Analysis for Buying Solvents at Smith Metal Works Finishing Plant (Woodside and Wilson 2000)

As stated before, the sector is one of the main determinants of different types of buying situations, thus, the decision process of the buyer. For that reason it may be useful to demonstrate buying processes from other sectors. Three different examples from manufacturing sector are provided in figures 3.3 to 3.5 based on the work of Woodside and Wilson (2000).

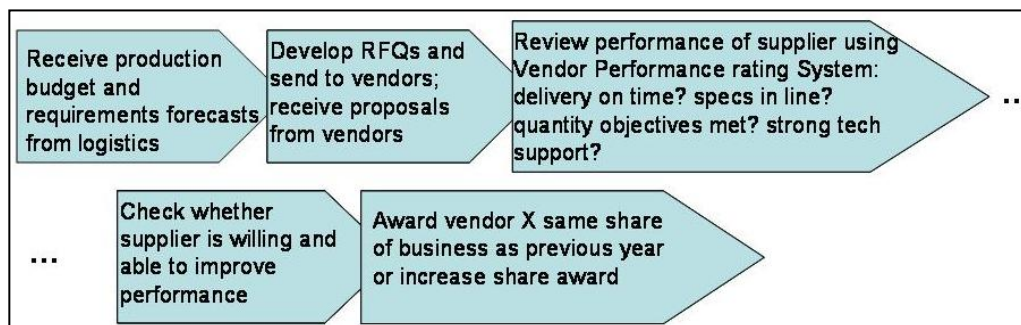


Figure 3.4 : Solvents Buying Process at Smith New Generation Division (Woodside and Wilson 2000)

An understanding of the market-buyer relationships and examples of if-then decision paths during the organizational buying process is utmost importance for the supplier. The study focuses on seven buying firms that supply chemicals for their manufacturing processes. The detailed steps used in buying solvents are given.

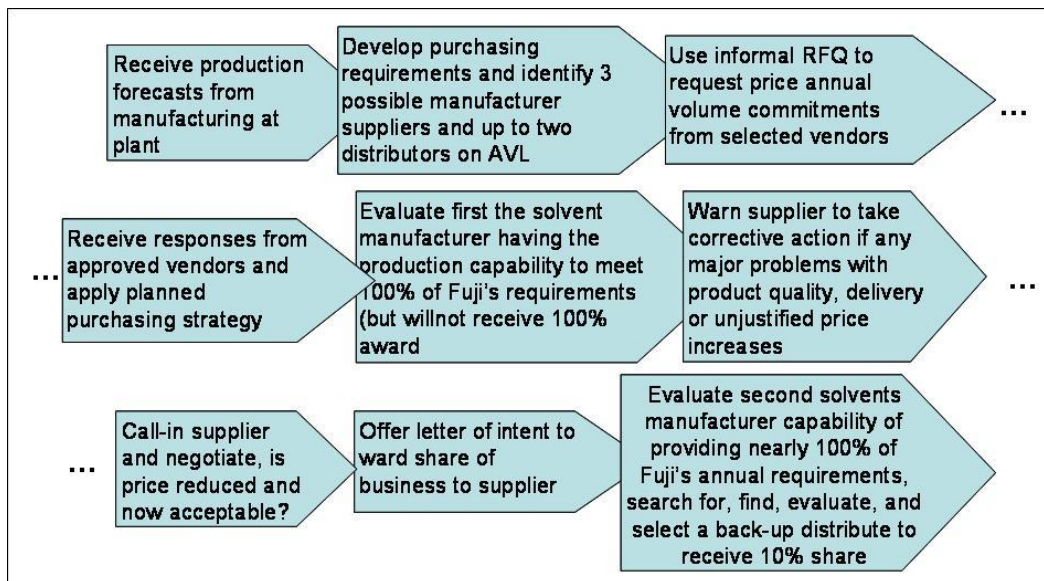


Figure 3.5 : Solvent Buying Process at a Manufacturer (Woodside and Wilson 2000)

Customer interaction in services is much higher than products. The customer receiving a service enters the service process at the earlier stages and may be involved in the design of the outcome. Johns(1999) asserts that customers' experience of services entails a complex process. The simultaneity of services implies a coherent and perhaps sequential time frame. These issues give rise to the idea of service as a "journey."

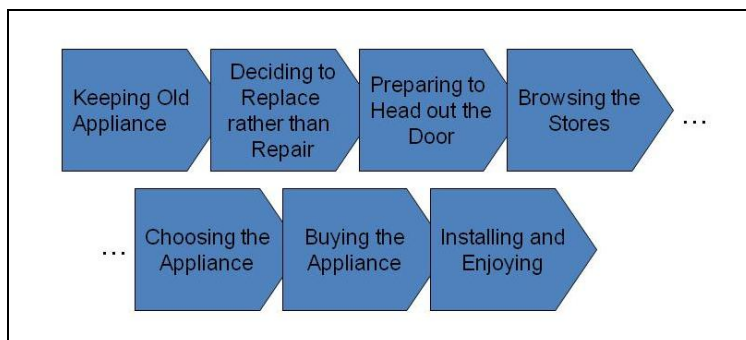


Figure 3.6 : Consumer Decision Process during Home Appliance Sales (Gurley et.al. 2005)

Johns (1999) contends that service journeys are envisaged as consisting of common, universal elements as: pre-entry, entry, the service transaction itself, exit and post-exit stages.

Gurley et.al. (2005) provide a consumer perspective to the decision process from the retail sector which is illustrated in figure 3.6. With their study, they support the fact that understanding the consumer's purchasing decision is the most important essential point for the decision makers of the company. They propose that

understanding why consumers choose certain products, channels and competitors over others, would help companies to market existing products more effectively than their rivals and take market share from them. They further introduce a broad look to the buying process and come up with four stages namely: incubation stage, trigger stage, shopping and purchase stage and post-purchase expectations stage. The incubation stage covers the evolution of the idea of buying the product. The customer's first thinking of buying the product/service and the actions taken during the period of time before deciding to purchase the product/service are covered in this stage. The trigger stage is the stage where the customer decides or is influenced to decide to buy a particular product/service. During the shopping and purchase stage, the attributes of the product/service to purchase and the decision to buy the product/service are covered. During the installation of the product phase, satisfaction with the product/service and after-sales services are considered.

Above, four examples from organizational and consumer sales are provided. When the examples are compared, it is observed that the generic consumption chain (MacMillan and McGrath, 1997) fits better with the consumer buying process. Still, it is sufficiently generic and could be adopted with small changes to fit to organizational buying. It is observed that the generic consumption chain covers the steps in the buying process more complete than any other example from the literature given in this study. The customer activity cycle (Vandermerwe, 1996) presents the process from a very specific perspective as it is taken from a bank requiring products and services from an IT vendor. The buying process (Woodside and Wilson, 2000) similarly provides an example taken from a product buying process of an organization. Gurley et.al. (2005) provide an example from the consumer decision process during home appliance sales which also covers the "keep or buy" decision similar to the "strategic decision" phase in the customer activity cycle. Although, the examples provided are from different industries, organizational settings and different perspectives, there are some similarities especially, in the pre-sales phases. It could be said that the "awareness of the need" and "decision to buy" phases are similar to each other. Also, corrective action and maintenance phases exist in some of the examples.

The examples given in this section demonstrate that the decision processes vary by industries and sectors. It could also be affected by country, market conditions, rivalry in the industry, market fragmentation, type of sales and several other factors. In the next sections, the aim would be to come up with the decision processes for only three sectors all selected from the services industry.

Based on the literature review and utilizing the examples given, the groundwork for the study is laid and some similarities are provided. The next sections provide a better understanding as to how these examples and the literature review helped to determine the scope and the aim of the study.

3.2 Aim of the Study

Buying is not a one-time action; indeed, it is a process. In most of the buying situations, even more than being a process, it takes the form of a continuous cycle. For this reason, in order to understand the interaction between the buyer and the seller and to provide guidance to the seller, an exploration of customer orientation from a process based view is seen crucial. In this study, the aim is to introduce a definition of a “process based view on customer orientation” by understanding the nature of organizational buying and selling in selected services sectors and provide an involvement maturity benchmark to the companies in those sectors.

3.3 Assumptions

This study is based on the following assumptions:

- Participants to all researches clearly understand the questions.
- Participants respond to the survey independently and truthfully.
- Participants cooperate fully.
- The organizational performance criteria in terms of both subjective and objective perspective measure the real performance of the company.
- The respondents have sufficient knowledge of the market, the relevant financial and marketing information regarding their organization.
- The effect of customer emphasis on performance would be high when the market growth and degree of competitive hostility is high and buyer's power and the degree of competitor concentration is low.

Details regarding the last bullet are given in the next section as well as the general scope and main objectives of the study.

3.4 Scope and Objectives of the Study

Today, organizations thrive for creating a sustainable competitive advantage. Many of the organizations try to achieve this by trying to create sustainable superior value

for their customers. The superior value is created through understanding the customer and offering the customer a value exceeding the expected value that could be provided by any alternative solution. As well, sustainability of the customer – seller relationship will be achieved by holding intimate relations with the customer and/or offering innovative benefit or acquisition cost combinations that no one else will be able to match.

When the scope of the study is considered, the sector selection is conducted keeping in mind that the effect of customer emphasis on performance is high when the sector has:

- High market growth
- Low extent of buyer power
- Low degree of competitor concentration
- High degree of competitive hostility

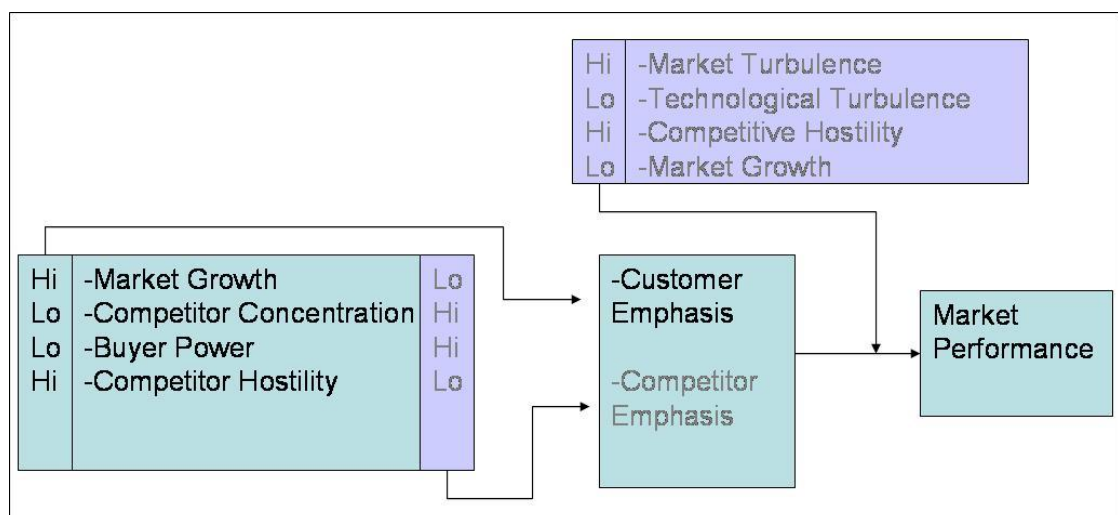


Figure 3.7 : The Moderating Influence of Competitive Environment on the Market Orientation – Performance Relationship (Slater and Narver 1994a)

The criteria for the selection of target sectors is also based on the suggestions of Slater and Narver (1994a) on the effect of competitive environment on market orientation performance relations and based on the emphasis moderators suggested by Day and Wenseley (1988). The study of Slater and Narver (1994a) tests the hypotheses whether the market growth is high or the extent of buyer power is low or the degree of competitor concentration is low or the degree of competitive hostility is high, the greater the positive impact of customer emphasis on performance and vice versa.

From a strategic perspective, Subramanian and Gopalakrishna (2001) argue that competitive forces play a critical role in strategy formulation in organizations. They contend that as the competitive intensity increases, organizations are forced to initiate adaptive responses to keep the level of or increase their performances. As given in figure 3.7, Subramanian and Gopalakrishna (2001) argue that the greater the market turbulence the greater the positive impact of market orientation on performance.

The rapid changes in technology and customer needs and behaviors, as well as the rapid growth of markets and increase in the intensity of competition cause turbulent market conditions. Gray et. al.(1999) suggest that the firms operating in such conditions appear to understand their customers better and are more aware of the choices the competitors are offering.

The companies or the business units are selected from a business to business setting rather than a business to consumer setting.

The sectors are selected from a consideration set that were rated among each other based on expert judgment and secondary data by using six criteria; namely: market growth, competitor concentration, buyer power, competitor hostility, market fragmentation and easiness to access to key personnel. An overall score was assigned to each sector that was considered. High market growth, low competitor concentration, low buyer power, high competitor hostility, high fragmentation and easiness to access to key personnel were favored in the ratings. The sectors that earned the highest three ratings were IT services, banking and market research sectors.

The objectives of the study in accordance with the aim of the study are to:

- Understand whether the decision process differs among various sectors (as a result of Exploratory study 1),
- Understand the activities of the sellers and buyers in each step of the decision process (as a result of Exploratory Studies 1 and 2),
- Understand whether the performance criteria for each sector differ (as a result of Exploratory study 2),
- Determine the effect of involvement in the buyers' decision process on market performance as an indication of customer orientation (Based on the findings of the descriptive study),

- Attempt to develop an “Involvement Maturity Benchmark” and come up with implications for further research (based on the findings of the descriptive study),
- Analyze differences between high and low involved sellers in terms of performance indicators (based on the findings of the descriptive study).

3.5 Conceptual Model

Before developing the generic measures of this study, the measures used in the study of Narver and Slater (1990) are considered. Among the three constructs namely; customer orientation, inter-functional coordination and competitor orientation, the measures used for the customer orientation construct are as follows:

- Customer Commitment,
- Creating Customer Value,
- Understanding Customer Needs,
- Customer Satisfaction Objectives and Measurement of Customer Satisfaction,
- After-sales Service.

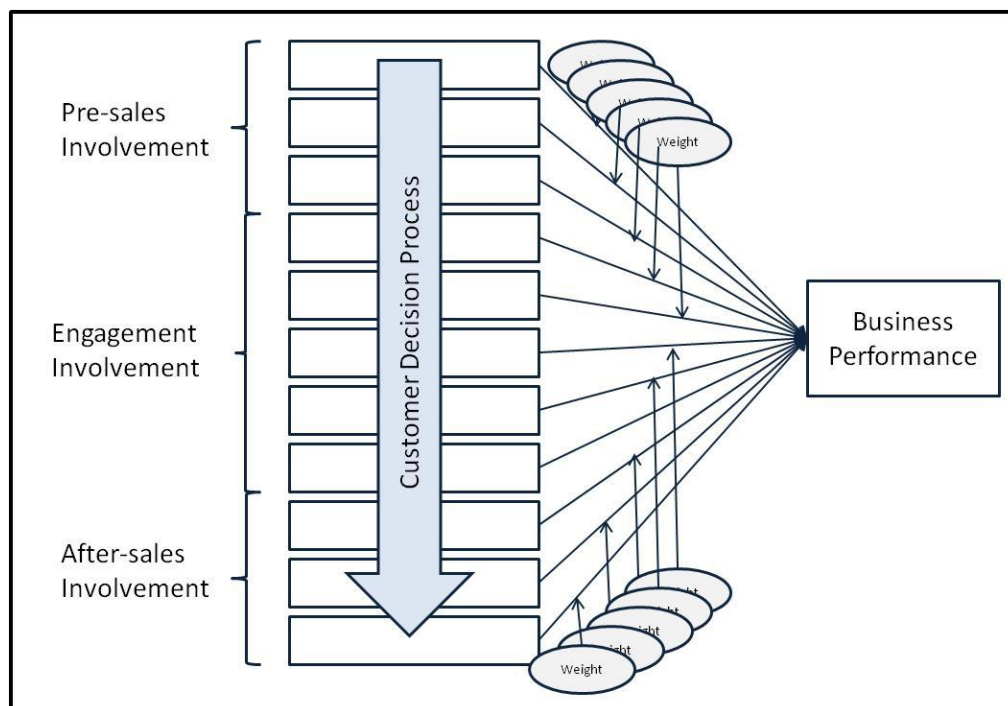


Figure 3.8 : Conceptual Model

Compared to the measures given above, the preliminary measures used in the study are considered from a decision process point of view. There also exist measures that entail every step of the decision process. Instead of operationalizing

the below measures as items of each phase, the involvement to the customer's process in each phase, customer commitment and creation of value above the competitor's offerings are considered. So the below are considered as the generic dimensions of this study.

- Being able to create awareness for the problem/need,
- Being able to understand customer needs,
- Being able to be included in the consideration set and the choice set,
- Influencing decision making,
- Understanding the order process of the customer,
- Involvement in delivery of the service,
- Easing payment process,
- Understanding the storage and after sales needs,
- Being able to react to after-sales needs (helpdesk, returns, refunds, maintenance and disposal).

These generic dimensions considered for the study are based on the fact that there is a process based nature in the customer buying and utilization of services or products. In order to account for this fact, the involvement in decision process is considered and the measures above are transformed in order to account for the differences of decision processes of each sector in the study. In the next section, the structure of the analysis is given and it could be observed that these generic measures are transformed to measures related to the involvement under the given phases. Figure 3.8 represents how the phases of the overall decision process are grouped and the weights that affect the overall market performance. As the phases differ from one sector to another, at this point only the generic measures and the representation are given. The details to the conceptual model and operationalization are given in the following section as well as the results of the descriptive study.

3.6 Research Design

In order to accomplish the objectives of the study, field research have been conducted in three phases. In the first phase, an exploratory study based on semi-structured interviews was conducted with selected managers of buyer firms that purchase services from one of the three sectors. Following that, an exploratory study was conducted with selected 3 managers of seller companies from each of the

three sectors. Finally, a descriptive study was conducted with the managers of seller companies from all the three sectors to understand the effect of involvement on market performance.

The aim of the first phase of the exploratory study was to formulate the research problem for more precise investigation in terms of the customer's view of the decision process. Also it was aimed to gain insights and ideas regarding the interaction between the customer and the seller in the related sector. It was also anticipated that the first exploratory study help in terms of increasing familiarity with the customer's point of view and its demands and needs.

In general, the aim of the second exploratory study was to get a better precise investigation of the decision process from the seller's point of view. It was also aimed to establish priorities regarding the content of the questionnaire in the descriptive study and to get an insight on the decision process from the seller's point of view. The specific objectives of the second exploratory study were firstly to understand the factors that relate to the customer decision process such as the characteristics of the market and the company. Secondly, there was a need to develop the performance measures to be used in the study in order to understand the effect of involvement on the performance of the company. Thirdly, the phases on the decision process were further probed. Lastly and probably the most important objective was to finalize the decision process that was specific to each sector as the activities during the decision process would help to operationalizing the involvement in customer decision process.

Both exploratory studies were expected to help in formulating the problem more precisely, gaining insights and ideas regarding the perspectives of both buyers and sellers as well as establishing priorities of the descriptive study.

The aim of the descriptive study was to understand the relation between involvement in customer's decision process and business performance. As well as that, understanding the differences and similarities among the three sectors in terms of decision processes, involvement levels and performance levels was also aimed. Lastly, differences and similarities between high and low involved companies are also sought.

Personal interview was chosen as the method of administration due to the fact that it helps achieve a high response rate and allows probing of open ended questions. Although visiting the subjects was costly in terms of both time and money, it allowed clarification of ambiguous questions when asked and permitted use of visuals.

Personal interviews increased the efficiency of the process especially in the first two phases. Judgment sampling was chosen in the first two phases while random sampling was conducted in the descriptive study. For the market research sector, almost the full population was conducted in order to take appointments.

Regarding the questionnaire design, as the first phase aimed to understand the customer's view of the decision process and gain ideas regarding the interaction between the customer and the seller, a guideline was developed to delineate the main objectives of this first phase of the field study. Form of response to the questions was determined to be open ended as the main aim in this first phase was to get as much information as possible. Sequence of questions was determined so as to inform the respondent about the research and then discuss the sector and the sellers in a logical order. Afterwards, the decision process was mentioned in general and the stages were brought into attention of the respondent and they are detailed to get the most out of the discussion. Regarding the second phase questionnaire design, the constructs from the literature such as customer orientation, general subjective performance indicators and objective performance indicators were asked. Following that, the involvement along the decision process was asked and discussed. Lastly, the marketing and differentiation activities through the decision process are asked to be reflected. The responses were expected to revise the decision process and the content of the questionnaire of the descriptive study.

Interval scales, nominal scales, ratio scales and open ended questions are employed in the questionnaires for both the second exploratory and the descriptive studies.

For the descriptive study, the questions were chosen keeping in mind that the aim of the descriptive study was to understand the relation between involvement in customer's decision process and business performance. It was made sure that the questions served to the purpose of finding evidence to test the hypotheses and the aim was to keep the questionnaire as brief as possible. Face to face interview was chosen as the method of administration. In the descriptive study, random sampling was chosen as the sampling method. A sample size of 30 was targeted for every sector and the target respondents were managers. Further details on the methodology are given in the following chapters on exploratory studies and the descriptive study.

A brief explanation of the research design is provided in Table 3.1.

Table 3.1 : Research Phases

Research Phases:	First Exploratory Study	Second Exploratory	Descriptive Study
Target:	Buyers	Sellers	Sellers
Subjects:	Managers/ Experts	Managers	Managers
Number of respondents:	3 from each sector	3 from each sector	30 per sector
Form of response:	Open ended questions	Open ended and fixed alternative questions	Fixed alternative questions
Degree of structure:	Semi-structured	Semi-structured	Structured
Sampling Method:	Judgment sampling	Judgment sampling	Simple random
Data Collection Method:	In-depth face to face	In-depth face to face	Face to face
Outcome:	Decision process of each sector from the buyer's perspective	Hints on the performance criteria, seller view on decision process	Effect of involvement on performance

In the next chapter, the methodology and results of the exploratory studies in general, findings by each sector and a comparison between the literature review and those findings are provided.

4. EXPLORATORY STUDIES: METHODOLOGY AND RESULTS

4.1 Methodology

In order to shape the descriptive study, the findings of the literature search and two exploratory studies were utilized. The groundwork of the business performance measures and customer orientation measures were based on the studies given in the section on customer orientation literature. The exploratory studies on the other hand, aided to understand the nature of the three different sectors, various perspectives of the buyers and sellers on the decision process and customer orientation and requirements and activities during the decision process.

The objectives of the exploratory studies were; firstly, to understand the factors that relate to the customer decision process such as the characteristics of the market, position of a company in its business lifecycle and customer orientation. Secondly, there was a need to develop the performance measures to be used in the study in order to understand the effect of involvement on the performance of the company. Thirdly, the marketing activities that could relate to the performance were sought. Lastly and probably the most important objective was to come up with the decision process that was specific to each sector as the activities during the decision process would help to operationalizing the involvement in customer decision process.

In the first phase, an exploratory study based on semi-structured interviews was conducted with selected managers of buyer firms that purchase services from one of the three sectors. Following that, an exploratory study was conducted with selected 3 managers of seller companies from each of the three sectors.

The aim of the first of the two exploratory studies was to formulate the research problem for more precise investigation in terms of the customer's view of the decision process. Also it was aimed to gain insights and ideas regarding the interaction between the customer and the seller in the related sector. In order to understand and confirm each sector's decision process from the customer's point of view, this study based on semi-structured interviews with selected customers of companies from each sector was conducted. The results of the study uncovered the stages the customers experienced and some specific facts about the sector under consideration. This study was based on semi-structured interviews and was

conducted with selected managers of buyer firms that purchase services from one of market research, banking and IT Services sectors. It should be noted that for convenience, market research sector is referred to as research sector throughout the following sections of this thesis. Judgment sampling was chosen as the sampling method. This is due to the fact that it was known that these respondents would be willing to cooperate as much as possible and would be open to discussion in a vague subject. The number of respondents was limited to 3 per sector. The questions were focused on the activities and interaction of the buyers. The selected buyers are questioned based on the interview guide provided in Appendix A.1. The original interview guide is in Turkish; for this reason an English translation is provided as supplementary in Appendix A.2. The outcome of discussions based on the activities, was a decision process for each sector that is provided in the next sections. The guideline of the face to face in depth interview is given in Table 4.1.

Table 4.1 : Guideline of the First Exploratory Study

Question(s)	Subjects
1-4	Warm-up questions
5-6	Service providers, their performance, their marketing activities and the competition in the market.
7	Main stages of the decision process
8	Activities during the pre-sales stage
8	Activities during the engagement stage
8	Activities during the after-sales stage
9	Interactive discussion on the overall decision process

The in-depth interview starts with the warm-up questions such as position in the company (question 1), market performance of the company (question 2), and situation of the market (question 3). These questions not only served as an ice-breaker but also helped understand the level of expertise of the interviewee. All respondents were in full comprehension of the market their company operated in and they were in command of the company performance indicators and their changes in the latest periods.

Following the first phase, based on the literature survey and the primary data provided in the first study, an exploratory study was conducted with selected managers of seller companies from each of the three sectors. The target respondents were: general managers, marketing/sales directors, marketing managers, sales managers, product managers, marketing executives, portfolio managers and branch managers. Judgment sampling was chosen as the sampling method. The sample elements were handpicked because it was thought that they

could serve the research purpose. The objects are thought to be representative. Even more important, it was thought that they could offer the contributions sought, provide a perspective and share as much as possible in spite of their tight schedules.

Based on the answers provided in this stage, the activities of sellers in each step of the decision process are finalized for each sector. As well, these interviews served as a tool to further structure the questionnaire for the descriptive study. The interview guides of the second exploratory study tailored for the research, IT and banking sectors are provided in Appendices B.1.1, B.1.2 and B.1.3, respectively. These original questionnaires are in Turkish. A translation of the questionnaires of research, IT and banking sectors are provided in Appendices B.2.1, B.2.2 and B.2.3, respectively.

Table 4.2 provides a guideline of the interview used in the field during the second exploratory study. The question numbers in the questionnaire and a brief heading of the related topic are given.

Table 4.2: Guideline of the Second Exploratory Study

Question(s)	Subjects
1-2	Warm-up questions
3	Discussion on performance indicators
4-5	Discussion on the decision process in general
6-17	Discussion on each phase (6-14 for banking)

The interview guides of the second exploratory study tailored for the research, IT and banking sectors are provided in Appendices B.1.1, B.1.2 and B.1.3, respectively. These original interview guides are in Turkish. A translation of the interview guides of research, IT and banking sectors are provided in Appendices B.2.1, B.2.2 and B.2.3, respectively.

4.2 Results of Exploratory Study with the Customers of Selected Sectors

It is worthwhile to discuss the rest of the findings separately for each sector. The sub-sections below provide the findings of the first exploratory study conducted with the customers of one of the three sectors. The sections are divided based on the discussion on each sector.

4.2.1 Research Sector

Regarding the number of research companies in the market (question 5), it was commented that the whole set was known by experience and it was also known that

a list of all the research companies was provided through the association of marketing and opinion researchers. It was also commented that there were annual publications of the directory and also the web site listed all the member companies. All the respondents were in command of the companies in the market both in terms of the names of the major companies and also sources to get the full list of companies.

The competition in the research market was rated to be moderate to high. The marketing efforts of the companies were especially rated to be under sales promotion and direct marketing efforts. Among the activities and materials mostly quoted were: catalogs, sales visits, presentations, seminars and periodicals.

Regarding the decision process, the generic activities under three major stages, namely “pre-sales and information gathering”, “sales and utilization” and “after-sales services”, were presented to the respondents. They all agreed that the overall process started even before the interaction with the supplier and continued to the phase that the information presented by the supplier is no more required.

The respondents were then asked about the activities before the buy decision. Structuring the service required from the supplier was discussed first with the respondents. It was commented that in a new buy situation, there were situations that the need was structured internally within the company, but then it was reshaped following the first contact with the suppliers. Due to that, the structuring of the service required was proposed to be split into two phases. The first phase was decided to be the company being aware of the need to receive a service. The second phase of the structuring was preceded by the search phase in which the initial contact with suppliers is usually established. The brief is finalized in this second phase, so this phase is named as the “brief preparation”. In order to establish the contact, a “long list” of suppliers is generated. The respondents were asked again about the search activities. They commented that the search is finalized before the brief preparation and based on the input from the preceding “awareness of the need” phase. Some of the companies are eliminated even before contact based on the requirements and their ability or capacity to meet those requirements. The search sources in this phase were experience, publications and web site of the association of marketing and opinion researchers as well as web sites of particular research companies.

It was mentioned that following the brief preparation, the briefs were sent to the companies that were contacted by phone and by mail. Usually the secretary or the

assistants contact the company and ask their interest in bidding for the project. As well as utilizing the secretaries, for those research companies that the customer has a direct relationship with the manager, the customer tends to call the manager directly. Following the research company's positive response, the brief is sent out and a due date for proposal is given. When all the proposals are collected, they are reviewed and the companies are asked to present the proposals. It was mentioned that these were quasi-formal review meetings. One of the respondents mentioned that they were required to attend in consecutive time slots so that there was not a loss of information and the decision is not biased due to recency.

One of the respondents further mentioned about the quality standards in the company and stated that they were obliged to adhere to those standards during the review phase and also in giving the decision. Another respondent, on the other hand, mentioned that sometimes, the written rules were not followed and a "management choice" was taken as a decision. This is in parallel with the model proposed for industrial buyer behavior in the previous chapter where there could be an autonomous purchasing decision (Sheth, 1973) for a supplier choice and this individual choice could not only be affected by task motives but also by non-task motives such as personal advancement and recognition or risk reduction motives or more complex motives that relate to the individual (Webster and Wind, 1972). The authority of the manager taking the decision individually may also be due to the "company specific factors" (Sheth, 1973). The company specific factors may be the organization orientation, organization size and degree of centralization. Whether the company is a technology company or a production company could affect the type of the decision given. On the other hand, if the company is a large company, there would be a higher tendency to give the decisions jointly. Similarly, if the company is a decentralized company, it would be easy to state that the decisions would be given jointly. The difference between the respondents regarding the decision making process is in parallel with these facts.

During the decision making phase, the factors affecting the decision were mentioned to be: previous satisfaction or dissatisfaction from the bidding company, reputation of the company, experience of the analysts and personnel, reference projects, global presence, price and delivery time. When the criteria to choose and criteria to select were further probed, it was mentioned that due to the fact that the project is a new buying situation, criteria such as reference projects, global presence and reputation of the company were used to screen the long list and end up with a short list of companies and related more to the search phase. The criteria such as price,

delivery time and previous satisfaction or dissatisfaction were used to give the final decision. This is also in line with Sheth's (1973) model of industrial buyer behavior and input variables mentioned by Luffman (1974).

The respondents were further asked about the activities after the decision making. Contract and price negotiation were mentioned. The respondents were also asked about the possibility of negotiation on contract terms and especially some possibility of bargaining on the price. All of them responded that it was possible to get a reduction of price by comparing the prices of final offers. One respondent mentioned that even if they have already chosen the supplier, they tended to ask for a reduction on price by referencing the price ranges of other suppliers to the chosen supplier. Regarding the activities after the decision to go with the chosen supplier, it was mentioned by all of the respondents that they were provided project plans on the proposal supplied and they would find opportunities – if needed – to negotiate on the plan and especially the due date during the contract phase.

Following the contract phase, a project kick-off is conducted. In this phase, the project team members, from both sides (research company and the client) meet and discuss about the project schedule, frequency of meetings, project status reporting, assignments and roles of each team member. The next phase was stated to be the design of the research. The methodology, sampling method, sampling size, data collection methods, statistical techniques to be used in analysis were listed as the items determined and agreed upon during this phase. After the design of the research, the field research phase is conducted. During the field research phase the research company gets responses according to the data collection methodology. Following the design of the research, the results are analyzed. This phase is mostly based on the activities planned in the brief preparation and research design phases. The next phase is the report preparation where all the research results and the background are gathered in a meaningful file mostly both in the form of a document and a presentation. In the final phase, the report is presented and further support is given based on the feedback during the report preparation and report presentation.

4.2.2 IT Sector

Regarding the questions that have specific answers for the IT sector, for the number of IT companies in the market (question 5), it was stated that the whole set was known by experience and also by the help of some industry magazines that provide first 1000 companies based on their revenues. All the respondents were in

command of the major companies in the market and also sources to get the full list of companies.

The competition in the IT market was rated to be high. The marketing efforts of the companies were in relation to the size of the company. It was given that large IT enterprises would air commercials and advertorials on the TV while medium sized companies would not do much “above the line advertising” except web ads. It was stated that companies from all sizes were utilizing some, if not all of the promotion tools such as: brochures and booklets, audio-visual material, introductory training videos, gifts, press kits, sponsorships, sales visits, demonstrations and presentations, seminars, periodicals, mailings and catalogs.

Regarding the decision process, the generic activities under three major phases, namely pre-sales and information gathering, sales and utilization and after-sales services, were presented to the respondents. They all agreed that the overall process started even before the interaction with the supplier and continued to the phase that the service delivered by the supplier is no more required.

The respondents were then asked about the activities before the buy decision. Structuring the service required from the supplier was discussed first with the respondents. It was commented that in a new buy situation, there happened to be a problem the company would like to address by utilizing an IT solution. In the simplest case, the problem could be an information storage and access need. But it was stated that, usually, the need would be more complex and required an in-depth knowledge such as migration of data centers, outsourcing a contact center or even outsourcing the whole IT operations. It is stated that although the internal procedures and expertise may play a big role in finding out the need, an outsider might play an important role at this stage too. For this reason, respondents were all in an agreement that the first stage was not only an internal discovery, but it also required some intervention from the outside of the (customer’s) organization. In complex IT needs, especially in the case of outsourcing, it is agreed that usually a consultancy service, either charged or for free, is required to model the IT needs of the company. Due to that, the first phase was decided to be the company being aware of the need to receive a service and/or receiving a consultancy service in order to shape the need. The next phase was determined to be the search phase in which a supplier list to be considered for submitting a proposal is finalized. The respondents were asked about the search activities. They commented that the search is finalized before developing a request for proposal and based on the input from the preceding “awareness of the need/consultancy” phase. According to their

ability or capacity to meet the requirements of a request for proposal, the consideration list is prepared. The search sources in this phase were experience and general knowledge.

As mentioned earlier, the nature of buying an IT solution or a service is considered as a rather complex buying activity. Among the three sectors selected in this study, it is concluded that the most complex one was IT sector. Due to this complexity, sending a brief or placing a simple purchase order is not applicable. It is stated that a comprehensive document mentioning all the needs and requirements is prepared and sent out as an invitation to submit proposals. The invitations are usually sent out by the IT Managers or the chief technology officers directly to the contact person in the IT company. The so called request for proposal (RFP) could also be prepared as a result of the first phase in which consultancy services are taken. It was mentioned by one of the respondents that during this phase, free-lance consultants were employed to structure a solution instead of receiving consultancy from a company due to the fact that it would create bias towards the consulting company during the decision making phase. As well, it was mentioned that the price and flexibility of a free-lance consultant would be better in comparison to employing a consultancy or an IT company. When the respondents were further asked regarding the preparation of the request for proposal, they have mentioned that by utilizing a formal RFP, the quote will be accurate and comparable to other suppliers. It was also mentioned by two of the respondents that developing an RFP would increase the purchasing power of the company. By introducing a format, specifications and instructions, utilizing an RFP would also help ease such a complex decision process. The respondents were further asked about the follow-up of the RFP delivery. It was told that discussions may be held on the RFP, often to clarify technical capabilities or to understand the details and check for errors. It was stated that while the responsible contact in the IT company was a designated sales or account manager, the technical questions were exchanged between technical personnel. It was mentioned by one of the respondents that in their organization, the solution is managed under strict project management practices. Due to that reason a project manager is assigned beginning from the RFP phase, till the solution is hand out to the operations personnel.

It was told by the respondents that before the RFP was delivered to the IT companies, the solution was restructured by the help of the consultancy work or interactions and feedback from the IT companies. Due to that reason, the phase

between the search activities is split in to two; request for proposal preparation and structuring or finalizing the solution.

The suppliers are required to return the bidding by a set date and time to be eligible for further consideration. Submitting the proposal may not necessarily mean the end of the bidding. When all the proposals are collected, they are reviewed and the companies are asked to present the proposals. The presentation or the meetings conducted is not necessarily limited to one day. Multiple rounds can follow or even a reverse auction could be employed to get the best price.

Because the solution is complex, the decision process is also a rather complex one. During the review of the proposals and giving the decision, guidelines are followed and a joint purchasing decision is made that involves a purchasing manager, IT manager, technical manager, managers of the operations groups, the project manager and a project sponsor from the upper management such as the company director, finance director or the operations director. As mentioned earlier, the joint purchasing decision may also be due to the “company specific factors” (Sheth, 1973). However, in the case of large IT outsourcing projects, which are the focus of this study, it would be very rare that an individual takes the decision all alone.

During the decision making phase, the factors affecting the decision were mentioned to be: experience of the delivery resources, reference projects, global presence, price, delivery time and compliance to the specifications in the RFP.

The respondents were further asked about the activities after the decision making. Contract and price negotiation were mentioned. The respondents were also asked about the possibility of negotiation on contract terms and especially some possibility of bargaining on the price. Similar to the research sector, there is a tendency to ask for a reduction on price by referencing the price ranges of other suppliers to the chosen supplier. All of them responded that it was possible to get a reduction of price by a reverse auction mechanism in which the bidders are asked to reduce their prices in each their offers and when none of them reduces the price, the one with the final lowest price wins.

Regarding the activities after the decision to go with the chosen supplier, it was mentioned by all of the respondents that they were provided project plans on the proposal supplied and they would find opportunities – if needed – to negotiate on the plan and especially the due date during the contract phase. Another important step to negotiate is the analysis of risks, risk mitigation plans and risk contingencies in the contract as these items directly relate to the price.

It was mentioned by two of the respondents that financing could also be an issue during the purchase of the services or the solution. For a large IT project, financing would be needed especially regarding the purchase of hardware. Due to that reason, it was stated that financing, where applicable, could be an important milestone during the overall sales cycle.

Following the financing phase, the project starts with a project kick-off meeting. In this phase, the project team members, from both sides (IT company and the customer organization) review a delivery plan that governs the IT services or the solution. In this meeting, the project schedule, frequency of follow-up meetings, project status reporting, assignments and roles of each team member are discussed.

The next phase was stated to be the training of the staff. The IT company installs the necessary hardware (if applicable) and software and trains the staff according to the project plan. The staff is trained by the consultants or the technical staff of the IT company and an iterative process is undertaken. After the training phase, the users begin to use the system and the project execution nears to the end. However, due to the complexity or the nature of the project there might be support required during the usage of the systems. For this reason, even if the project execution is already finalized, it is mentioned that there may still be support required for the users till the solution is handed out to the operations team. Following the operationalization of the execution, there might be a change request. It was mentioned that in IT projects, a change is always anticipated so, there are formal change request procedures set in place during the contract phase. According to the change request, the IT company initiates the change request procedure and develops a change plan and executes it according to the needs of the customer. It was mentioned that instead of a change, the request may also be in the form of a renewal. Also a change request might lead to a renewal. Even if there exists no change request or renewal, based on the contract there will be fixes and maintenance to the system. Usually there is a warranty period and during the warranty period, the fixes and maintenance are covered by the company according to the terms of the contract. In the final phase, when the operation of the system is no longer feasible or the solution developed for the customer is no longer effective, the operation is terminated and the current system is replaced by another system. It was mentioned regarding this phase that the hardware may become obsolete and be replaced and the software could either be upgraded or uninstalled fully.

It is evident that even in the last phase of the process, the interaction of the IT company would create a value for the customer. The next section continues with the banking sector. Following the findings regarding the banking sector, similarities and differences of the processes among three sectors will be discussed.

4.2.3 Banking Sector

Regarding the number of banks in the market (question 5), it was commented that the whole set was very well known as the banks' brand recognition is very high thanks to the communication efforts undertaken by most of them. When a source is asked, two of the respondents mentioned the banks association web site. It could be said that all the respondents were in command of the companies in the market both in terms of their names and also sources to get the full list of companies.

The competition in the financial sector was rated to be moderate to high. The marketing efforts of the companies were especially rated to be under mass media. Among the promotion tools, frequently quoted were: TV and radio commercials, outdoor advertising, stands in front of branches and shopping malls.

Regarding the decision process, the generic activities under three major phases, namely pre-sales and information gathering, sales and utilization and after-sales services, were presented to the respondents. They all agreed that the overall process started even before the interaction with the supplier and continued to the phase that the service delivered by the supplier is no more required.

The respondents were then asked about the activities before the buy decision. It was commented that in a new buy situation, there were situations that the need was structured internally within the company and it was not as complicated as it is simply a need to finance a project, a new investment or a new purchase. The search phase was not explicitly mentioned by any of the respondents due to the fact that there was no need to ask about the alternatives as they were already well known. However, there still exists a search phase in which the banks are contacted. For this reason, we could assume that the search phase is embedded in the phase mentioned to be establishing a contact. The second phase is the phase where a list of banks to be considered is finalized and the contact with the banks is established in this phase. Following the contact, usually the banks send an offer to the customer. It was mentioned that usually this offer was very rigid and it was based on variables such as the size of the company, financial performance and risk premium of the company. It was further mentioned that the account manager from the bank has got a flexibility but this flexibility is bounded by the limits and specifications

determined by the headquarters. It was stated that there were many options to choose from such as the maturity of the loan, local or hard currency, grace period, equal or variable payment schedule, fixed or variable interest and a selection of interest rates according to the maturity and repayment conditions.

After all the offers are submitted by the account managers or portfolio managers of the banks, the offers are reviewed and the banks are contacted to get the best offer possible. The decision is made almost always based on the price. The price in this case is the total financing cost the customer would be paying during the term of the loan as well as the one-time costs such as fees and taxes. It was mentioned by several respondents that a “management choice” was taken as a decision. Just like the customers of the research sector, this case is also in parallel with the model proposed for industrial buyer behavior where there could be an autonomous purchasing decision (Sheth, 1973) for a supplier choice and this individual choice could not only be affected by task motives but also by non-task motives such as personal advancement and recognition or risk reduction motives or more complex motives that relate to the individual (Webster and Wind, 1972). The authority of the manager taking the decision individually may also be due to the “company specific factors” (Sheth, 1973). The company specific factors may be the organization orientation, organization size and degree of centralization. Whether the company is a technology company or a production company could affect the type of the decision given. On the other hand, if the company is a large company, there would be a higher tendency to give the decisions jointly. Similarly, if the company is a decentralized company, it would be easy to state that the decisions would be given jointly. The difference between the respondents regarding the decision making process is in parallel with these facts.

The respondents were further asked about the activities after the decision making. Contract was mentioned as the first phase following the decision making. The respondents were also asked about the possibility of negotiation on contract terms and especially some possibility of bargaining. All of them responded that it was not much possible to negotiate on the contract terms. However, a quarter percent reduction in interest could be possible in order to eliminate the competition. One respondent mentioned that also the management fees could be waived in order to compete and win. Regarding the activities after the decision to go with the chosen supplier, it was mentioned by all of the respondents that they were transferred the money to the bank account. In the mean time, there is paperwork and an approval procedure so, it was mentioned that releasing the money might take 3-5 business

days. This might also be another area the banks could compete for. After the money is released, according to the maturity and the grace period (if set), the repayment starts. After the start of the repayment, till the loan is all paid back, there may be inquiries from the customer to the bank such as a change in the payment schedule, delay in payment or a refinancing. In the worst case, there also might be a case where the customer becomes unable to pay the debt. In such a case, litigation and liquidation of the collateral is put underway. The last phase, assuming the loan is paid back on time, would be the termination of the contract where the collateral is released and the customer is provided with a document confirming that the loan is closed.

4.2.4 Comparison of the Activities in the Selected Sectors

It was concluded that, the customers of the selected sectors follow a procedure which could be categorized and generalized in distinct phases. The respondents were asked to articulate about the phases under three categories: before, during and after the purchase of the services.

When the commonalities of the three sectors are to be brought, one could conclude that phases in the “pre-sales stage” are very similar. The first and second phases in all three sectors are identical and the process starts with “awareness of the need” where the customer understands and becomes aware that they are in need of a service and continues with searching and/or directly contacting the service provider. The third phase is similar between research and IT while in banking there is not much a need for a request for proposal preparation. Instead in banking, a structured offer would come from the bank itself. The fourth phase of research and banking is very similar as customers in both sectors review the offers in this phase. The next group of phases which could be defined as “engagement stage”; comprise of similar activities as well. In all three sectors, there exists a decision making phase followed by a contracting phase and a start phase which could be named as a kick-off or the start of the project.

The differences among the activities in the selected sectors are also investigated. When the activities in the last category are compared, it is seen that none of the activities are identical to each other. When the marketing efforts of each sector are compared it could be concluded that from the customers’ view point, the marketing efforts are low in research, higher in IT and highest in banking. In the following sections, the marketing activities from the service providers’ perspective will also be given. When the interaction in the pre-sales phases is considered, research

companies are invited to bid by the secretaries while in IT Services, the manager directly involves with a designated manager. This relates to the complexity and budget of the project. When the decision making phase is considered, and especially the nature of the decision making in terms of joint versus autonomous decisions, it could be said that the decisions to buy research is mostly autonomous. Decider is the manager himself. This may be due to the fact that the perceived risk compared to large IT projects and bank agreements is very low. Ad hoc decisions may also be involved due to time pressure.

4.3 Comparison of the Results of First Exploratory Study with Literature Search

An understanding of the buying tasks, or the customer activities was needed before conducting the first exploratory study. The literature search brought an insight to the activities conducted both in general and also particular to several sectors. Following the first exploratory study, the phases in each sector were tentatively discerned. However, it is also considered worthwhile to compare these phases to the activities mentioned in several studies. In the following sub-sections, the buying process from the customers' perspective is given. These are compared to the activities in each sector and the similar activities are numbered.

4.3.1 Research Sector

Figure 4.1 provides the activities mentioned in the literature search and those activities that are similar to the exploratory research findings are numbered according to the phases given in figure 4.2. For the research sector it is observed that the first five phases are common in literature while contracting, report preparation and presentation/support are only mentioned just once.

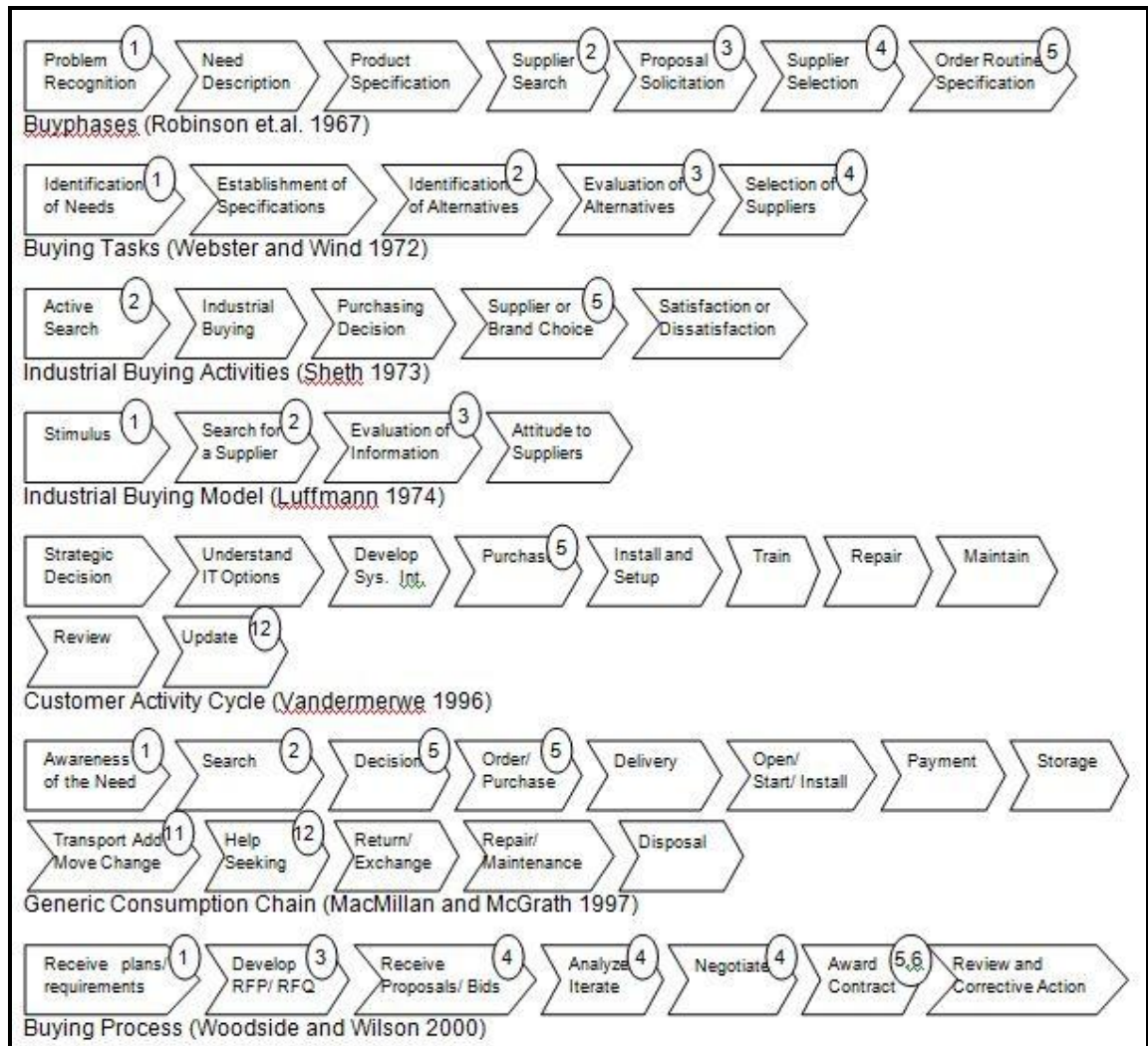


Figure 4.1 : Comparison of Phases in Research Sector

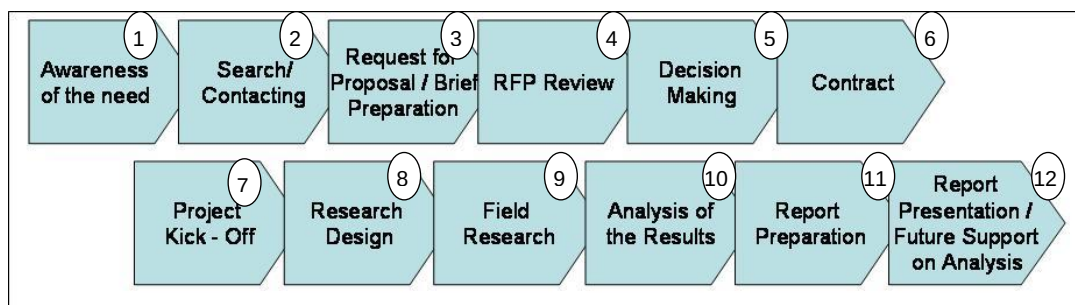


Figure 4.2 : Research Sector Decision Process

4.3.2 IT Sector

The activities mentioned in the literature search and those activities that are similar to the exploratory research findings are numbered according to the phases given in figures 4.3 and 4.4, respectively. For the IT sector, it is observed that the awareness of the need, searching and call for tender/decision making phases are frequently found in literature while request for proposal preparation, structuring the solution,

contracting, training, upgrade/repair/maintenance and disposal are mentioned as well.

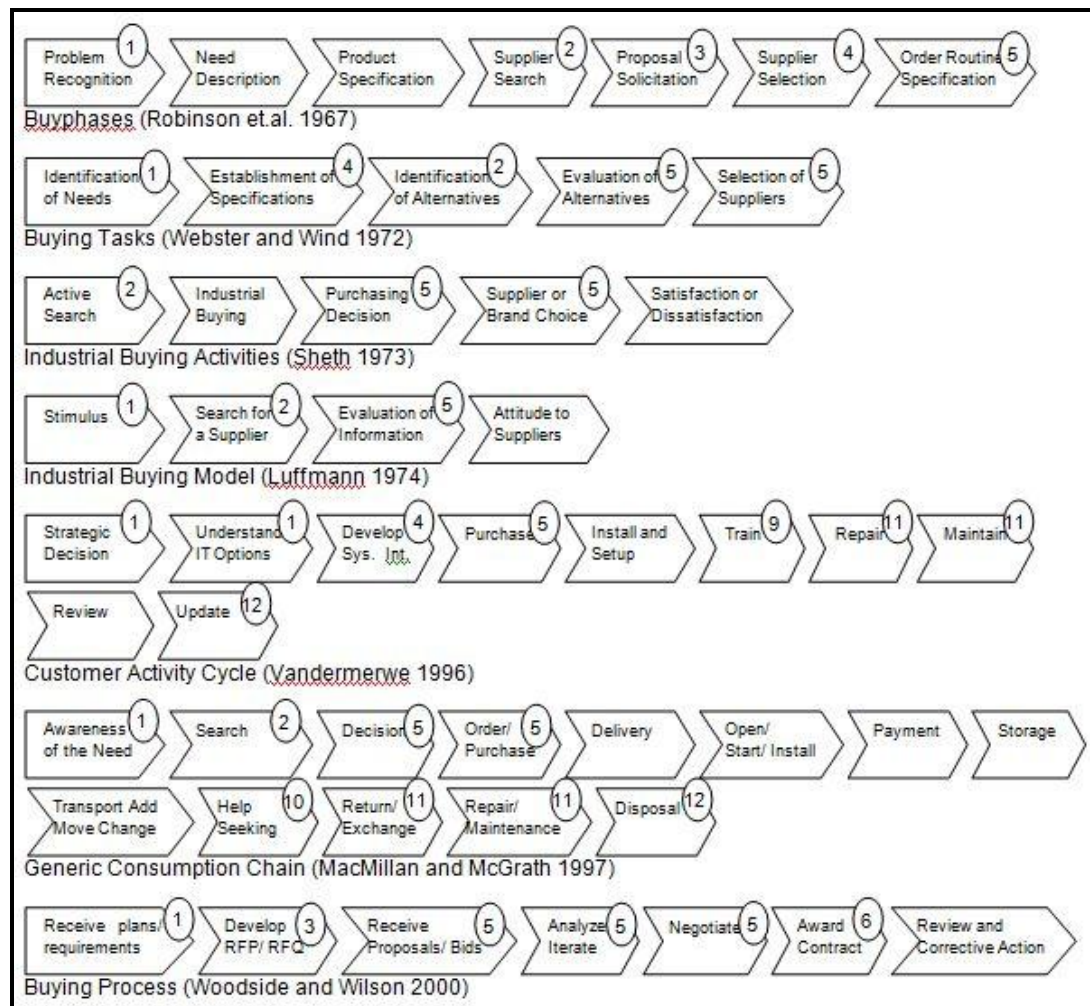


Figure 4.3 : Comparison of Phases in the IT Sector

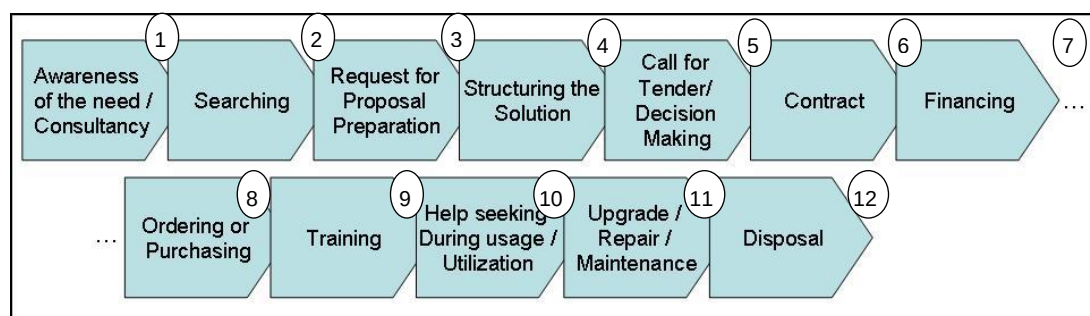


Figure 4.4 : IT Sector Decision Process

4.3.3 Banking Sector

Those activities that are similar to the exploratory research findings are numbered according to the phases and the activities that are found in the literature search are given in figures 4.5 and 4.6, respectively. For the banking sector, it is observed that the awareness of the need, searching and decision making phases are frequently

found in literature while request for proposal preparation, proposal review, contracting, relations/amendment and termination of the contract are mentioned as well.

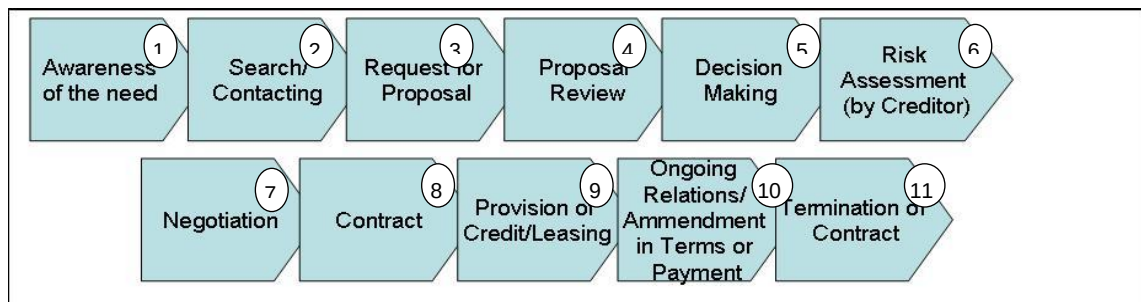


Figure 4.5 : Banking Sector Decision Process - Draft

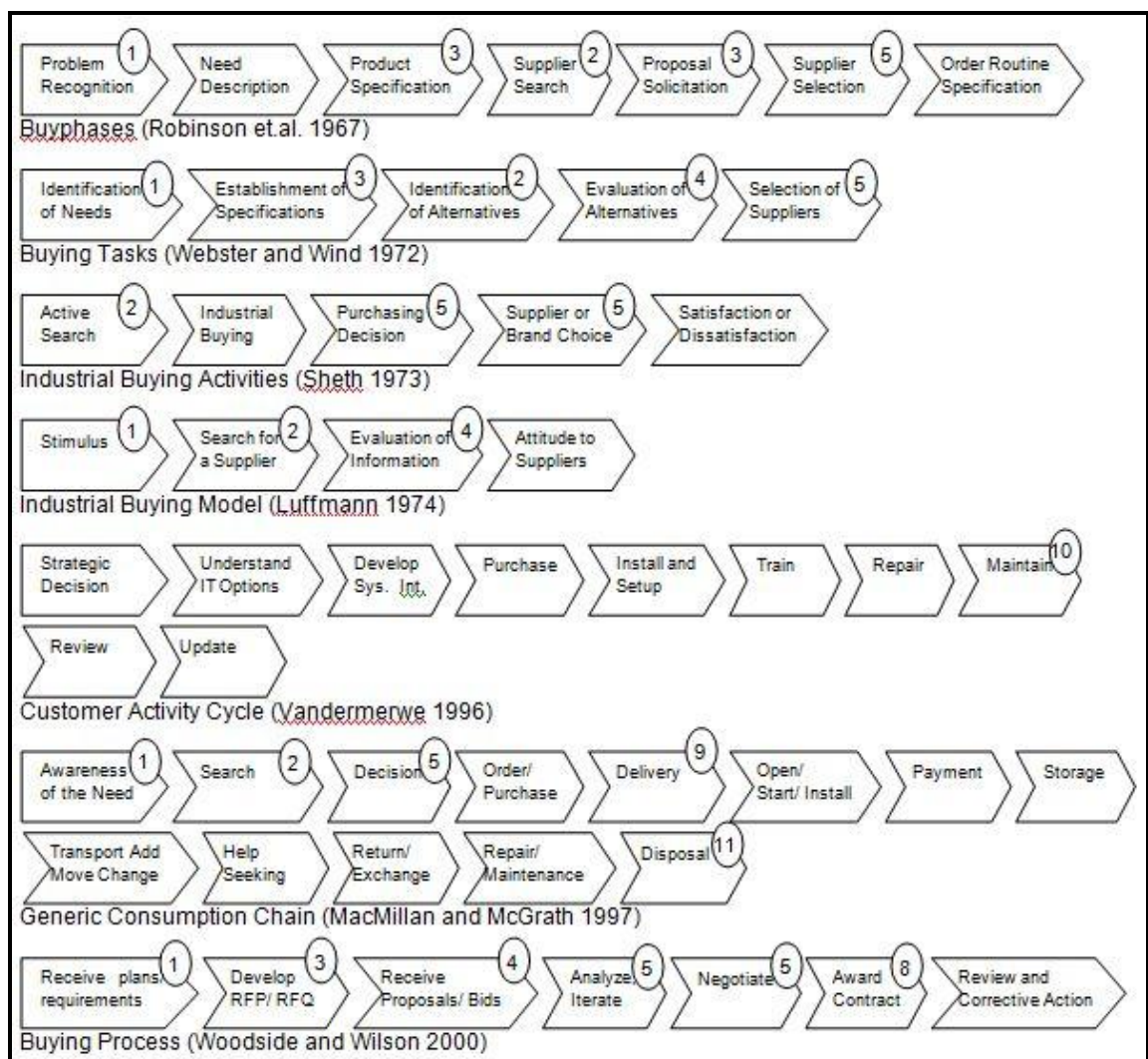


Figure 4.6 : Comparison of Phases in Banking Sector

4.4 Exploratory Study with Sellers

The respondents were friendly and cooperative. Following the warm-up questions, the performance indicators that was populated from the literature search was

discussed. Before discussing the performance indicators used in their sectors, the respondents were given examples of some performance indicators. Performance indicators such as increase in revenue, profitability, increase in number of customers, customer retention rate, increase in revenue per customer, customer satisfaction, customer loyalty, brand awareness, new products services introduced, corporate reputation, research and development activities, employee satisfaction, and employee loyalty were introduced as examples. By the help of these examples, a discussion was possible regarding the performance indicators.

To bring a structure to the discussion regarding the performance indicators, the classification of Norton and Kaplan (1992) was used. These headings were: financial, customer, internal and human resources perspectives.

When such a grouping was mentioned, it was commented by almost all the respondents that there existed a tendency in terms of focusing on only financial performance or being more specific, on income and profitability. By such an approach, the companies were confined to measures of business performance such as organizational profits, return on investment, sales volume and sales growth. It was mentioned that this brings the responsibility of reviewing performance, setting targets to the upper management and the accounting and finance departments. The need to develop measures that encompass every level and span of control in the company was mentioned. By the help of measures that relate to every department, it could be possible to set targets, to measure performance and review the situation of the company not only on the upper management level, but also on the departmental level holding a broader audience accountable for the performance of the company.

The major financial measures that were discussed are: profits, return on investment, sales volume and sales growth, cash flow, revenue, growth in revenue, return on capital, success of new products and services and cost management. The major customer measures that were discussed are: customer satisfaction, customer loyalty, customer benefits, market share, brand recognition, purchase intention, advertising share, customer penetration, customer loyalty, new accounts acquired, quality of service, new products launched, revenue from new products and customer retention. The internal measures that were discussed are: employee retention, attrition, employee turnover rate, employee satisfaction, employee loyalty, operational effectiveness, project management measures, training effectiveness.

There was also consistency in terms of utilizing comparative measures. It was agreed by every respondent that measuring a performance of the business should

be relative. They have mentioned the need to relate every performance measure with the competition or a data taken from a previous period such as the previous quarter or the previous year.

It was also mentioned that the measures could relate to past and future performance, tangibles and intangibles, objective and subjective measures. In order to keep the discussion on topics that were not out of the scope of the study, a special attention on subjective and objective measures was requested. It was contended that due to the convenience of collecting consistent data, it would be possible to collect financial measures without the subjectivity of the respondent. However, regarding customer perspective measures it was contended that the personal feedback of the respondent be asked. For that reason, the financial measures that are most frequently mentioned were grouped under objective measures: total annual income, increase in income relative to the previous period, profit margin earned, and increase in profit margin relative to the previous period. Besides those financial measures, strategic measures or customer perspective measures such as increase in market share relative to the previous period and absolute market share were mentioned to be measures that would not involve any subjectivity during the interview.

Subjective measures on the other hand, were far more than the objective measures. The overall performance relative to the previous period, overall performance relative to the closest competitors, increase in market share, increase in income, successful new services/products launched, profitability relative to the closest competitors, total revenues relative to the competition, customer satisfaction, increase in business volume with current customers and service quality perception by customers were mentioned as the measures that need be used to assess the performance of the company. There were few different measures given by the respondents in the banking sector due to some differences in measurement. In light of these findings and following a discussion with industry experts, the measures given in section 5.1 were developed for the research, IT and banking sectors.

The discussion following the performance measures were on the decision processes of the sectors. There were fruitful discussions on the activities performed and some real life examples on the activities. The major findings of these discussions were that there was a need to group these phases to have a common basis of comparison among sectors.

When the feedbacks on the research sector are considered, it was all contended that the overall decision process was a very lengthy one. However, there was not any consistency regarding the feedbacks from the respondents to reduce the phases on the contrary they contended that reducing the number of phase would lead to losing valuable information.

For the IT sector, a major discussion was on financing the solution phase. All of the respondents mentioned that there were cases that this phase wouldn't apply such as training services and consultancy. On the contrary for some of the types of services, this phase was mentioned to be very important in terms of the decision of the customer. In order not to lose information by omitting this phase, it is decided to not to delete the questions on this phase but to skip the questions of this phase during the interview if it didn't relate to the respondent's situation.

A major change regarding the phases could be observed in the decision process of the banking sector. Following the feedback that the phases could be consolidated, the banking sector decision process is changed to the final version as given in figure 4.7. The second and third phases in figure 4.6 namely, search/contacting and request for proposal are consolidated to one phase as the search phase is decided to be not as complex and time consuming compared to the usual organizational buying process. As well, the risk assessment by creditor phase is deleted due to the fact that it was a standard process on the creditor's side. Another phase consolidated into one is the contracting phase. The negotiation phase is put under the contract phase as it was stated that the negotiation mostly happens during signing the contract. The "amendment in terms of payment" phrase is changed to "help seeking" in terms of payment as it was decided that this phase should not only be limited to the amendment of the terms of payment.

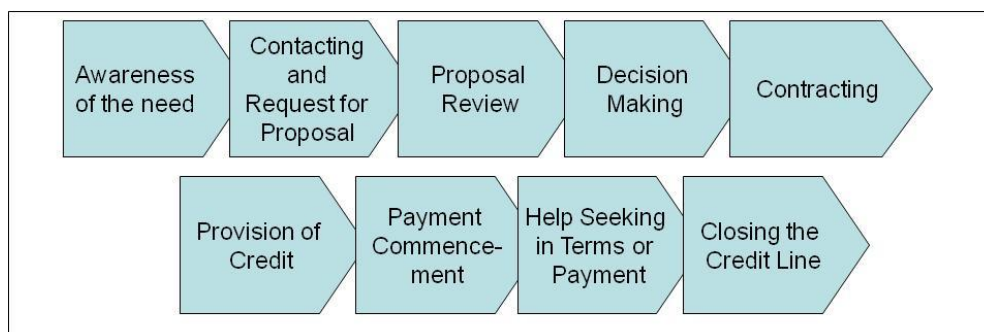


Figure 4.7 : Banking Decision Process - Final

Following the second exploratory study, the commonalities among sectors are also sought. Table 4.3 presents those phases that are similar in each sector. Of the seven phases that have commonalities, five phases are common for all three

sectors. While the third phase of research is similar with the third phase of IT, the fourth phase of research is similar with the third phase of banking.

Table 4.3 : Comparison of Phases Based on Sectors

	Research	IT	Banking
Awareness of the Need	Phase 1	Phase 1	Phase 1
Search/Contacting	Phase 2	Phase 2	Phase 2
RFP Preparation	Phase 3	Phase 3	
RFP Review	Phase 4		Phase 3
Decision Making	Phase 5	Phase 5	Phase 4
Contract	Phase 6	Phase 6	Phase 5
Kick-off	Phase 7	Phase 8	Phase 7

As well as the variation in the phases, the questionnaire was also simplified to focus on the core subject of the study and the questions that did not relate directly to the scope of the study were taken out.

The next chapter provides the structure of the questionnaire that was developed by the results of the phases discussed in this chapter as well as the analyses and results of the study conducted.

5. DESCRIPTIVE STUDY: METHODOLOGY AND RESULTS

The descriptive study was conducted with the managers of seller companies from research, IT and bank sectors. The questionnaires were developed based on the data obtained from the first two phases and literature search and tailored accordingly for each industry.

As the aim of the descriptive study was to understand the relation between involvement in customer's decision process and business performance, the questions were chosen accordingly. It was also aimed to understand the differences and similarities among the three sectors in terms of decision processes, involvement levels and performance levels. Lastly, differences and similarities between high and low involved companies are also sought.

5.1 Methodology

In order to achieve a high response rate out of a rather small population, better clarify the questions and visually explain the decision process, personal interview was chosen as the method of administration. In the descriptive study, random sampling was chosen as the sampling method. For the research sector, almost the full population was contacted in order to take appointments.

A sample size of 30 was targeted for each sector. From the research sector, the target respondents were: general managers, marketing/sales directors, marketing managers and sales managers. The target respondents in the IT services sector were: general managers, marketing/sales directors, marketing managers, sales managers, product managers, marketing executives. The respondents in the banking sector were marketing sales directors reporting to Senior Vice Presidents in charge of corporate banking, marketing managers, sales managers, product managers, portfolio managers and branch managers. The number of responses from the banking was 32, while it was 29 and 28 for IT and research sectors, respectively.

Due to the varying nature of the decision process, the questionnaires included some questions that differed by sectors. The questionnaires of the descriptive study tailored for the research, IT and banking sectors are provided in Appendices C.1.1,

C.1.2 and C.1.3, respectively. These original questionnaires are in Turkish. A translation of the questionnaires of research, IT and banking sectors are provided in Appendices C.2.1, C.2.2 and C.2.3, respectively. As given in table 5.1, there are both common and different questions. The first 16 questions were utilized in order to understand the business performance. Both subjective and objective performances were questioned. The questions following the business performance section were specific to the sector and the first group of questions was employed in order to understand the involvement based on the specific decision process of the sector. The next group questioned the weights the managers associated with each phase of the decision process specific to that sector. These variables are defined as the perceived importance of each phase.

Table 5.1: Variables in the Descriptive Study

Question(s)	Variable	Source
1-2	General subjective performance indicators	Jaworski and Kohli (1993)
3-7	Subjective comparative performance	Author (second exploratory research)
8-10	Subjective key performance indicators	Author (second exploratory research)
11-16	General objective performance indicators	Deshpande, Farley and Webster(1993), Deshpande and Farley(1999), Ruekert(1992), Jaworski and Kohli(1993), Narver and Slater(1990), Slater and Narver(1994a)
17-41 (Bank) 17-50 (IT, Research)	Involvement based on the decision process specific to each sector	Author (first exploratory research), Vandermerwe(1996), MacMillan and McGrath(1997), Woodside and Wilson(2000)
42-50(Bank) 51-62 (IT, Research)	Involvement weights (Perceived importance)	Author

At this point, it is worthwhile to further explain the questionnaire and how the study is operationalized. As mentioned earlier, interval scales were used throughout the questionnaire with the only exception of an open end question regarding the total income for the IT and research sector and total loans granted for the bank sector (question 11). The interval scales were all 5 point Likert scales except the objective performance criteria. In order to assign a value to the subjective performance construct, based on the findings of literature search and exploratory studies, the subjective performance was operationalized with 10 measures:

- Overall performance relative to the previous year
- Overall performance relative to the closest competitors in the current year

- Increase in share of market relative to the closest competitors in the current year
- Increase in income (the loans granted in banking) relative to the closest competitors in the current year
- Successful new services/products launched relative to the closest competitors in the current year
- Profitability relative to the closest competitors in the current year
- Total income (volume of loans granted in banking) relative to the closest competitors in the current year
- Being successful in customer satisfaction targets
- Increase in business volume with current customers
- High quality service perception by customers

All the above questions were designed to be fixed alternative questions with Likert scales. A 5 point Likert scale was used for each of the questions. The value of the subjective performance given in the next section was obtained by taking the mean value of the 10 measures.

In order to assign a value to the objective performance construct, based on the findings of literature search and exploratory studies, the objective performance was operationalized with 4 measures; namely:

- Change in income (loans granted in banking) relative to the previous year
- Change in profit margin before taxes
- Change in profit margin relative to the previous year
- Change in share of market relative to the previous year

Although it was first intended to collect all objective measure data with open ended questions, during the exploratory studies, it was understood that none of the respondents were willing to release these so called “delicate” data.

As a result, 8 point interval scales, each with ten percentage point intervals, were utilized to come up with an approximate value of the objective performance results of the companies. The value of the objective performance given in the next section was obtained by taking the simple average of the scores obtained from the 4 measures.

As mentioned earlier, the questions following the objective measures vary by the three sectors. The common denominator of all sectors was the stages that grouped different phases of the decision process. For each sector there exists a pre-sales involvement, engagement involvement and after-sales involvement construct. The values of each involvement construct are determined by taking the mean value of the values of items that make up each stage. The research sector customer involvement is made up of pre-sales involvement which is the mean of the questions 17-25 while the engagement involvement and after-sales involvement are calculated by the mean of the scores of questions 26 to 35 and 36-50, respectively. A summary for the constructs as well as the number of items are given in table 5.2. The calculation of the means is done similarly in the other two sectors. These three involvement variables are then related to the subjective and objective performance variables in a regression analysis to understand the relation between involvement and performance. As well as the mean involvement values, weighted involvement values are also employed in the analysis.

Following the questions on the involvement, the effect of each phase on the performance of the company is asked to the respondents and the respondents answered on a ratio scale from 0 to 100. In each question between questions 51-62, a weight for each phase that constitute the decision process of the research sector was asked. This was done in a similar manner for IT and banking sectors for their related phases. The mean of the weights for each phase specific to each sector were calculated and employed in the calculation of the weighted involvement values. The corresponding mean weight of the phase is multiplied by the involvement value corresponding to that phase in order to come up with the weighted involvement of that phase. According to the stage in which they belong, the average of these values are taken in order to come up with the weighted involvement values of each involvement construct i.e., pre-sales, engagement and after-sales involvement. These three weighted involvement variables are then related to the subjective and objective performance variables in a regression analysis to understand the relation between weighted involvement and performance.

Table 5.2 : The Constructs and Items of Each Sector

Instrument	Construct	Phases	Number of Items
Research Customer Involvement	Pre-sales involvement	• Awareness of the Need • Search/Contacting • RFP Preparation • RFP Review	11
	Engagement involvement	• Decision Making • Contract • Kick-off	8
	After-sales involvement	• Research Design • Field Research • Analysis • Reporting / Presentation Support	15
IT Customer Involvement	Pre-sales involvement	• Awareness of the need • Search/Contacting • RFP Preparation • Structuring the Solution	11
	Engagement involvement	• Decision Making • Contract • Financing • Ordering or Kick-off	11
	After-sales involvement	• Training • Help Seeking • Upgrade/Repair/ Maintenance • Disposal	12
Banking Customer Involvement	Pre-sales involvement	• Awareness of the need • Request for proposal • Proposal review	8
	Engagement involvement	• Decision making • Contract • Provision of the loan • Start of payment	11
	After-sales involvement	• Help seeking • Closing the credit line	6

5.2 Hypotheses

Following the outcomes of the exploratory studies, the research hypotheses are developed as below:

- H1: The greater the company's involvement in its customer's processes, the greater the subjective performance of the company
- H2: The greater the company's involvement in its customer's processes, the greater the objective performance of the company
- H3: There are differences among the involvement degrees of the sectors

- H4: Differences between companies exist that have low and high involvement in their customer's processes in terms of different dimensions of business performance.

These hypotheses are further broken down to sub-hypotheses by factors such as the sectors analyzed and simple average and weighted average involvement. This section presents major findings of the study based on the hypotheses tested.

Hypothesis 1 attempts to investigate the effect of involvement in its customer's processes on its subjective performance. This hypothesis was further broken down into sub-hypotheses by the sectors analyzed and average and weighted average involvement. Regression analysis is employed to come up with evidence to test the hypotheses. The breakdown is given below:

H1a: The greater the company's aggregate involvement in its customer's processes, the greater the subjective performance of the company.

H1b: The greater the company's (weighted average) involvement in its customer's processes, the greater the subjective performance of the company.

H1c: The greater the research company's involvement in its customer's processes, the greater the subjective performance of the company.

H1d: The greater the research company's (weighted average) involvement in its customer's processes, the greater the subjective performance of the company.

H1e: The greater the IT company's involvement in its customer's processes, the greater the subjective performance of the company.

H1f: The greater the IT company's (weighted average) involvement in its customer's processes, the greater the subjective performance of the company.

H1g: The greater the bank's involvement in its customer's processes, the greater the subjective performance of the company.

H1h: The greater the bank's (weighted average) involvement in its customer's processes, the greater the subjective performance of the company.

Hypothesis 2 attempts to investigate the effect of involvement in its customer's processes on its objective performance. This hypothesis was further broken down into sub hypotheses by the sectors analyzed, and simple average and weighted average involvement. Regression analysis is employed to come up with evidence to test the hypothesis. The breakdown is given below:

H2a: The greater the company's involvement in its customer's processes, the greater the objective performance of the company.

H2b: The greater the company's (weighted average) involvement in its customer's processes, the greater the objective performance of the company.

H2c: The greater the research company's involvement in its customer's processes, the greater the objective performance of the company.

H2d: The greater the research company's (weighted average) involvement in its customer's processes, the greater the objective performance of the company.

H2e: The greater the IT company's involvement in its customer's processes, the greater the objective performance of the company.

H2f: The greater the IT company's (weighted average) involvement in its customer's processes, the greater the objective performance of the company.

H2g: The greater the bank's involvement in its customer's processes, the greater the objective performance of the company.

H2h: The greater the bank's (weighted average) involvement in its customer's processes, the greater the objective performance of the company.

Hypothesis 3 attempts to investigate the differences and similarities that existed in the decision process for each sector. T-tests and descriptive statistics are employed to test the hypothesis.

H3a: There is a significant difference between the involvement means of research and IT sectors.

H3b: There is a significant difference between the involvement means of bank and IT sectors.

H3c: There is a significant difference between the involvement means of research and bank sectors.

Finally, hypothesis 4 attempts to investigate if there is a significant difference between low and high involved companies in terms of different dimensions of business performance. Discriminant analysis is employed in order to come up with evidence to test the hypothesis.

5.3 Description of the Sample

A total of 89 surveys were conducted in a face to face setting. Table 5.3 provides the number of responses from each sector. The number of responses from the banking was 32, while it was 29 and 28 for IT and research sectors, respectively.

Table 5.3 : Description of Respondents

Descriptors		Frequency	Percentage
Sector	Research	28	31%
	IT	29	36%
	Banking	32	33%

5.4 Descriptive Statistics

Descriptive statistics are calculated in order to show mean and standard deviation of the variables measured in this study. The results of the overall analysis with subjective and objective performance as the dependent variables are provided in Table 5.4. The acronyms in the table pg1, pg2 and pg3 represent involvement values for pre-sales, engagement and after-sales stages, respectively; while, pw1, pw2 and pw3 represent weighted involvement values of those three stages.

Table 5.4 : Descriptive Statistics

Variable	Mean	Std. Deviation	N
Subjective Performance (suPerf)	3.8112	0.5662	89
Objective Performance (obPerf)	21.8169	13.3830	86
Pre-sales Involvement (pg1)	3.7999	0.6525	89
Engagement Involvement (pg2)	3.6129	0.5137	89
After-sales Involvement (pg3)	3.4697	0.5215	89
Weighted Pre-sales Involvement (pw1)	2.8546	0.6562	89
Weighted Engagement Involvement (pw2)	2.7291	0.5195	89
Weighted After-sales Involvement (pw3)	2.7472	0.4794	89

Among the three stages of the consolidated results of the three sectors with subjective performance used as the dependent variable, the first stage – pre-sales stage - showed the highest mean score (M=3.80, SD=0.65) while the lowest mean score is observed in the last stage (M=3.47, SD=0.51) which is the after-sales stage. Subjective performance is observed to have a mean valued of 3.81 and a standard deviation of 0.57. The weighted means of the three stages are also given in the table and show a similar tendency with higher values in the first stage and lower in the last.

Due to the fact that there were missing values in the objective performance, the sample size was smaller than the aggregate results given for the subjective

performance. While, there were 89 complete responses for the subjective performance, there were only 86 responses for the objective performance due to missing values. Among the three stages of the consolidated results of the three sectors with objective performance used as the dependent variable, the first stage – pre-sales stage - showed the highest mean score ($M=3.80$, $SD=0.66$) while the lowest mean score is observed in the last stage ($M=3.47$, $SD=0.53$) which is the after-sales stage. Objective performance is observed to have a mean value of 21.81 and a standard deviation of 13.38. The weighted results show a higher mean value in the first stage than the last two stages which are pretty much close to each other.

Before presenting the detailed results and analysis by sectors in the next sections, the descriptive statistics of the major variables are provided in table 5.5. When the data is compared among sectors, it is apparent that the lowest on all values is the research sector. On the other hand, banking sector has the highest values on all values except relative business with current customers which is the only highest value observed in the IT sector among all three sectors. In order to better understand the significance of the difference, an analysis of the comparison of means is employed for all the variables. In Appendix D, in the tables D.33 through D.35, it is observed that there exists a significant difference between all values of banking and research sectors.

Table 5.5 : Group Statistics of Major Variables by Sectors

Variables	Sectors	N	Mean	Std. Deviation
Mean Involvement	Research	28	3.27331	0.514383
	Bank	32	3.83081	0.363991
	IT	29	3.79406	0.481455
Mean Subjective Performance	Research	28	3.39286	0.563671
	Bank	32	4.11563	0.343708
	IT	29	3.87931	0.533439
Mean Objective Performance	Research	28	14.5536	10.52012
	Bank	32	30.3516	14.9503
	IT	26	19.1346	7.2437

Table 5.5 (contd.) : Group Statistics of Major Variables by Sectors

Variables	Sectors	N	Mean	Std. Deviation
overallIP	Research	28	3.32	0.905
	Bank	32	4.06	0.716
	IT	29	3.83	0.759
relP	Research	28	3.39	0.685
	Bank	32	4.28	0.634
	IT	29	3.86	0.915
relSOMCh	Research	28	3.39	0.875
	Bank	32	4.09	0.641
	IT	29	3.72	0.751
relIncCh	Research	28	3.25	1.005
	Bank	32	3.91	0.893
	IT	29	3.79	0.861
relNewServ	Research	28	3.21	0.787
	Bank	32	4.19	0.693
	IT	29	3.76	0.951
relProfit	Research	28	3.14	0.848
	Bank	32	4.03	0.861
	IT	29	3.86	0.743
relInc	Research	28	3.46	0.881
	Bank	32	3.84	0.767
	IT	29	3.69	0.93
relCustSat	Research	28	3.64	0.559
	Bank	32	4.34	0.602
	IT	29	4	0.802
relBizwCurrCu	Research	28	3.75	0.799
	Bank	32	4.25	0.762
	IT	29	4.31	0.761
CusAsServ	Research	28	3.36	0.678
	Bank	32	4.16	0.628
	IT	29	3.97	0.778
incomechange	Research	28	16.43	16.265
	Bank	32	32.03	15.073
	IT	26	25.77	12.938
profitmargin	Research	28	14.64	8.812
	Bank	32	30	17.227
	IT	26	19.23	12.385
profitchange	Research	28	13.57	8.483
	Bank	32	31.56	17.154
	IT	26	15	12.329
somchange	Research	28	13.57	17.152
	Bank	32	27.81	18.181
	IT	26	16.54	11.556

5.4.1 Research Sector

The descriptive statistics of the research sector are given in Table 5.6. Among the three stages of the results of the research sector, the means were pretty close to

each other and the last stage – after-sales stage - showed the lowest mean score (M=3.26, SD=0.49) while the highest mean score is observed in the pre-sales stage (M=3.29, SD=0.56). Subjective performance is observed to have a mean value of 3.39 and a standard deviation of 0.56 while the objective performance is observed to have a mean of 14.6 and a standard deviation of 10.5. The weighted means of the three stages are also given in the table and the last stage shows a higher mean compared to the first two. The acronyms in the table pg1, pg2 and pg3 represent normal means for pre-sales, engagement and after-sales stages, respectively. While pw1, pw2 and pw3 represented weighted scores for those three stages. The pre-sales stage is composed of awareness of the need, search/contacting, RFP preparation and RFP review. The engagement stage is composed of decision making, contracting and project kick-off. And the last stage - after sales efforts – is composed of research design, field research, analysis, reporting and presentation/support.

Table 5.6 : Descriptive Statistics – Research Sector

Variable	Mean	Std. Deviation	N
Subjective Performance (suPerf)	3.3928	0.5636	28
Objective Performance (obPerf)	14.5540	10.5201	28
Pre-sales Involvement (pg1)	3.2857	0.5575	28
Engagement Involvement (pg2)	3.2825	0.5593	28
After-sales Involvement (pg3)	3.2579	0.4960	28
Weighted Pre-sales Involvement (pw1)	2.1075	0.3584	28
Weighted Engagement Involvement (pw2)	2.1560	0.3724	28
Weighted After-sales Involvement (pw3)	2.3379	0.3594	28

5.4.2 IT Sector

Among the three stages of the consolidated results of the IT sector, the first stage (pre-sales stage) showed the highest mean score (M=3.93, SD=0.62) while the lowest mean score is observed in the last stage (M=3.70, SD=0.50) which is the after-sales stage. Subjective performance is observed to have a mean value of 3.88 and a standard deviation of 0.53. The acronyms in the table pg1, pg2 and pg3 represent normal means for pre-sales, engagement and after-sales stages, respectively. While pw1, pw2 and pw3 represent weighted scores for those three stages. The pre-sales stage is composed of awareness of the need, search/contacting, RFP preparation and structuring the solution. The engagement stage is composed of decision making, contracting, financing and ordering/kick-off. And the last stage - after sales efforts – is composed of training, help seeking, upgrade/repair/maintenance and disposal.

Table 5.7 : Descriptive Statistics – IT Sector

Variable	Mean	Std. Deviation	N
Subjective Performance (suPerf)	3.8800	0.5300	29
Objective Performance (obPerf)	19.135	7.2437	26
Pre-sales Involvement (pg1)	3.9248	0.6200	29
Engagement Involvement (pg2)	3.7524	0.4366	29
After-sales Involvement (pg3)	3.7040	0.4958	29
Weighted Pre-sales Involvement (pw1)	3.0939	0.4891	29
Weighted Engagement Involvement (pw2)	2.9478	0.3377	29
Weighted After-sales Involvement (pw3)	2.9748	0.4003	29

Due to the missing values in the research data, 3 responses were removed while calculating the objective performance values; for that reason, the number of responses for objective performance appears to be 26 in the table 5.7. Among the three stages of the results of the IT sector, the first stage – pre-sales stage - showed the highest mean score ($M=3.29$, $SD=0.56$) while the lowest mean score is observed in the last stage ($M=3.26$, $SD=0.56$) which is the after-sales stage. Objective performance is observed to have a mean value of 14.55 and a standard deviation of 10.52.

5.4.3 Banking Sector

The results of the overall analysis with subjective performance as the dependent variable are as given in table 5.8.

Table 5.8 : Descriptive Statistics – Banking Sector

Variable	Mean	Std. Deviation	N
Subjective Performance (suPerf)	4.1156	0.3437	32
Pre-sales Involvement (pg1)	30.3516	14.9503	32
Engagement Involvement (pg2)	4.1367	0.4692	32
After-sales Involvement (pg3)	3.7756	0.4006	32
Weighted Pre-sales Involvement (pw1)	3.4427	0.4930	32
Weighted Engagement Involvement (pw2)	3.2916	0.3739	32
Weighted After-sales Involvement (pw3)	3.0325	0.3258	32
Objective Performance (obPerf)	2.8992	0.4145	32

The acronyms pg1, pg2 and pg3 given in table 5.8 represent normal means for pre-sales, engagement and after-sales stages, respectively. While pw1, pw2 and pw3 represented weighted scores for those three stages, the pre-sales stage is composed of awareness of the need, request for proposal, and proposal review. The engagement stage is composed of decision making, contracting, and provision of the loan and start of payment. And the last stage - after sales efforts – is composed of help seeking and closing of the credit line. Among the three stages of the results of the banking sector, the first stage – pre-sales stage - showed the highest mean

score ($M=4.13$, $SD=0.46$) while the lowest mean score is observed in the after-sales stage ($M=3.44$, $SD=0.49$). Subjective performance is observed to have a mean valued of 4.11 and a standard deviation of 0.34 while the objective performance is observed to have a mean of 30.35 and a standard deviation of 14.95. When the descriptive statistics with weights for each stage is considered, just as the previous analysis, the first stage - the awareness of the need - showed the highest mean score ($M=3.29$, $SD=0.37$) while the lowest mean score is observed in the last stage ($M=2.90$, $SD=0.42$) which is the after-sales stage.

Descriptive statistics will further be discussed in the next sections for the test of hypotheses. At this point, it was observed that none of the variables had a non-zero variance.

5.5 Weights Associated with Involvement

The respondents were asked the effect of each phase on their business performance. The tables below present the weights of each phase by sectors. When sectors are compared, there exists different phases both in terms of number and content. Thus, it is not possible to make a comparison of the weights on that level. However, it is possible to make a comparison when the phases are combined in the three common stages; pre-sales, engagement and after-sales.

Table 5.9 : Descriptive Statistics – Weights of Research Sector

Stages	Stage Weight (%)	Phases	Phase Weight (%)
Pre-Sales	64.1	Ph. 1	62.7
		Ph. 2	57.7
		Ph. 3	73.5
		Ph. 4	62.7
Engagement	65.6	Ph. 5	73.1
		Ph. 6	59.6
		Ph. 7	64.2
After-Sales	71.5	Ph. 8	66.2
		Ph. 9	68.1
		Ph. 10	69.6
		Ph. 11	76.2
		Ph. 12	77.7

When the weights of the phases in research sector are compared in table 5.9, it could be observed that the highest two weights are observed in phases 11 and 12 as 76.2 and 77.7, respectively. When the means of the three combined stages are compared with a t-test, it is found that the difference among the stages were not statistically significant.

Table 5.10 : Descriptive Statistics – Weights of IT Sector

Stages	Stage Weight (%)	Phases	Phase Weight (%)
Pre-Sales	78.9	Ph. 1	82.8
		Ph. 2	71.7
		Ph. 3	77.6
		Ph. 4	83.6
Engagement	78.1	Ph. 5	85.9
		Ph. 6	79.7
		Ph. 7	69.1
		Ph. 8	77.9
After-Sales	81.2	Ph. 9	76.9
		Ph. 10	86.2
		Ph. 11	80.3
		Ph. 12	81.4

When the weights of the phases in IT sector given in table 5.10 are compared, it could be observed that the highest two weights are observed in phases 5 and 10 as 85.9 and 86.2, respectively.

Table 5.11 : Descriptive Statistics – Weights of Bank Sector

Stages	Stage Weight (%)	Phases	Phase Weight (%)
Pre-Sales	79.7	Ph. 1	85.4
		Ph. 2	71.6
		Ph. 3	82.0
Engagement	79.9	Ph. 4	82.8
		Ph. 5	78.9
		Ph. 6	80.6
		Ph. 7	77.3
After-Sales	84.1	Ph. 8	85.8
		Ph. 9	82.5

When the weights of the phases in the bank sector given in table 5.11 are compared, it could be observed that the highest two weights are in phases 8 and 1 as 85.8 and 85.4, respectively.

5.6 Comparison of the Involvement Means

In order to understand the relation of the results among the sectors, one of the analyses conducted were independent samples t-tests. As in an independent t-test, it is assumed that the samples are independent, they are expected to have a normal distribution and equal variations in the two populations. Regarding the samples being independent, the three groups to be compared were taken each from different populations, independently of each other. In order to test normality of the distribution, a Kolmogorov-Smirnov test was applied to each of the involvement means. Tests for all three sectors were non-significant with $P > 0.05$ and the null hypotheses were all accepted which means that the distributions were normal. The test for equal variance was also conducted for each group and Levene's test for

equality of variances showed that the tests for all three sectors were non-significant with $P > 0.05$ and thus, the null hypotheses of equal variances for all three are rejected and independent sample t-tests with unequal variances are used. The mean values of each sector are given in Table 5.12.

Table 5.12: Mean Values by Sector

	Aggregate	Research	IT	Bank
Aggregate Involvement	3.628	3.275	3.794	3.785
Aggregate Weighted Involvement	2.777	2.200	3.006	3.074

Table 5.13: Comparison of Involvement Means: Independent Sample T-test

	t	df	Sig. (2-tailed)	Mean Diff.	Std. Error Difference	95% Conf. Int. of the Diff. – Lower	95% Conf. Int. of the Diff. -Upper
Res. vs IT	3.943	54.4	0.000	0.521	0.1321	0.2560	0.7855
IT vs Bank	-0.334	51.9	0.740	-0.036	0.1102	-0.2578	0.1843
Res. vs Bank	-4.782	47.8	0.000	-0.555	0.1166	-0.7919	-0.3231

Table 5.13 provides the results of the comparison of involvement means in all three sectors with unequal variance assumption. The difference between the means of the involvement of research and IT sectors was 0.521 with a significance of $p < 0.001$ (2-tailed). In other words, difference between the mean involvements of both sectors was large enough to not be a chance result.

Based on this, the null hypothesis is rejected in favor of Hypothesis 3a that states that there exists a significant difference between the means of research and IT sectors.

The difference between the means of the involvement of bank and IT sectors was minimal with a significance of $p = 0.740$. Hypothesis 3b stated that there existed a significant difference between the means of bank and IT sectors. The difference between the mean involvements of both sectors was not large enough to not be a chance result.

Thus, we fail to reject the null hypothesis to accept the alternative Hypothesis 3b.

The difference between the means of the involvement of research and bank sectors was 0.555 with a significance of $p < 0.001$ (2-tailed). It is also given in the correlations table that there exists no correlation between ($r = -0.004$, $p > 0.10$) paired samples of mean involvement of research and bank sectors. In other words, difference between the mean involvements of both sectors was large enough to not be a chance result.

For this reason, the null hypothesis is rejected in favor of the alternative Hypothesis 3c that states a significant difference between the mean involvements of research and bank sectors exists.

When the characteristics of companies in research sector versus the companies in IT and bank sectors are compared, it could be stated that research companies have an average lower income compared to both IT companies and banks resulting in relatively lesser resources to present an emphasis on involvement. The organizational culture and management style could be other two factors that would explain the difference. Although there exists well institutionalized research companies in the sector; in general, due to the nature of a professional services company, the research companies could be interpreted as less institutionalized in terms of marketing programs and standard processes that reinforce a customer orientation compared to the companies in the bank and IT sectors.

5.7 Reliability Analysis

A reliability analysis was performed to investigate the internal consistency of the survey instruments used in the study. Cronbach's alpha coefficients were calculated to examine the reliability of the scales for all the three sectors. Cronbach's alpha can range from 0.0 to 1.0 and shows the internal consistency between items within a scale. An alpha coefficient close to 1.0 indicates that the items measure similar dimensions of a construct. Nunnally and Bernstein (1994) suggest that a Cronbach's alpha coefficient greater than 0.7 is reasonably reliable. It is also mentioned that, for a scale with less than 6 items, can be much smaller (0.60) and still be acceptable.

The reliability coefficients used in this study ranged from 0.926 (IT – presales) to 0.598 (Banking – after sales) as given in table 5.14. The research sector had reliability coefficients from 0.799 to 0.920 while, the IT sector had reliability coefficients from 0.808 to 0.940 and lastly the banking sector had reliability coefficients from 0.598 to 0.802. The Cronbach's alpha observed for banking after sales is just at the limit and it is possibly due to lesser number of items compared to all other factors and instruments.

Table 5.14 : Reliability of Survey Instruments

Instrument	Factor	Number of Items	Alpha
Research Customer Involvement	Pre-sales	11	0.920
	Engagement	8	0.799
	After Sales	15	0.853
IT Customer Involvement	Pre-sales	11	0.926
	Engagement	11	0.808
	After Sales	12	0.840
Banking Customer Involvement	Pre-sales	8	0.802
	Engagement	11	0.679
	After Sales	6	0.598

5.8 The Effect of Involvement and Business Performance: Regression Analysis

Multiple regression analyses were conducted to test the research hypotheses on the relationship between involvement and performance. These analyses were conducted for the four groups (Research, Banking, IT and aggregate) and two different dependent variables (subjective and objective performance) for two different cases (normal and weighted involvement). As a result, in total, 16 regression analyses were conducted.

While the descriptive statistics is provided for each phase, the regression analysis is carried out using the three involvement constructs. The constructs were defined as: involvement during pre-sales stage, involvement during the engagement stage and involvement during the after-sales stage. In the course of the analysis, for simplicity, these constructs are sometimes referred as: engagement involvement or after-sales involvement. The phases were grouped under these constructs. As stated previously, every sector had some commonalities and differences among each other. Due to this nature of the study, all groups do not include the same number of phases. It is worthwhile to review the structure given in table 5.15 to get a better understanding of the differences in phases and how they are grouped under common stages.

Table 5.15 : The Structure of the Analysis

	Research	IT	Banking
Pre-sales Involvement (pg1)	• Awareness of the Need • Search/Contacting • RFP Preparation • RFP Review	• Awareness of the need • Search/Contacting • RFP Preparation • Structuring the Solution	• Awareness of the need • Request for proposal • Proposal review
Engagement Involvement (pg2)	• Decision Making • Contract • Kick-off	• Decision Making • Contract • Financing • Ordering or Kick-off	• Decision making • Contract • Provision of the loan • Start of payment
After-sales Involvement (pg3)	• Research Design • Field Research • Analysis • Reporting • Presentation/ Support	• Training • Help Seeking • Upgrade/Repair/ Maintenance • Disposal	• Help seeking • Closing the credit line

The regression models in the next paragraphs are all based on the regression equation given below:

$$Y = b_0 + b_1pg1 + b_2pg2 + b_3pg3 + e \quad (5.1)$$

where Y : Business performance (analysis for both subjective and objective performance are provided)

pg1 : Involvement during the pre-sales stage

pg2 : Involvement during the engagement stage

pg3 : Involvement during the after-sales stage

e : Error term.

The acronyms suPerf and obPerf designate subjective performance and objective performance, respectively while pg and pw designate involvement and weighted involvement, respectively.

It should also be mentioned that the assumptions for regression that the outcome be continuous, predictors be dichotomous or continuous, non-zero variance of predictors, linearity and independence holds true for all the models. Assumptions such as multi-collinearity, homoscedasticity, normal distribution and independence of errors are checked and given when there is a need to indicate.

Before providing the analysis for each sector, the aggregate analysis with subjective performance (suPerf) as the dependent variable in model 1 and objective performance as (obPerf) the dependent variable in model 2 are given below. The

predictors for both models are pre-sales involvement, engagement involvement and after-sales involvement designated by pg1, pg2 and pg3, respectively.

Table 5.16 : Model Summary – Aggregate Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.935a	0.874	0.870	0.204127
2	.733a	0.537	0.520	9.27506
a. Predictors: (Constant). pg3. pg1. pg2 1. Subjective performance as dependent variable 2. Objective performance as dependent variable				

Table 5.17 : ANOVA – Aggregate Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.667	3	8.222	197.331	0.000 a
	Residual	3.542	85	0.042		
	Total	28.209	88			
2	Regression	8169,735	3	2723,245	31,656	0.000 a
	Residual	7054,193	82	86,027		
	Total	15223,928	85			

In the multiple regression analysis given in table 5.16, the model summary shows that the regression model 1 explains 87% of the variation in subjective performance ($R=0.935$, $\text{Adj.}R^2=0.87$). The ANOVA in table 5.17 shows that the regression equation of model 1 is statistically significant with $F(3,85)=197$ and $p<0.001$. Model 1 in table 5.18 indicates that all three predictors namely; pre-sales (pg1, $\text{St.}\beta=0.478$, $p=0.000$), engagement (pg2, $\text{St.}\beta=0.370$, $p=0.000$) and after-sales efforts (pg3, $\text{St.}\beta=0.167$, $p=0.005$) were identified to have significant unique relationships with subjective performance in this study.

Correlations of all subjective and objective cases except the weighted involvements are all summarized in the tables 5.28 and 5.29 in this subsection following the regression analyses. Correlations among the study variables in Table 5.28 reveal that all three predictors were significantly correlated with the dependent variable, subjective performance. Of those variables, pre-sales involvement shows the strongest correlation (pg1, $r=0.884$) followed by engagement involvement (pg2, $r=0.885$) and after-sales involvement (pg3, $r=0.743$).

Tolerance statistics computed for each weighted variable was in the range of 0.24 to 0.44, indicating some potential multi-collinearity problems.

The regression analysis showed all dimensions having significant and unique relationships with subjective performance and the correlations were observed to be

high. So the null hypothesis is rejected in favor of the alternative hypothesis Hypothesis 1a that is fully supported by the findings.

Aggregate involvement measured by the three stages of the buying process is significantly related to the subjective performance within the scope of this study. This result could mean that the companies operating in a business to business services context would reap the benefits (in terms of the indicated subjective business measures) of investing in their customers' decision processes in all three stages of their decision processes. It is apparent that pre-sales involvement has the highest impact on a change in subjective performance. As pre-sales involvement increases by one standard deviation, the mean subjective performance value will increase by almost half of a standard deviation. The interpretations of the results are further discussed in the next chapter.

Table 5.18 : Coefficients – Aggregate Results

Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	T	Sig.
1	(Constant)	0.133	0.161		0.826	0.411
	pg1	0.415	0.058	0.478	7.17	0.000
	pg2	0.408	0.087	0.370	4.712	0.000
	pg3	0.181	0.063	0.167	2.875	0.005
2	(Constant)	-40.439	7.326		-5.52	0.000
	pg1	6.802	2.643	0.337	2.573	0.012
	pg2	13.874	3.973	0.541	3.492	0.001
	pg3	-3.938	2.881	-0.156	-1.367	0.175

In the multiple regression analysis of model 2 given in table 5.17, the regression equation for the three stages predicting subjective performance was statistically significant with $F(3,82) = 31$, $p < 0.001$ and it explains 53% of the variance in objective performance ($R=0.733$, $\text{Adj.}R^2=0.520$).

Model 2 in table 5.18 indicates that the predictors pre-sales (pg1, St.beta= 0.337, $p=0.012$), engagement (pg2, St.beta= 0.541, $p=0.001$) were identified to have significant unique relationships with objective performance in this study, however, the after sales involvement does not have a significant relationship with the objective performance ($p > 0.05$).

Correlation values among the study variables in table 5.29 reveal that all three predictors were significantly correlated with the dependent variable, objective performance. Of those variables, engagement showed the strongest correlation (pg2, $r=0.700$) followed by pre-sales (pg1, $r=0.682$) and after-sales efforts (pg3,

$r=0.461$). Tolerance statistics computed for each weighted variable was in the range of 0.24 to 0.44, indicating some level of potential multi-collinearity problems.

Although the three predictors are significantly correlated with mean objective performance as well as the fact that there exists a significant unique relations between presales involvement against objective performance and engagement involvement against objective performance the results were not sufficient to support the hypothesis

Since the results of the regression with all three involvement variables failed to reject the null hypothesis, Hypothesis 2a is partially supported.

It could be said that in the selected services industries and business to business setting, it is not possible to relate the after-sales involvement with objective performance of the company. However, there is a significant relationship when it comes to pre-sales and engagement involvement. It is seen that engagement involvement has a higher impact on a change in objective performance compared to the pre-sales involvement. As engagement involvement increases by one standard deviation, the mean subjective performance value will increase by around 54% of a standard deviation.

Analysis tables for subjective and objective performance with weighted variables for the aggregate results are provided in the Appendix D, in tables D.1 through D.8. Correlations among the study variables for subjective performance reveal that all three predictors were significantly correlated with the dependent variable, subjective performance. Of those variables, engagement showed the strongest correlation (pw2, $r=0.772$) followed by pre-sales (pw1, $r=0.766$) and after sales (pw3, $r=0.703$) all with $p < 0.001$. Correlations among the study variables for objective performance, on the other hand, reveal that after-sales shows medium correlation (pw3, $r=0.436$) while pre-sales efforts (pw1, $r=0.534$) and engagement (pw2, $r=0.575$) show high correlation all with $p < 0.001$.

In the multiple regression analysis, the regression equation for the three stages predicting subjective performance with weighted variables was statistically significant with $F(3,85) = 49$, $p < .001$ and it explains 63% of the variance in subjective performance ($R=0.796$, $\text{Adj.}R^2=0.621$). Model 9 for subjective performance with weighted variables indicates that pre-sales (pw1, $\text{St.}\beta=0.359$, $p=0.019$) show a significant unique relationship while engagement (pw2, $\text{St.}\beta=0.292$, $p=0.095$) and after-sales efforts (pw3, $\text{St.}\beta=0.190$, $p=0.10$) did not show a significant unique relationship with objective performance at $p<0.05$ level.

Tolerance statistics computed for each weighted variable was in the range of 0.14 to 0.32, indicating potential multi-collinearity problems.

Although the correlations were observed to be high, the regression analysis showed that only one of the weighted dimensions had significant and unique relationship with subjective performance. It should also be noted that there might be not a serious but a potential problem due to multi-collinearity.

It is failed to reject the null hypothesis in favor of Hypothesis 1b; only a partial support is attained.

The regression equation for the three stages predicting objective performance with weighted variables was statistically significant with $F(3,82) = 14$, $p < .001$ and it explains only 34% of the variance in objective performance ($R=0.581$, $\text{Adj.}R^2=0.313$). Model 10 for objective performance indicates that only engagement (pw3, St.beta= 0.596, $p=0.015$) showed a significant unique relationship with objective performance in this study. Pre-sales (pw1, St.beta= 0.094, $p=0.651$) and after-sales (pw3, St.beta= -0.127, $p=0.429$) stages do not have significant relationships with the objective performance.

Although the correlations were observed to range between moderate to high, the regression analysis showed that only one of the weighted dimensions had significant and unique relationship with objective performance. It should also be noted that there might be not a serious but a potential problem due to multicollinearity.

The Hypothesis 2b is rejected in favor of the null hypothesis; however a partial support is obtained with one significant independent variable.

Following the regression analysis for the aggregated weighted data, it is worthwhile to note that the idea behind incorporating weights was to make sure that the perception of the respondent regarding the importance of each stage is reflected to the aggregate involvement values. The involvement is recalculated and a weighted involvement resulted that contains the perceived importance of each stage of the decision process. It could be stated that there is not a significant relationship between the involvement that is recalculated that includes the perceived importance of each stage of the decision process and the unweighted measures of the study. This could be due to the fact that there may be discrepancies between the perceived importance of each stage and the observed effect of emphasis of one stage on the unweighted performance variable. In order to further understand this subject, a further comparison is provided in section 5.10.

5.8.1 Research Sector

The result of the analysis with subjective and objective performance as the dependent variables for the research sector is given by two models in the tables below. In the multiple regression analysis in table 5.19 and 5.20, the regression equation for the three stages predicting subjective performance was statistically significant with $F(3,24) = 78$, $p < .001$ and it explains 91% of the variance in subjective performance ($R=0.953$, $\text{Adj.}R^2=0.896$).

Model 3 in table 5.21 indicates that only one predictor namely; pre-sales (pg1, $\text{St.}\beta= 0.484$, $p < 0.01$) was identified to have significant unique relationship with subjective performance in this study. After-sales involvement (pg3, $\text{St.}\beta= 0.185$, $p=0.10$) and engagement involvement (pg2, $\text{St.}\beta= 0.320$, $p = 0.07$) doesn't have a significant relationship with the subjective performance at $p < 0.05$ level. Correlations among the study variables in table 5.28 reveal that all three predictors were significantly correlated with the dependent variable, subjective performance. Of those variables, pre-sales showed the strongest correlation (pg1, $r=0.935$) followed by engagement (pg2, $r=0.923$) and after-sales efforts (pg1, $r=0.866$).

Tolerance statistics was computed for each variable to determine if multi-collinearity might exist among the predictor variables of the research sector analysis. The tolerance was in the range of 0.21 to 0.25, indicating some level of multi-collinearity present in the data.

Although the correlations were observed to be high, the regression analysis showed that only one of the dimensions had significant and unique relationships with subjective performance. *It is not possible to reject the null hypothesis in favor of Hypothesis 1c fully; thus, Hypothesis 1c is partially supported.*

Table 5.19 : Model Summary – Research Sector Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
3	.953a	0.908	0.896	0.18179
4	.879a	0.772	0.744	5.3264
Predictors: (Constant). pg3. pg1. pg2				
Dependent Variable: suPerf				
Dependent Variable: obPerf				

Table 5.20 : ANOVA – Research Sector Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
3	Regression	7.785	3	2.595	78.527	.000a
	Residual	0.793	24	0.033		
	Total	8.579	27			
4	Regression	2307.284	3	769.095	27.109	.000a
	Residual	680.885	24	28.37		
	Total	2988.17	27			

Table 5.21 : Coefficients – Research Sector Results

Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients Beta	T	Sig.
3	(Constant)	0.043	0.233		0.184	0.856
	pg1	0.489	0.168	0.484	2.909	0.008
	pg2	0.323	0.17	0.32	1.894	0.070
	pg3	0.21	0.141	0.185	1.486	0.100
4	(Constant)	-45.672	6.839		-6.678	0.000
	pg1	7.519	4.927	0.398	1.526	0.104
	pg2	0.513	4.991	0.027	0.103	0.919
	pg3	10.386	4.134	0.49	2.512	0.019

In the multiple regression analysis given in table 5.20, the regression equation for the three stages predicting objective performance was statistically significant with $F(3,24) = 27$, $p < .001$ and it explains 77% of the variance in subjective performance ($R=0.879$, $\text{Adj.}R^2=0.744$).

Model 4 in table 5.21 indicates that only after-sales (pg3, St.beta= 0.490, $p=0.019$) showed a significant unique relationship with objective performance in this study. Pre-sales (pg1, St.beta= 0.398, $p=0.104$) and engagement involvement (pg2, St.beta= 0.027, $p=0.9$) do not have significant relationships with the objective performance. Correlations among the study variables in table 5.29 reveal that all three predictors were significantly correlated with the dependent variable, objective performance. Of those variables, after-sales showed the strongest correlation (pg3, $r=0.850$) followed by pre-sales efforts (pg1, $r=0.838$) and engagement (pg2, $r=0.811$) all with $p < 0.001$.

Although the correlations were observed to be high, the regression analysis showed that only one of the dimensions had significant and unique relationships with subjective performance. *Thus, it is not possible to reject the null hypothesis in favor of Hypothesis 2c fully, only partial support is obtained.*

Analysis tables for subjective and objective performance with weighted variables for the research sector are provided in Appendix D, in tables D.9 through D.16. Correlations among the study variables for subjective performance reveal that all three predictors were significantly correlated with the dependent variable, subjective performance. Of those variables, pre-sales showed the strongest correlation (pw1, $r=0.934$) followed by engagement efforts (pw2, $r=0.916$) and after sales (pw3, $r=0.868$) all with $p < 0.001$. Correlations among the study variables for objective performance reveal that all three predictors were significantly correlated with the dependent variable, objective performance. Of those variables, after-sales showed the strongest correlation (pw3, $r=0.857$) followed by pre-sales efforts (pw1, $r=0.831$) and engagement (pw2, $r=0.802$) all with $p < 0.001$.

In the multiple regression analysis, the regression equation for the three weighted stages predicting subjective performance was statistically significant with $F(3,24) = 76$, $p < .001$ and it explains 90% of the variance in subjective performance ($R=0.951$, $\text{Adj.}R^2=0.893$). Model 11 in tables D.9 through D.11 for subjective performance indicates that pre-sales (pw1, $\text{St.}\beta=0.496$, $p=0.007$) showed a significant unique relationship with objective performance in this study. Engagement (pw2, $\text{St.}\beta=0.292$, $p=0.089$) and after-sales efforts (pw3, $\text{St.}\beta=0.201$, $p=0.121$) do not have a significant relationship with the subjective performance. Tolerance statistics was computed for each variable to determine if multi-collinearity might exist among the predictor variables of the research sector analysis. The tolerance was in the range of 0.14 to 0.25, indicating potential multi-collinearity problems.

The regression analysis showed that only one of the dimensions had significant and unique relationships with subjective performance. Thus, it is not possible to reject the null hypothesis in favor of Hypothesis 1d fully; only a partial support is obtained.

The regression equation for the three stages predicting objective performance with weighted variables in the research sector was statistically significant with $F(3,24) = 27$, $p < .001$ and it explains 77% of the variance in objective performance ($R=0.879$, $\text{Adj.}R^2=0.744$). Model 12 given in tables D.14 to D.16 for objective performance indicates that only after-sales (pw3, $\text{St.}\beta=0.532$, $p=0.011$) showed a significant unique relationship with objective performance in this study. Pre-sales (pw1,

St.beta= 0.338, p=0.207) and engagement stages (pw2, St.beta= 0.044, p=0.864) do not have significant relationships with the objective performance.

Tolerance statistics was computed for each variable to determine if multi-collinearity might exist among the predictor variables of the research sector analysis. The tolerance was in the range of 0.14 to 0.25, indicating potential multi-collinearity problems. Although high correlations between the weighted stages and objective performance were observed, it was not possible to conclude that the beta values for the pre-sales and engagement stage were significantly different from zero.

For both reasons given, it is not possible to reject the null hypothesis in favor of Hypothesis 2d fully; only a partial support is obtained.

5.8.2 IT Sector

The result of the IT sector analysis with subjective and objective performance as the dependent variables is given in the tables 5.22, 5.23 and 5.24 below.

Table 5.22 : Model Summary – IT Sector Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
5	.929a	0.864	0.847	0.209
6	.601a	0.361	0.274	6.1711
a. Predictors: (Constant). pg3. pg1. pg2 5. Dependent Variable: suPerf 6. Dependent Variable: obPerf				

Table 5.23 : ANOVA – IT Sector Results

Model		Sum of Squares	df	Mean Square	F	Sig.
5	Regression	6.88	3	2.293	52.73	0.000a
	Residual	1.087	25	0.043		
	Total	7.968	28			
6	Regression	473.975	3	157.992	4.149	0.018a
	Residual	837.804	22	38.082		
	Total	1311.779	25			

Table 5.24 : Coefficients – IT Sector Results

Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients Beta	T	Sig.
5	(Constant)	-0.021	0.344		-0.06	0.952
	pg1	0.306	0.111	0.356	2.767	0.010
	pg2	0.285	0.183	0.233	1.558	0.132
	pg3	0.44	0.152	0.409	2.89	0.008
6	(Constant)	-14.749	10.234		-1.441	0.164
	pg1	2.372	3.296	0.212	0.719	0.479
	pg2	4.623	5.676	0.294	0.815	0.424
	pg3	1.914	4.815	0.135	0.398	0.695

In the multiple regression analysis given in table 5.22, the regression equation for the three stages predicting subjective performance in the IT sector was statistically significant with $F(3,25) = 52$, $p < .001$ and it explains 86% of the variance in subjective performance ($R=0.929$, $\text{Adj.}R^2=0.847$).

Model 5 in tables 5.23 and 5.24 indicates that the predictors pre-sales (pg1, St.beta= 0.356, $p=0.010$), after-sales (pg3, St.beta= 0.409, $p=0.008$) were identified to have significant unique relationships with subjective performance in this study with $p < 0.05$. However, the engagement stage does not have a significant relationship with the subjective performance at $p < 0.05$. Correlations among the study variables in table 5.28 revealed that all three predictors were significantly correlated with the dependent variable, subjective performance. Of those variables, after-sales showed the strongest correlation (pg3, $r=0.877$) followed by engagement (pg2, $r=0.858$) and pre-sales efforts (pg1, $r=0.856$) all with $p < 0.001$. Tolerance statistics were computed for each variable to determine if multi-collinearity might exist among the predictor variables of the IT sector analysis. The tolerance was in the range of 0.24 to 0.33, indicating not much presence of multi-collinearity problems.

Although the three predictors are significantly correlated with mean subjective performance as well as the fact that there exists significant unique relations between presales involvement against subjective performance and after-sales involvement against objective performance the results were not sufficient to support the hypothesis.

The results of the regression with three involvement variables failed to reject the null hypothesis in favor of the alternative hypothesis. Hypothesis 1e gets a partial support.

Due to the missing values in the data, 3 responses were removed from the sample gathered for the analysis of objective performance as the dependent variable for the IT sector. Correlations among the study variables in table 5.29 revealed that all three predictors were correlated with the dependent variable, objective performance. Among those, pg2 has the highest correlation with $r = 0.579$ ($p = 0.001$). The other two variables pg1 and pg3 have high correlations with $r = 0.551$ ($p < 0.05$) and $r = 0.549$ ($p < 0.05$), respectively.

It is observed in the multiple regression analysis provided in table 5.23 that the regression equation for the three stages predicting objective performance was statistically significant with $F(3,22) = 4.1$, $p < 0.05$ and it explains only 36% of the variance in objective performance ($R=0.601$, $\text{Adj.}R^2=0.274$).

Model 6 in table 5.24 indicates that none of the predictors has significant unique relationship with the objective performance. *It is not possible to reject the null hypothesis in favor of Hypothesis 2e.*

Analysis tables for subjective and objective performance with weighted variables for the IT sector are provided in the Appendix D in tables D.17 through D.24. Correlations among the study variables for subjective performance reveal that all three predictors were significantly correlated with the dependent variable, subjective performance. Of those variables, after-sales showed the strongest correlation (pw3, $r=0.875$) followed by engagement efforts (pw2, $r=0.868$) and pre-sales (pw1, $r=0.859$) all with $p < 0.001$. Correlations among the study variables for objective performance reveal that the predictors were correlated with the dependent variable, objective performance. Among those, pg3 has a high correlation with $r = 0.545$ ($p < 0.005$). The other two variables pg1 and pg2 have medium correlations with $r = 0.497$ ($p < 0.05$) and $r = 0.471$ ($p < 0.005$), respectively.

In the multiple regression analysis, with weighted variables, the regression equation for the three stages predicting subjective performance was statistically significant with $F(3,25) = 54.1$, $p < .001$ and it explains 87% of the variance in subjective performance ($R=0.931$, $\text{Adj.}R^2=0.851$). Model 13 for subjective performance indicates that pre-sales (pw1, $\text{St.}\beta= 0.36$, $p=0.009$) and after-sales efforts (pw3, $\text{St.}\beta= 0.374$, $p=0.015$) showed a significant unique relationship with objective performance in this study. Engagement (pw2, $\text{St.}\beta= 0.264$, $p=0.094$) does not have a significant relationship with subjective performance at $p < 0.05$ level. Tolerance statistics was computed for each variable to determine if multi-collinearity

might exist among the predictor variables. The tolerance was in the range of 0.23 to 0.33, indicating some presence of potential multi-collinearity problems.

Although there are significant unique relations between pre-sales involvement against objective performance and after-sales involvement against objective performance, the results were not sufficient to support the hypothesis.

Since the results of the regression with three involvement variables failed to reject the null hypothesis, Hypothesis 1f finds a partial support.

The regression equation for the three weighted stages predicting objective performance with weighted variables was statistically significant with $F(3,25) = 4$, $p < .05$ and it explains only 31% of the variance in objective performance ($R=0.560$, $\text{Adj.}R^2=0.231$). Model 14 for objective performance indicates that none of the variables have a significant relationship with the objective performance at the level $p < 0.10$.

So, it was not possible to reject the null hypothesis in favor of Hypothesis 2f.

5.8.3 Banking Sector

The results of the banking sector analysis with subjective and objective performance as the dependent variable are given in tables 5.25 through 5.27. Correlations among the study variables in table 5.28 reveal that all three predictors were significantly correlated with the independent variable, subjective performance. Of those variables, engagement showed the strongest correlation (pg2, $r=0.816$) followed by after-sales efforts (pg3, $r=0.684$) and pre-sales (pg1, $r=0.669$) all at the level $p < 0.001$.

In the multiple regression analysis provided in table 5.25 and 5.26, the regression equation for the three stages predicting subjective performance was statistically significant with $F(3,28) = 39$, $p < 0.004$ and it explains 81% of the variance in subjective performance ($R=0.898$, $\text{Adj.}R^2=0.785$). Model 7 in table 5.27 indicates that pre-sales (pg1, $\text{St.}\beta= 0.313$, $p < 0.005$), engagement (pg2, $\text{St.}\beta= 0.451$, $p < 0.05$) and after-sales (pg3, $\text{St.}\beta= 0.334$, $p < 0.005$) were identified to have significant unique relationships with subjective performance in this study.

Tolerance statistics was computed for each variable to determine if multi-collinearity might exist among the predictor variables of the banking sector analysis. The tolerance was in the range of 0.51 to 0.68, indicating no presence of multi-collinearity problems.

The regression analysis showed all dimensions having significant and unique relationships with subjective performance and the correlations were observed to be high so the null hypothesis is rejected in favor of Hypothesis 1g.

Table 5.25 : Model Summary – Banking Sector Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
7	.898a	0.806	0.785	0.159404
8	.770a	0.593	0.55	10.03071
a. Predictors: (Constant). pg3. pg1. pg2 7. Dependent Variable: suPerf 8. Dependent Variable: obPerf				

Table 5.26 : ANOVA – Banking Sector Results

Model		Sum of Squares	df	Mean Square	F	Sig.
7	Regression	2.951	3	0.984	38.709	0.000a
	Residual	0.711	28	0.025		
	Total	3.662	31			
8	Regression	4111.636	3	1370.545	13.622	0.000a
	Residual	2817.221	28	100.615		
	Total	6928.857	31			

Table 5.27 : Coefficients – Banking Sector Results

Model		Unstandardized Coefficients	Std. Error	Standardized Beta Coefficients	T	Sig.
7	(Constant)	0.906	0.303		2.99	0.006
	pg1	0.229	0.074	0.313	3.096	0.004
	pg2	0.387	0.1	0.451	3.868	0.001
	pg3	0.233	0.07	0.334	3.3	0.003
8	(Constant)	-87.092	19.075		-4.566	0.000
	pg1	8.678	4.653	0.272	1.865	0.073
	pg2	22.229	6.296	0.596	3.53	0.001
	pg3	-0.692	4.435	-0.023	-0.156	0.877

Correlations among the study variables in table 5.29 revealed that two predictors namely; pre-sales (pg1, $r=0.602$) and engagement (pg2, $r=0.736$) were significantly correlated with the dependent variable, objective performance and the after-sales stage (pg3, $r=0.398$) showed medium correlation.

In the multiple regression analysis, the regression equation for the three stages predicting objective performance was statistically significant with $F(3,28)=13.6$, $p < .001$ and it explains 59% of the variance in subjective performance ($R=0.770$, $\text{Adj.}R^2=0.550$).

Model 8 in table 5.27 indicates that the only predictor namely; engagement (pg2, St.beta= 0.596, p=0.001) was identified to have a significant unique relationship with objective performance in this study. However, it is observed that there was not enough evidence to prove the relationship between after-sales efforts against objective performance and pre-sales efforts against objective performance.

Moderate correlations were observed between first two stages and objective performance. A high correlation was observed between after-sales and objective performance. However, it was not possible to conclude that the beta values were significantly different from zero.

For this reason, it is not possible to reject the null hypothesis in favor of Hypothesis 2g fully; only a partial support is given.

Analysis tables for subjective and objective performance with weighted variables for the banking sector are provided in Appendix D, in tables D.25 through D32. Correlations among the study variables revealed that no predictors were significantly correlated with the dependent variables, subjective performance and objective performance.

Due to this reason, for both Hypothesis 1h and 2h it is not possible to reject the null hypotheses in favor of the alternative hypotheses.

Correlations of all subjective and objective cases except the weighted involvements are summarized in the tables 5.28 and 5.29. It is observed that the resulting correlations were either high or medium except the two cases of the banking sector with weighted involvement.

The correlations presented in this subsection as well as those provided in the appendix are summarized in two summary tables. The first summary table, table 5.30, provides the degree of correlation of the predictors with the dependent variables. The second table, table 5.31, provides the significance of the coefficients in the regression model. The R^2 values of the models and those stages that are significant are given in the table.

Table 5.28 : Correlations – Subjective Performance as Dependent Variable

		Aggregate suPerf	Research suPerf	IT suPerf	Bank suPerf
Pearson Correlation	suPerf	1	1	1	1
	pg1	0.884	0.935	0.856	0.669
	pg2	0.885	0.923	0.858	0.816
	pg3	0.743	0.866	0.877	0.684
Sig. (1-tailed)	suPerf	.	.	.	.
	pg1	0.000	0.000	0.000	0.000
	pg2	0.000	0.000	0.000	0.000
	pg3	0.000	0.000	0.000	0.000

Table 5.29 : Correlations – Objective Performance as Dependent Variable

		Aggregate obPerf	Research obPerf	IT obPerf	Bank obPerf
Pearson Correlation	obPerf	1	1	1	1
	pg1	0.682	0.838	0.551	0.602
	pg2	0.700	0.811	0.579	0.736
	pg3	0.461	0.857	0.549	0.398
Sig. (1-tailed)	obPerf	.	.	.	.
	pg1	0.000	0.000	0.002	0.000
	pg2	0.000	0.000	0.001	0.000
	pg3	0.000	0.000	0.002	0.012

Table 5.30 : Summary of Correlations

	Aggregate	Research	IT	Bank
Involvement vs Subjective Perf.	High	High	High	High
Weighted Involvement vs Subjective Perf.	High	High	High	No
Involvement vs Objective Perf.	High - Medium	High	High	High - Medium
Weighted Involvement vs Objective Perf.	High - Medium	High	High - Medium	No

Table 5.31 : A Summary of Results on Regression Analyses

	Involvement vs Subjective Perf.	Involvement vs Objective Perf.	Weighted Involvement vs Subjective Perf.	Weighted Involvement vs Objective Perf.
Aggregate	Model 1 ($R^2=.87$) -Pre-sales -Engagement -After-sales	Model 2 ($R^2=.54$) -Pre-sales -Engagement	Model 9 ($R^2=.63$) -Pre-sales	Model 10 ($R^2=.34$) -Engagement
Research	Model 3 ($R^2=.91$) -Pre-sales	Model 4 ($R^2=.77$) -After-sales	Model 11 ($R^2=.91$) -Pre-sales	Model 12 ($R^2=.77$) -After-sales
IT	Model 5 ($R^2=.86$) -Pre-sales -After-sales	Model 6 ($R^2=.36$) None	Model 13 ($R^2=.87$) -Pre-sales -After-sales	Model 14 ($R^2=.38$) None
Bank	Model 7 ($R^2=.81$) -Pre-sales -Engagement -After-sales	Model 8 ($R^2=.59$) -Engagement	Model 15 ($R^2=.01$) None	Model 16 ($R^2=.08$) None

5.9 Analysis of Low and High Involvement Groups: Discriminant Analysis

In order to understand whether there was a significant difference between low and high involved companies in terms of different dimensions of business performance, a discriminant analysis was carried on the total sample. The grouping variable was the criteria whether the involvement was high or low using a cut-off score of 3.64. So, the sample was grouped into two sets by creating a dichotomous variable with categories as low and high involvement. The independent variables were taken as overall performance (overallP), relative performance (relP), relative change in share of market (relSOMCh), new services introduced relative to the competition (relNewServ), relative profitability (relProfit), relative income (relInc), relative customer satisfaction (relCustSat), relative change in business with current customers (relBizwCurrCu), high quality service perception by customers (CusAsServ). It should be noted that all independent variables were entered into the model together.

Table 5.32 : Coefficients – Tests of Equality of Group Means

	Low Inv. Gr. Means	High Inv. Gr. Means	Wilks' Lambda	F	df1	df2	Sig.
overallIP	3.43	4.09	0.846	15.827	1	87	0.000
relIP	3.50	4.26	0.79	23.163	1	87	0.000
relSOMCh	3.46	4.07	0.852	15.085	1	87	0.000
relIncCh	3.24	4.12	0.786	23.693	1	87	0.000
relNewServ	3.35	4.16	0.792	22.812	1	87	0.000
relProfit	3.30	4.12	0.793	22.698	1	87	0.000
relInc	3.33	4.05	0.824	18.579	1	87	0.000
relCustSat	3.78	4.26	0.889	10.821	1	87	0.001
relBizwCurrCu	3.93	4.30	0.947	4.848	1	87	0.030

In table 5.32, the results of univariate ANOVA's, for each independent variable are given. Here, all the variables differ for the two groups as high and low involvement with significances at $p < 0.05$. As expected, group means of all performance variables in the high involvement group are observed to be significantly higher compared to the group means of those in the low involvement group.

Eigenvalue and canonical correlation as well as Wilk's lambda are given in table 5.33. The eigenvalue indicates the proportion of variance explained, that is the between-groups sums of squares divided by within-groups sums of squares. A large eigenvalue would be interpreted as a strong discriminant function (Churchill and Iacobucci, 2005). The current value of 0.616 would not mean a very strong function. The canonical correlation between the discriminant scores and the levels of the dependent variable is 0.617. A high correlation would indicate a function that discriminates well. It could be said that the resulting value of 0.617 is not extremely high.

In order to investigate the proportion of the total variance in the discriminant scores not explained by differences among groups, Wilk's lambda that is the ratio of within-groups sums of squares to the total sums of squares is utilized. A lambda of 0.619 is observed. A lambda of 1.00 occurs when observed group means are equal (all the variance is explained by factors other than difference between those means), while a small lambda occurs when within-groups variability is small compared to the total variability. A small lambda indicates that group means appear to differ. The associated significance value indicates whether the difference is significant (Churchill and Iacobucci, 2005). Here, the lambda of 0.619 has a significant value (Sig. = 0,000); thus, the group means appear to differ.

It could be concluded that the null hypothesis is rejected in favor of Hypothesis 4 that states that differences between companies exist that have low and high involvement in their customer's processes.

Table 5.33 : Summary of Canonical Discriminant Functions

Eigenvalues				
Function	Eigenvalue	% of Variance	Cumulative %	Canonical Correlation
1	0.616a	100	100	0.617
Wilks' Lambda				
Test of Function(s)	Wilks' Lambda	Chi-square	Df	Sig.
1	0.619	39.605	9	0.000
a. First 1 canonical discriminant functions were used in the analysis.				

Table 5.34 presents the classification results of the predicted group memberships. A cross validation is done only for those cases in the analysis. In cross validation, each case is classified by the functions derived from all cases other than that case. It could be observed from the analysis that 83.1% (74 divided by 89) of original grouped cases were correctly classified and 78.7% (70 divided by 89) of cross-validated grouped cases were correctly classified. Compared to the proportional chance criterion of 50.0%, these results prove to be better than the chance result.

Table 5.34 : Classification Results

		Inv	Predicted Group Membership		Total
			1	2	
Original	Count	1	36	10	46
		2	5	38	43
	%	1	78.3	21.7	100
		2	11.6	88.4	100
Cross-validated	Count	1	34	12	46
		2	7	36	43
	%	1	73.9	26.1	100
		2	16.3	83.7	100

Table 5.35 : Discriminant Loadings Structure Table

	Function
	1
relIncCh	0.665
relP	0.657
relNewServ	0.652
relProfit	0.651
relInc	0.589
overallP	0.543
relSOMCh	0.530
relCustSat	0.449
relBizwCurrCu	0.301

It could be interpreted from table 5.35 that relative income change (relIncCh), performance relative to the competition (relP), new services launched relative to the competition (relNewServ) and relative profitability (relProfit) are the most important four variables and relative business with current customers (relBizwCurrCu) is the least important in differentiating low involvement from high involvement. The findings

here are worthwhile to consider when selecting the right performance indicators to measure the performance of the company in terms of its involvement in its customer's decision process. The findings here support the relevance of the performance indicators used in this study. The implications of the findings on this subject are further discussed in the conclusion chapter.

5.10 Comparison of Perceived Importance and Regression Results

In section 5.4, the weights of each stage by sectors were provided and a comparison among the three common stages; pre-sales, engagement and after-sales for each sector were given. Also, it is worthwhile to compare the perceived and observed weights and the weights among sectors. It could be said that, as the weights are the calculated mean values of importance stated by the respondents, the weights represent the average perceived importance of each stage for the corresponding sector. While the perceived weights are gathered by asking directly to the respondents, the observed weights are gathered from the regression analysis of each sector.

The standardized beta coefficients of each stage in the regression model are compared among each other as the observed importance for the respective sector. A comparison among the standardized regression coefficients by stages are provided in tables 5.36. The F-tests on equal regression coefficients show that standardized regression coefficient of after-sales involvement is significantly different from both pre-sales and engagement involvement. A higher involvement in pre-sales or engagement phases compared to the involvement in after-sales stage would result in a higher performance.

Also, a list of perceived importance values out of 100 is provided in table 5.37. The values are very close to each other which show that the respondents do not differentiate the importance between the stages. The differences among perceived importance values are not similar to the differences among observed importance values. This might imply a need to better understand the stages and their effects on performance from the perspective of the seller.

Table 5.36 : Comparison of Standardized Regression Coefficients

Variables	Standardized Regression Coefficients
Pre-sales Inv. (pg1)	0.478
Engagement Inv. (pg2)	0.370
After-sales Inv. (pg3)	0.167

Table 5.37 : Comparison of Perceived Importance

Stages	Ratios of Perceived Importance
Pre-sales Inv. (pg1)	32.6%
Engagement Inv. (pg2)	32.7%
After-sales Inv. (pg3)	34.7%

5.11 Involvement Maturity Map

The results provided in section 5.10 and the raw data are combined to develop a “maturity map” that depicts the involvement value of a company with the importance value of each stage. The resulting “map” given in figure 5.1 provides an understanding for the company regarding how mature it is in each phase. For the three stages in the figure, the value on the x-axis shows the involvement impact of each stage while the y-axis value shows the involvement degree on the respective stage. Observed weights of the aggregate data discussed in Section 5.10 are shown in the horizontal axis while the involvement values are shown in the vertical axis. A company that falls between the mean and the maximum involvement values in one of the stages could be interpreted as having a considerable level of understanding of its customer’s decision process. A company that exhibits the highest involvement value in one of the stages could be interpreted as having reached the involvement maturity at that stage. The results of the descriptive study show that there is not just one company that could exhibit the highest results in all the stages. The highest involvement scores come from three different companies. If there were such a company that owned highest results in all the three stages, we would say it exhibited the ideal situation in terms of achieving involvement maturity and is a benchmark to the companies in the business to business services sectors.

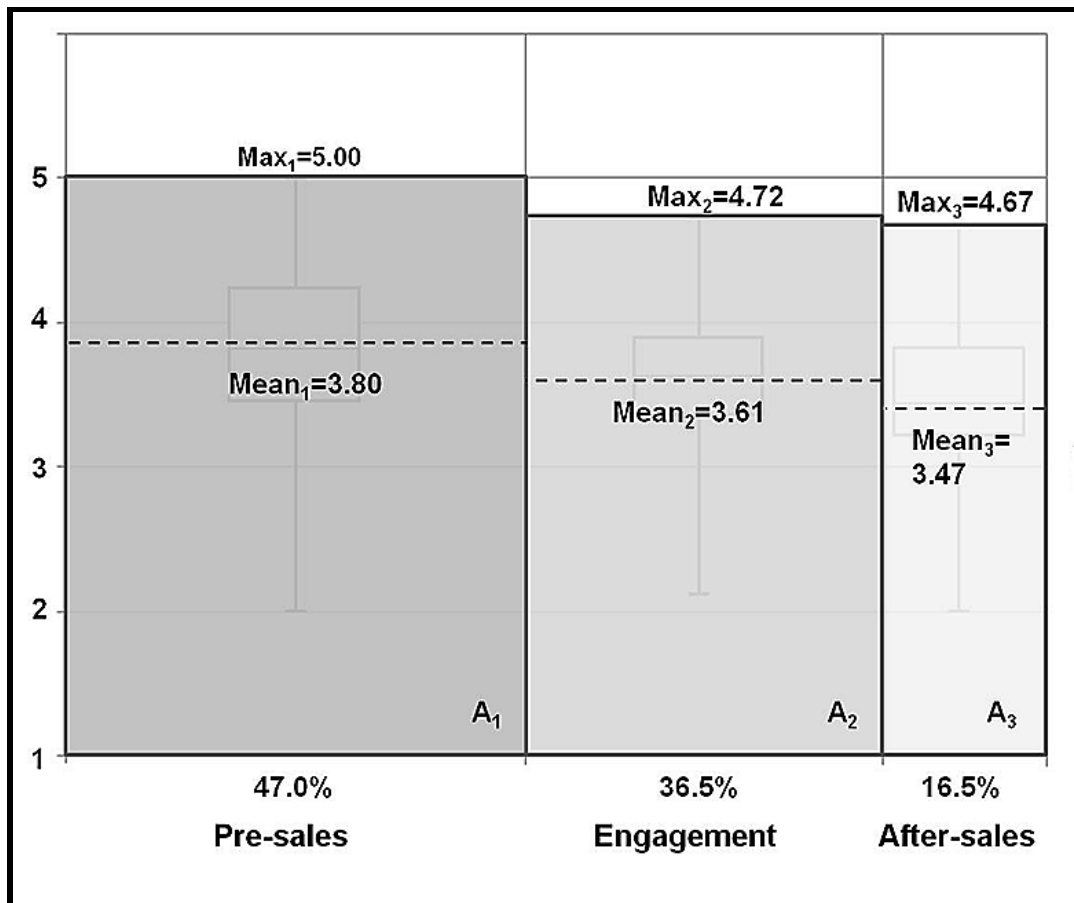


Figure 5.1 : Involvement Maturity Map for Aggregate Sample

It should also be noted that a company having the highest score in one of the stages compared to another company that has the highest score in one other stage does not necessarily achieve the same highest performance value. Depicting the weights and involvement in such a map comes into the picture at this point. The area under each stage denotes the performance attained from that stage at a given involvement level. If the involvement is as high as the maximum value, then the maximum attainable performance will be achieved from that stage, based on our definition, maturity will be reached on that stage. The sum of all three areas would give the highest performance score possible according to the model developed. When compared with the results of the descriptive study, this is just an ideal situation and none of the results match with such an ideal case.

In order to understand how this map could be utilized by managers, involvement values for two imaginary companies are developed. It is assumed that company x exhibited an average degree of involvement in the pre-sales stage ($I_{1x}=3.80$) while the average observed value ($I_{2x}=3.61$) in the engagement stage and maturity value ($I_{3x}=4.67$) which is the highest observed value in the after-sales stage. It is assumed that company y exhibited an above the average degree of involvement in the pre-

sales stage ($I_{1y}=4.50$) while the same involvement value ($I_{2y}=3.61$) with company x in the engagement stage and finally an average value ($I_{3y}=3.47$) in the after-sales stage. In the example, while company x shows the highest involvement level in one of the stages, company y has an above average value in pre-sales but no maturity in any of the stages.

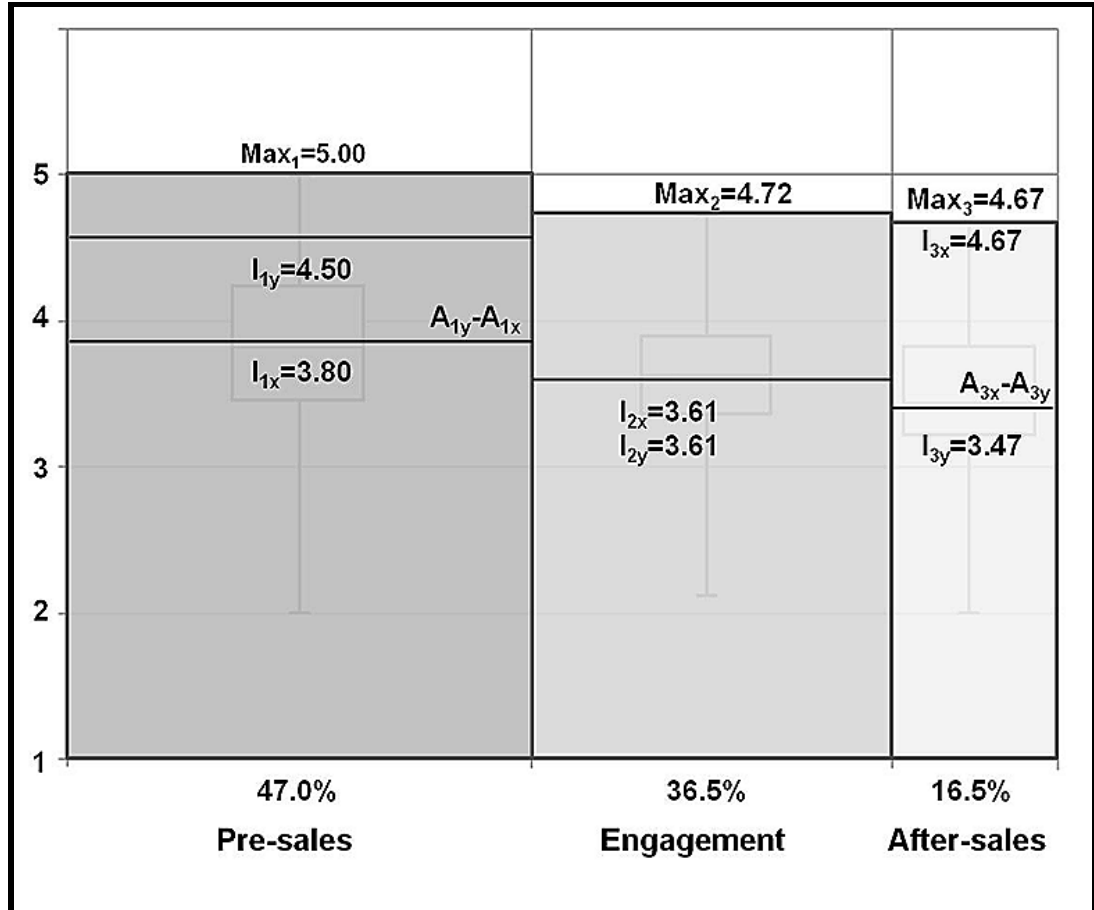


Figure 5.2 : An Example on the Involvement Maturity Map

It is seen that even though company x had a maturity level in the after-sales phase, company y still obtained a higher performance score with a difference of $4.102 - 4.028 = 0.078$. The difference between the performance scores could also be calculated by using the areas on figure 5.2. The difference of the areas in the pre-sales stage covered by company y and x is denoted by $A_{1y}-A_{1x}$. The difference of the areas covered by company y and x in the after-sales stage is denoted by $A_{3x} - A_{3y}$. The difference between those two values gives us the same score with the difference obtained with the performance scores. It could be concluded that even though the difference between the involvement scores of company y and x in after-sales ($4.67-3.47=1.20$) was considerably higher than the difference between the involvement scores of company y and x in pre-sales ($4.5-3.8=0.7$), it did not elevate company x sufficiently to achieve a higher performance than company y. This is due

to the effect of the difference of the observed weights, which are the coefficients in the equation.

The companies have the opportunity to improve their performances not only by simply increasing their efforts in overall involvement but also by reconsidering to put the same amount of their efforts in the right direction in an efficient manner. As seen in the given example, one point increase in involvement would mean different performance increases in different stages. If the companies have limited resources to dedicate to their involvement efforts – and usually this case holds true – they should select the efforts that have a higher leverage. In light of the results in section 5.10, we could conclude that an increase in efforts in the pre-sales stage would mean that the resources are utilized in the right manner as it is the most important stage in terms of the impact on the company's performance compared to the after-sales stage. The discussions on this topic as well as the ones in other sections are given in the next chapter.

6. DISCUSSION AND CONCLUSION

This chapter provides a discussion of the results presented in the previous chapter and it offers theoretical and managerial implications as well as research implications for further studies. This final chapter is divided into four sections. First, the discussion and theoretical implications of the findings are given. The second section describes those findings that are relevant for managers. The third section discusses the limitations of this study and the last section describes further opportunities that could be pursued concerning the study topics.

6.1 Discussion and Theoretical Implications

The study attempted to understand more deeply the extent to which companies in selected sectors became acquainted with their customers and to assess the relationship of their business performance with their involvement in customer decision process. As mentioned earlier, a process based approach was undertaken. The discussion and implications for that reason is based on the findings regarding this interaction; in other words the involvement in the decision process.

The descriptive statistics demonstrated that the mean aggregate scores of the overall involvement in customer's decision process were as high as 3.64 over 5. The involvement in the pre-sales stage was over this mean value (3.80) while the mean of engagement stage was close to the overall mean (3.61) and the after-sales stage had the lowest mean with 3.47. This pattern is valid for all sectors as well; that is, the pre-sales stages in all sectors exhibit the highest means while the after-sales stages exhibit the lowest. Among the three sectors, research sector had the lowest mean involvement (3.28) while the other two sectors had the same mean value of 3.79. Although the absence of previous studies in literature on this subject prevents comparisons of the mean scores, the observed overall mean score of 3.46 could be interpreted as a moderate to high score, per se. Due to the different characteristics, internal and external factors of the selected sectors, there is a discrepancy between the mean values. The research sector lowers the overall average with a low involvement value of 3.28.

Pursuant to the test of hypothesis 3, it was found that there was a significant difference between the mean involvement of research and IT as well as research and banking sectors.

The differences in the levels of involvement might be both due to the nature of involvement and it could also result from lack of resources such as human, technological and financial. Although these resources were not investigated exclusively in this study, it is not hard to state that the banking sector and IT sector have access to larger resources in terms of human, financial and technological resources than the companies in the research sector. Further research studies on this area could be conducted to clearly understand why levels of involvement are different among various sectors.

The first hypothesis attempted to investigate the relationship between involvement and subjective performance. The regression model with three dimensions, that were the stages of involvement, was significant at predicting subjective performance for involvement. At this point, we could conclude that the overall involvement measured by the three stages of the decision process is significantly and positively correlated to the subjective performance of the selected business to business services context. This result could be interpreted as such: the companies operating in a business to business services context would reap the benefits of investing in their customers' decision processes in all three stages, namely: pre-sales, engagement and after-sales. The benefits to be gained could be explained in: overall annual performance increase, increase in customer satisfaction, increase in business volume with current customers, high quality service perception by customers, overall performance increase, increase in share of market, increase in income, successful products, profitability and increase in total income relative to the closest competitors. It is also possible to state that emphasis on the pre-sales efforts would bring a higher performance result compared to the engagement stage.

When the perceived importance values of the involvement in each phase were employed in the regression model, it was observed that the after-sales involvement did not produce a significant relationship with subjective performance. When it was further investigated, there was either partial or no support for the relation between weighted involvement and subjective performance as well as weighted involvement and objective performance. This finding was interpreted that there existed a discrepancy between the perceived and observed importance of involvement phases. Subsequent to this finding, a comparison of perceived and observed importance values was undertaken. It was demonstrated that there existed

differences in both aggregate and sector levels. This would imply that the managers in those sectors have the opportunity to improve their performances not only by simply increasing their efforts in overall involvement but also by reconsidering to put the same amount of their efforts in the right direction and gain a higher leverage in achieving performance return in an efficient manner.

When the data is further drilled down, it is observed that high correlations between involvement and subjective performance resulted in all sectors. The regression analysis showed all dimensions having significant and unique relationships with subjective performance for the banking sector. In the research sector, the relationship of involvement in each stage was partially supported due to the fact that two of the dimensions, namely, engagement and after-sales stages were not proved to have significant and unique relationships with subjective performance at the level of $p < 0.05$. In the IT sector, one of the dimensions, namely, engagement stage was not proved to have significant and unique relationship with subjective performance at the level of $p < 0.05$. This finding suggested that engagement stage had redundant information with other predictors. We could conclude that the given statement in terms of involvement – subjective performance relationship holds true for aggregate findings and the banking sector. In order to come up with significant findings on the engagement stage of the research and IT sectors and the after-sales stage of the research sector, a revised descriptive study with a higher sample size or another exploratory study focusing especially on these stages could be employed.

While the regression analysis showed all weighted dimensions having significant and unique relationships with subjective performance and the correlations were observed to be high for research and IT sectors, the banking sector showed no correlation and there was no relationship between the weighted dimensions of banking and subjective performance. In the regression model with weighted involvement dimensions, due to the lack of significance, we could conclude that there exists a gap between the measured involvement – subjective performance relationship and the importance of the stages perceived by the managers. As stated before, a comparison was undertaken and implications for managers were brought into attention. As well as that, another exploratory study could be conducted to understand the root cause of those differences in observed importance and perceived importance.

The second hypothesis attempted to investigate the relationship between involvement and objective performance. The regression model with three stages

was significant at predicting objective performance for both normal and weighted involvement. However, not all three dimensions of involvement were found to have significant and unique relationships to the criteria, objective performance. For the first two stages, it was possible to observe significant and unique relationships with objective performance; however, for the after-sales stage, it was not possible to prove a significant relationship. The results for correlations showed a similar pattern with high correlations for the first two stages and moderate correlation for the last stage. Regarding the weighted involvement, although the overall regression model was significant at predicting objective performance, the first and last stages of involvement were found to not to have any significant relationships with objective performance. When the sectors were investigated, the regression model was significant at predicting objective performance only for the research sector. The models for the other two sectors were insignificant. Although the model for research sector was found to be significant, when the significance of independent variables was investigated, among the three stages, only after-sales stage was found to be significant. The results showed that using weights on involvement had produced no significant relationship with the objective performance. Regarding the results of the relation between involvement and objective performance, it is observed that the significance of coefficients were not sufficient in most of the cases. Unfortunately, based on the findings of the exploratory study, it was concluded that only percentage intervals should be used in the questionnaire when collecting the objective measures. Due to the fact that it was not possible to employ the real values, there was a variation involved. The results show that there is high to medium correlation between the stages and involvement both for overall and cases by sectors. However, the regression models present a lack of significance in one or more variables for both overall and cases by each sector. Although there is a medium to high correlation between involvement and objective performance, the insignificant values make it impossible to elaborate on the relation and weights.

The third hypothesis attempted to investigate the differences and similarities that existed in the decision process for each sector. For that, the differences between the means of each sector were investigated. It was concluded that the difference between the means of the involvement of research and IT sectors as well as the research and bank sectors were different enough with a significance of $p < 0.001$ (2-tailed). However, difference between the mean involvements of bank and IT sectors was minimal and the test was not significant. It could be concluded that the

involvement in research sector is significantly low compared to the involvement in bank and IT sectors.

With the tests of the fourth hypothesis, it was attempted to investigate if there was a significant difference between low and high involved companies in terms of different dimensions of business performance. Involvement score was taken as a category and being low or high involved was related with the independent variables namely; overall performance, relative performance, relative change in share of market, new services introduced relative to the competition, relative profitability, relative income, relative customer satisfaction and relative change in business with current customers. It was concluded that there was a significant difference between low and high involved companies in terms of all those mentioned dimensions of business performance. The associated significance value ($p < 0.001$) indicated that the difference between the means of all independent variables were significantly different in the two different categories. It could also be interpreted that new services launched relative to the competition, relative income change, relative profitability, are the most important three variables and that relative overall performance is the least important in differentiating low involvement from high involvement. Further, all variables except relative market share change exert a positive effect because the greater those variables, the more likely that the company has high involvement. In contrast, change in the relative share of market has a negative impact on the likelihood that the company has a high involvement. The findings here are worthwhile to consider when selecting the right performance indicators to measure the performance of the company in terms of its involvement in its customer's decision process. It could be suggested that measures such as relative performance, relative change in share of market and relative income be less preferred when compared to the measures such as new services launched relative to the competition, relative income change, relative profitability, overall performance and relative customer satisfaction.

As previously mentioned, the main objective of this study was to introduce a definition of a "process based view on customer orientation" by understanding how involvement of companies in their customers' decision processes influences their own business performance. This study adds to marketing literature in several ways. First, it contributes to a contemporary concept of marketing, namely, relationship marketing. As in today's business world, customer and the businesses are getting connected and the better businesses understand their customers, the more

opportunities they have to get connected. In that regard, this study demonstrates a framework to be better connected to the customer.

Second, this study introduces a unique approach to customer orientation. It contributes to the literature with a process based view to customer orientation. By this approach, the study brings customer's buying and post purchase behavior to attention. The study helps to understand the involvement of the seller all along the consumption process where the customer experience starts by getting aware of the product/service and ends when it gets rid of the product/service.

Third, this study stems from the theories and studies behind organizational buyer behavior and proposes a more complex view to the buying phases and buying models studied in literature and illustrates the decision process in three different sectors.

Fourth, the study contributes to both the services marketing and organizational buying literature. It attempts to provide more detailed understanding of customer orientation in services sectors with a business to business sales setting.

Fifth, not only does this study stress the importance of acquiring customer knowledge and creating better intimacy with the customer, it also is proposed as a tool for implementation. As given in the literature search chapter, Strong and Harris (2004) propose three tactics to achieve the implementation of customer orientation. They propose relational tactics to achieve long term reciprocal customer alliances, human resource tactics that are related to employee abilities, skills and activities that will affect implementing a customer orientation and procedural tactics that relate to the management of relationships and implementation of formal procedures. This study has direct implications in relational tactics as the framework of using a process based approach helps to achieve long term customer intimacy. Since the study does not cover human resources aspects, in the services industry with a business to business setting, the service orientation of employees directly relate to the implementation of such a framework in the company, this aspect is proposed as a future research in section 6.4. Last but not least, procedures as mentioned by Strong and Harris (2004) need to be established carefully and in-line with the decision process unique to that sector. In accordance with that, some recommendations are provided in this study both in terms of an efficient involvement approach and performance measurement criteria for companies that adopt a process based customer orientation approach.

6.2 Managerial Implications

The findings of this study have several implications for companies as well. It may be utilized to gain some useful insights into marketing decision making. As this study provided further evidence that involvement in customer's decision process is positively related to performance, firms should seriously think about the adoption of such an approach. This would mean a re-design in their processes to transform them to be better customer oriented. As well, an overall understanding of and implementation of such an approach and the measurement of results both internally and externally to test if the approach is correctly undertaken and provides the expected results, respectively, could create radical results.

Organizational customers and the sellers are getting connected. In that regard, this study introduces opportunities to understand the customers from a process based perspective. It is proposed in this study that connecting with the customer in every step of the decision making process affects the performance of the seller. The findings show that the intensity of involvement may differ in different steps and the importance of involvement in one step may be higher compared to another. According to the market strategy of the company, being connected in each and every step provides an intimate customer relationship thus bringing more opportunities to add value to the customer and the company.

Not only limited to the services industry or the business to business sales context, this study provides a methodology for managers and marketing analysts from different sectors and business settings. As mentioned earlier, the traditional propositions of supplying products or services to customers are not adequate for achieving superior market performance. Regardless of the sector or the type of the customer, the marketing manager or the analyst needs to understand the customers' processes in order to create a total experience and see the bigger picture where the products and/or services offered are a part of it. The concept of managing the customer decision process and its experience with the product or service proposed in this study could be utilized to create differentiation thus, better business performance.

Companies could utilize the maturity map approach and attempt to come up with their sector's own maturity map. Following the development of the maturity map, they could position themselves, their closest competitors and the industry benchmark on the map. Then they could relate their performance and involvement level and find ways to move towards the benchmark level by closely monitoring their

closest competitors' positions. This would help companies to continuously develop themselves and increase their business performance.

The overall practical implication of this study is that it would be possible to utilize it as a framework for several sectors to analyze the involvement of the seller with the buyer through the steps of the decision process and use this analysis as a tool to gain better performance and differentiation advantage.

6.3 Limitations

It was given in table 2.4 that the financial drivers could vary based on the position of the company on its business lifecycle. For example, the focus of a company would be revenue and cash flow in the start-up phase and profit in the maturity phase. It was not possible to make an analysis based on the position of the company on its business lifecycle as the population would not be sufficient to achieve such a classification by every sector. However, it is believed that the business lifecycle that the company in, be it a start-up, a growing company or a company that has reached maturity, would affect the marketing strategy and business performance criteria.

In order to come up with objective performance of a company, several performance indicators were asked to the managers during the exploratory phase. However, it was mentioned during the exploratory research that these results would not be given explicitly. For this reason, the objective performance of the company was asked using interval scales. These intervals limited the results, thus the analysis of those results.

The sample size was very low, due to financial constraints and the limited sample population especially in the research sector, it was not possible to conduct a study with a larger sample size.

The study partially considers the effects of environmental factors; however, does not look at the market characteristics, macro-economical situation and technological turbulence.

The study also comes up with the findings based on a very short term of comparison. The performance is based on a comparison with the previous year.

6.4 Future Research Directions

The correlation between the traditional customer orientation construct of Narver and Slater (1990) and process based involvement is not investigated due to the length of

the questionnaire and reluctance of respondents to cooperate on lengthy interviews. The relation between involvement and customer orientation could be a further research topic. As well, it is possible to investigate the correlation between involvement and other market orientation constructs, namely, competitor orientation and inter-functional coordination.

It was previously given that the reason for the differences in the levels of involvement could result from differences in resources such as human, technological and financial. However, these were not further investigated in this study. Future research on this area could be conducted to clearly understand why levels of involvement are different among various sectors.

Technology orientation of a company could also be another factor that would affect its market orientation and the effect on business performance. It is possible to find recent studies on this subject in literature, however, as this was out of the scope of this study, this could be considered as a future study.

There are several studies on service orientation and performance relationship. In order to keep the focus of the involvement concept, service orientation was not included in this study. A future research stream could be linking the involvement concept with the service orientation.

Focusing on a process based customer orientation starts with understanding the traditional customer orientation approach. However, conducting research on a scope limited only to customer orientation may lead to ignoring another important dimension that is; dissemination of information which is the core of integrated marketing. Future research could also include this integration dimension.

Unique decision processes were developed for every sector. For those companies that would like to exploit the tool in the best possible way, it is recommended to modify those decision processes based on the customer segments or product portfolios of the company. This could be an interesting topic for a case study that focuses on a few number of companies in one sector that have similar product portfolios or customer segments.

Although the sectors chosen were all from the service industry, service orientation was out of the scope of this study. The effects of service orientation, customer orientation and involvement on performance could be worthwhile to investigate in further studies.

It is possible to build on the findings and implication to further develop this approach by the research directions given in the preceding paragraphs. Nevertheless, this

study contributes to the literature in terms of a process based view on customer orientation by attempting to explain the customer decision processes in services companies involved in business to business sales. There is no doubt that strategic marketing research will dynamically develop studies stemming from or supporting the perspective given in this thesis.

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APPENDICES

Appendix A.1 : First Exploratory Interview Guide in Turkish

1. Göreviniz?
2. Şirketinizin piyasadaki durumunu nasıl bulmaktasınız?
3. Şirketinizin bulunduğu pazarlar / bugün ele aldığımız konulu pazardaki gelişme ortalama yıllık % kaç civarındadır? Bu gelişim geçtiğimiz yıllara göre yükselmiş midir?
4. Bugün sizinle şirketinizin almakta olduğu hizmetlerden ticari bankacılık (araştırma/danışmanlık veya IT hizmetleri) ile ilgili kısa bir sohbet yapmayı arzu etmekteyim.
5. Şirketinizin aldığı ticari bankacılık (araştırma/danışmanlık veya IT) hizmetinde size hizmet sağlayacak alternatif firmaların sayısı hakkında bilgiye sahip misiniz?
6. Bu firmalar arasında yoğun bir rekabet yaşanmakta mıdır? Bu firmaların sayısının yanı sıra pazarlama faaliyetlerini de değerlendirir misiniz?
7. Aldığınız hizmet ile ilgili yaşadığınız tecrübeleri üç ana başlık altında toplamaya çalışırsak bunlar: a) Hizmet almadan önce hizmet ve sunan firmalar ile ilgili bilgi edinme, b) Satın alma süreci, c) Hizmeti sunan firma ile anlaşma, hizmetten faydalanma ve hizmet sonrası süreçler olarak üç ana başlıkta değerlendirilebilir mi?
8. Eğer bu şekilde değerlendirilebilirse, bu süreçlerin alt süreçleri ile ilgili size sırasıyla sorularım olacak (burada bir örnek üzerinden de düşünebiliriz):
 - a. Bu hizmeti satın almadan önceki aktivitelerinizin neler olduğunu anlatabilir misiniz? Bu aktivitelerin bu hizmeti alan diğer müşteriler tarafından da aynı şekilde gerçekleştirildiğini mi düşünüyorsunuz? Farklılıklar varsa ne olabilir? Satın alma kararını nasıl veriyorsunuz? Grup kararı mı?
 - i. Örneğin bu hizmetin içeriğini ne şekilde belirliyorsunuz? (Farklı bölümlerden gelen taleplerin biraraya getirilmesi, standart talep formu, şirket standart prosedürleri, günlük ihtiyaçlar doğrultusunda, yıllık iş planı doğrultusunda vs..)
 - ii. Örneğin bu hizmeti sunan şirketlerle ilgili bilgileri nasıl elde ediyorsunuz? (Bilgi aldıktan sonra firma ilişkisi devam ettirmek için çaba sarfediyor mu?)
 - iii. Örneğin bu hizmeti satın alırken pazarlık yapma imkanınız bulunmakta ise bu pazarlık süreci nasıl gerçekleşmektedir?
 - b. Bu hizmeti satın almaya karar verdikten sonra hizmetten faydalanmaya kadar gerçekleştirdiğiniz aktiviteleri anlatabilir misiniz? Bu aktivitelerin bu hizmeti alan diğer müşteriler tarafından da aynı şekilde gerçekleştirildiğini mi düşünüyorsunuz? Farklılıklar varsa ne olabilir?
 - c. Bu hizmetten faydalanmaya başladıktan sonra gerçekleştirdiğiniz aktiviteleri anlatabilir misiniz? Bu aktivitelerin bu hizmeti alan diğer müşteriler tarafından da aynı şekilde gerçekleştirildiğini mi düşünüyorsunuz? Farklılıklar varsa ne olabilir?
9. Genel olarak sürecin ortaya konulması

Appendix A.2 : First Exploratory Interview Guide in English

1. Your position in the company?
2. How would you express your company's performance in your current market?
3. How does the market that you operate in grow annually? Is there an increase or decrease compared to the previous years?
4. Today I would like to have a brief discourse regarding the research / IT / banking services that you receive.
5. When research / IT / banking services are considered, do you have an idea about the all of the service providers in the market?
6. Is the degree of competition among those firms high? Besides the number of companies, could you also elaborate on the marketing activities of these companies?
7. If we are to group the phases of interaction with your customer in three sets; could it be grouped as: a)knowledge gathering, b)purchasing, c)contracting and utilization of the service?
8. I'd like to ask you questions regarding the phases under these three stages(an example is given):
 - a. Could you elaborate on your activities before you decide to purchase the service? Do you think that these activities are similar to other customers that receive this service? Are there any differences? Is there an individual or a joint decision process?
 - i. How do you decide on the scope of the services? (Requisitions from different departments of the company, standard operating procedures, day to day requirements, annual work plans)
 - ii. How do you gather information regarding the companies that provide this service? After your first contact with the service provider does it try to maintain the relation?)
 - iii. Is there a possibility to negotiate on the terms of the service?
 - b. After the decision to purchase, could you elaborate on the activities that continue till the utilization of the services? Do you think that these activities are similar to other customers that receive this service? Could you elaborate on the differences, if any?
 - c. Could you elaborate on the activities after you decide to utilize the services? Do you think that these activities are similar to other customers that receive this service? Are there any differences?
9. In order to wrap-up what we have discussed, could we depict the phases discussed and discuss on a draft decision process?

Appendix B.1.1 : Second Exploratory Research Sector Interview Guide in Turkish

Bu çalışma, İstanbul Teknik Üniversitesinde hazırlanmakta olan bir doktora tezi için gerçekleştirilmektedir. Bu çalışma için tarafınızdan alınacak cevaplar gizlilik ilkeleri çerçevesinde değerlendirilecek ve tezin içeriğinde tarafınızı veya şirketinizi ortaya çıkaracak bilgilere kesinlikle yer verilmeyecektir. Ankete değerli katkılarınız ve yardımlarınız için şimdiden teşekkürler. Bu çalışmanın sonuçları ile ilgili bilgi almayı arzu ettiğiniz takdirde sonuçların ortaya çıkmasını takiben tarafınızla kontağa geçilecektir.

1. Faaliyet gösterdiğiniz pazar aşağıdakilerden hangisidir?
 - a. Araştırma
 - b. IT Hizmetleri
 - c. Bankacılık (Leasing)
 - d. Diğer. Lütfen yazınız:.....
2. Geçtiğimiz seneye göre belirttiğiniz pazardaki büyüme toplam iş hacmi olarak nasıl bir yönelim göstermiştir?
3. Şirketinizin performansını hangi performans göstergeleriyle ölçmektesiniz? (örneğin: ciro artışı, karlılık, müşteri sayısındaki artış, müşteri elde tutma oranı, , müşteri başına ciro artışı, müşteri memnuniyeti artışı, müşteri bağlılığı artışı, marka bilinirliği, şirket repütasyonu, marka bilinirliği, marka tercih oranı, yeni ürün/hizmet sunma, araştırma geliştirme çalışmalarındaki artış, çalışan memnuniyeti, çalışan bağlılığı v.b.)
Lütfen belirtiniz:..... Lütfen belirtiniz:.....
Lütfen belirtiniz:..... Lütfen belirtiniz:.....
Lütfen belirtiniz:..... Lütfen belirtiniz:.....
Lütfen belirtiniz:..... Lütfen belirtiniz:.....

Aşağıdaki soruları sunulan hizmetin mevcut müşterilerinizin ilk defa alınacağı durumları veya yeni bir müşterinin sizden ilk kez hizmet alması durumlarını göz önünde bulundurarak cevaplayabilir misiniz? (dolayısıyla, müşterinin daha önce almış olduğu bir hizmetin aynısını tekrar sipariş etmesi veya modifikasyona gitmesi durumlarını dikkate almadan sadece müşterinin daha önce almadığı bir hizmet .konusundaki görüşlerle sınırlı kalmamız gerekmektedir)

4. Müşterileriniz sunduğunuz hizmet ile ilgili yaşadığı tecrübeleri aşağıdaki aşamalarla değerlendirmektedir.



(İhtiyacın belirlenmesi, İhtiyaca uygun hizmet sağlayıcının aranması, Teklif şartnamesinin(brief'in) oluşturulması, Tekliflerin gözden geçirilmesi, Karar Verilmesi, Kontrat Yapılması, Proje Başlangıcı, Araştırma Tasarımı, Saha Araştırması, Sonuçların analizi, Rapor Hazırlanması, Rapor Sunumu, Analiz Konusunda Destek)

Katılmakta mısınız?

5. Bu aşamalara bir ilaveniz var mıdır?
.....
6. Bu aşamalardan **müşterinin ihtiyacını belirlemesi** aşamasında firma faaliyetlerinizde müşteriyle nasıl bir etkileşiminiz olmaktadır? Kısaca bahsedebilir misiniz?
.....
7. Bu aşamalardan **ihtiyaca uygun hizmet sağlayıcının aranması** aşamasında firma faaliyetlerinizde müşteriyle nasıl bir etkileşiminiz olmaktadır? Kısaca bahsedebilir misiniz?
.....
8. Bu aşamalardan **teklif şartnamesinin oluşturulması** aşamasında firma faaliyetlerinizde müşteriyle nasıl bir etkileşiminiz olmaktadır? Kısaca bahsedebilir misiniz?
.....
9. Bu aşamalardan **müşterinin teklifleri gözden geçirmesi** aşamasında firma faaliyetlerinizde müşteriyle nasıl bir etkileşiminiz olmaktadır? Kısaca bahsedebilir misiniz?
.....
10. Bu aşamalardan **müşterinin karar vermesi** aşamasında firma faaliyetlerinizde müşteriyle nasıl bir etkileşiminiz olmaktadır? Kısaca bahsedebilir misiniz?
.....

11. Bu aşamalardan **kontrat yapılması** aşamasında firma faaliyetlerinizde müşteriyle nasıl bir etkileşiminiz olmaktadır? Kısaca bahsedebilir misiniz?

.....

12. Bu aşamalardan **proje başlangıcı** aşamasında firma faaliyetlerinizde müşteriyle nasıl bir etkileşiminiz olmaktadır? Kısaca bahsedebilir misiniz?

.....

13. Bu aşamalardan **araştırma tasarımı** aşamasında firma faaliyetlerinizde müşteriyle nasıl bir etkileşiminiz olmaktadır? Kısaca bahsedebilir misiniz?

.....

14. Bu aşamalardan **saha araştırması** aşamasında firma faaliyetlerinizde müşteriyle nasıl bir etkileşiminiz olmaktadır? Kısaca bahsedebilir misiniz?

.....

15. Bu aşamalardan **sonuçların analizi** aşamasında firma faaliyetlerinizde müşteriyle nasıl bir etkileşiminiz olmaktadır? Kısaca bahsedebilir misiniz?.....

16. Bu aşamalardan **rapor hazırlanması** aşamasında firma faaliyetlerinizde müşteriyle nasıl bir etkileşiminiz olmaktadır? Kısaca bahsedebilir misiniz?

.....

17. Bu aşamalardan **rapor sunumu ve analiz konusunda destek** aşamasında firma faaliyetlerinizde müşteriyle nasıl bir etkileşiminiz olmaktadır? Kısaca bahsedebilir misiniz?

.....

Appendix B.1.2 : Second Exploratory IT Sector Interview Guide in Turkish

Bu çalışma, İstanbul Teknik Üniversitesinde hazırlanmakta olan bir doktora tezi için gerçekleştirilmektedir. Bu çalışma için tarafınızdan alınacak cevaplar gizlilik ilkeleri çerçevesinde değerlendirilecek ve tezin içeriğinde tarafınızı veya şirketinizi ortaya çıkaracak bilgilere kesinlikle yer verilmeyecektir. Ankete değerli katkılarınız ve yardımlarınız için şimdiden teşekkürler. Bu çalışmanın sonuçları ile ilgili bilgi almayı arzu ettiğiniz takdirde sonuçların ortaya çıkmasını takiben tarafınızla kontağa geçilecektir.

1. Faaliyet gösterdiğiniz pazar aşağıdakilerden hangisidir?
 - a. Araştırma
 - b. IT Hizmetleri
 - c. Bankacılık (Leasing)
 - d. Diğer. Lütfen yazınız:.....
2. Geçtiğimiz seneye göre belirttiğiniz pazardaki büyüme toplam iş hacmi olarak nasıl bir yönelim göstermiştir?
3. Şirketinizin performansını hangi performans göstergeleriyle ölçmektesiniz? (örneğin: ciro artışı, karlılık, müşteri sayısındaki artış, müşteri elde tutma oranı, müşteri başına ciro artışı, müşteri memnuniyeti artışı, müşteri bağlılığı artışı, marka bilinirliği, şirket repütasyonu, marka bilinirliği, marka tercih oranı, yeni ürün/hizmet sunma, araştırma geliştirme çalışmalarındaki artış, çalışan memnuniyeti, çalışan bağlılığı v.b.)
Lütfen belirtiniz:..... Lütfen belirtiniz:.....
Lütfen belirtiniz:..... Lütfen belirtiniz:.....
Lütfen belirtiniz:..... Lütfen belirtiniz:.....
Lütfen belirtiniz:..... Lütfen belirtiniz:.....

Aşağıdaki soruları sunulan hizmetin mevcut müşterilerinizin ilk defa alınacağı durumları veya yeni bir müşterinin sizden ilk kez hizmet alması durumlarını göz önünde bulundurarak cevaplayabilir misiniz? (dolayısıyla, müşterinin daha önce almış olduğu bir hizmetin aynısını tekrar sipariş etmesi veya modifikasyona gitmesi durumlarını dikkate almadan sadece müşterinin daha önce almadığı bir hizmet .konusundaki görüşlerle sınırlı kalmamız gerekmektedir)

4. Müşterileriniz, sunduğunuz hizmet ile ilgili yaşadığı tecrübeleri aşağıdaki aşamalarla değerlendirmektedir.



(İhtiyacın belirlenmesi/danışmanlık, Hizmet sağlayıcının aranması, Teklif şartnamesinin oluşturulması, Çözümün Ana Hatlarının Belirlenmesi, İhaleye Çıkılması ve Karar Verilmesi, Kontrat Yapılması, Finansman Sağlanması, Proje veya Satınalma Başlangıcı, Kullanıcı Eğitimi, Kullanım Sırası Destek/Projenin Gerçekleştirilmesi, Değişiklik Talebi/Yenileme/Tamir/Bakım, Proje Bitimi/Elden Çıkarma) Katılmakta mısınız?

5. Bu aşamalara bir ilaveniz var mıdır?
.....
6. Bu aşamalardan **müşterinin ihtiyacını belirlemesi/danışmanlık** aşamasında firma faaliyetlerinizde müşteriyle nasıl bir etkileşiminiz olmaktadır? Kısaca bahsedebilir misiniz?
.....
7. Bu aşamalardan Hizmet sağlayıcının aranması aşamasında firma faaliyetlerinizde müşteriyle nasıl bir etkileşiminiz olmaktadır? Kısaca bahsedebilir misiniz?
.....
8. Bu aşamalardan Teklif şartnamesinin oluşturulması aşamasında firma faaliyetlerinizde müşteriyle nasıl bir etkileşiminiz olmaktadır? Kısaca bahsedebilir misiniz?
.....
9. Bu aşamalardan Çözümün Ana Hatlarının Belirlenmesi aşamasında firma faaliyetlerinizde müşteriyle nasıl bir etkileşiminiz olmaktadır? Kısaca bahsedebilir misiniz?
.....
10. Bu aşamalardan İhaleye Çıkılması ve Karar Verilmesi aşamasında firma faaliyetlerinizde müşteriyle nasıl bir etkileşiminiz olmaktadır? Kısaca bahsedebilir misiniz?
.....

11. Bu aşamalardan Kontrat Yapılması aşamasında firma faaliyetlerinizde müşteriyle nasıl bir etkileşiminiz olmaktadır? Kısaca bahsedebilir misiniz?

.....

12. Bu aşamalardan Finansman Sağlanması aşamasında firma faaliyetlerinizde müşteriyle nasıl bir etkileşiminiz olmaktadır? Kısaca bahsedebilir misiniz?

.....

13. Bu aşamalardan Proje veya Satınalma Başlangıcı aşamasında firma faaliyetlerinizde müşteriyle nasıl bir etkileşiminiz olmaktadır? Kısaca bahsedebilir misiniz?

.....

14. Bu aşamalardan Kullanıcı Eğitimi aşamasında firma faaliyetlerinizde müşteriyle nasıl bir etkileşiminiz olmaktadır? Kısaca bahsedebilir misiniz?

.....

15. Bu aşamalardan Kullanım Sırası Destek/Projenin Gerçekleştirilmesi aşamasında firma faaliyetlerinizde müşteriyle nasıl bir etkileşiminiz olmaktadır? Kısaca bahsedebilir misiniz?

.....

16. Bu aşamalardan Değişiklik Talebi/Yenileme/Tamir/Bakım aşamasında firma faaliyetlerinizde müşteriyle nasıl bir etkileşiminiz olmaktadır? Kısaca bahsedebilir misiniz?

.....

17. Bu aşamalardan Bitimi/Elden Çıkarma aşamasında firma faaliyetlerinizde müşteriyle nasıl bir etkileşiminiz olmaktadır? Kısaca bahsedebilir misiniz?

.....

Appendix B.1.3 : Second Exploratory Banking Sector Interview Guide in Turkish

Bu çalışma, İstanbul Teknik Üniversitesinde hazırlanmakta olan bir doktora tezi için gerçekleştirilmektedir. Bu çalışma için tarafınızdan alınacak cevaplar gizlilik ilkeleri çerçevesinde değerlendirilecek ve tezin içeriğinde tarafınızı veya şirketinizi ortaya çıkaracak bilgilere kesinlikle yer verilmeyecektir. Ankete değerli katkılarınız ve yardımlarınız için şimdiden teşekkürler. Bu çalışmanın sonuçları ile ilgili bilgi almayı arzu ettiğiniz takdirde sonuçların ortaya çıkmasını takiben tarafınızla kontakta geçilecektir.

1. Faaliyet gösterdiğiniz pazar aşağıdakilerden hangisidir?
 - a. Araştırma
 - b. IT Hizmetleri
 - c. Bankacılık (Leasing)
 - d. Diğer. Lütfen yazınız:.....
2. Geçtiğimiz seneye göre belirttiğiniz pazardaki büyüme toplam iş hacmi olarak nasıl bir yönelim göstermiştir?
3. Şirketinizin performansını hangi performans göstergeleriyle ölçmektесiniz? (örneğin: ciro artışı, karlılık, müşteri sayısındaki artış, müşteri elde tutma oranı, , müşteri başına ciro artışı, müşteri memnuniyeti artışı, müşteri bağlılığı artışı, marka bilinirliği, şirket repütasyonu, marka bilinirliği, marka tercih oranı, yeni ürün/hizmet sunma, araştırma geliştirme çalışmalarındaki artış, çalışan memnuniyeti, çalışan bağlılığı v.b.)
Lütfen belirtiniz:..... Lütfen belirtiniz:.....
Lütfen belirtiniz:..... Lütfen belirtiniz:.....
Lütfen belirtiniz:..... Lütfen belirtiniz:.....
Lütfen belirtiniz:..... Lütfen belirtiniz:.....

Aşağıdaki soruları sunulan hizmetin mevcut müşterilerinizin ilk defa alınacağı durumları veya yeni bir müşterinin sizden ilk kez hizmet alması durumlarını göz önünde bulundurarak cevaplayabilir misiniz? (dolayısıyla, müşterinin daha önce almış olduğu bir hizmetin aynısını tekrar sipariş etmesi veya modifikasyona gitmesi durumlarını dikkate almadan sadece müşterinin daha önce almadığı bir hizmet .konusundaki görüşlerle sınırlı kalmamız gerekmektedir)

4. Müşterileriniz bankalardan kredi alırken yaşadığı tecrübeleri aşağıdaki aşamalarla değerlendirmektedir.



(İhtiyacın belirlenmesi, İhtiyaca uygun bankalarla görüşmeler ve teklif alınması, Tekliflerin gözden geçirilmesi, Karar Verilmesi, Sözleşme Yapılması, Finansmanın Sağlanması, Kredi Geri Ödemelerinin Başlangıcı, Ödemeler ve Diğer Hizmetler ile İlgili Destek Talebi, Kreditinin Kapatılması) Katılmakta mısınız?

5. Bu aşamalara bir ilaveniz var mıdır?
.....
6. Bu aşamalardan İhtiyacın belirlenmesi aşamasında firma faaliyetlerinizde müşteriyle nasıl bir etkileşiminiz olmaktadır? Kısaca bahsedebilir misiniz?
.....
7. Bu aşamalardan İhtiyaca uygun bankalarla görüşmeler ve teklif alınması aşamasında firma faaliyetlerinizde müşteriyle nasıl bir etkileşiminiz olmaktadır? Kısaca bahsedebilir misiniz?
.....
8. Bu aşamalardan Tekliflerin gözden geçirilmesi aşamasında firma faaliyetlerinizde müşteriyle nasıl bir etkileşiminiz olmaktadır? Kısaca bahsedebilir misiniz?
.....
9. Bu aşamalardan Karar Verilmesi aşamasında firma faaliyetlerinizde müşteriyle nasıl bir etkileşiminiz olmaktadır? Kısaca bahsedebilir misiniz?
.....

10. Bu aşamalardan Sözleşme Yapılması aşamasında firma faaliyetlerinizde müşteriyle nasıl bir etkileşiminiz olmaktadır? Kısaca bahsedebilir misiniz?

11. Bu aşamalardan Finansmanın Sağlanması aşamasında firma faaliyetlerinizde müşteriyle nasıl bir etkileşiminiz olmaktadır? Kısaca bahsedebilir misiniz?

12. Bu aşamalardan Kredi Geri Ödemelerinin Başlangıcı aşamasında firma faaliyetlerinizde müşteriyle nasıl bir etkileşiminiz olmaktadır? Kısaca bahsedebilir misiniz?

13. Bu aşamalardan Ödemeler ve Diğer Hizmetler ile ilgili Destek Talebi aşamasında firma faaliyetlerinizde müşteriyle nasıl bir etkileşiminiz olmaktadır? Kısaca bahsedebilir misiniz?

14. Bu aşamalardan Kredinin Kapatılması aşamasında firma faaliyetlerinizde müşteriyle nasıl bir etkileşiminiz olmaktadır? Kısaca bahsedebilir misiniz?

Appendix B.2.1 : Second Exploratory Research Sector Interview Guide in English

This study is conducted as a requirement of the thesis study conducted in Istanbul Technical University. The findings regarding your responses to this questionnaire will be treated confidentially. I would like to appreciate my sincerest gratitude in advance for your contributions to this research.

1. Which one of the sectors below does your company operate in?
 - a. Research
 - b. IT Services
 - c. Banking
 - d. Other. Please indicate:.....
2. How has the market that you operate in grown compared to the previous year?
3. Which performance indicators do you use in measuring your company's performance? (e.g. Increase in revenue, profitability, increase in number of customers, customer retention rate, increase in revenue per customer, customer satisfaction, customer loyalty, brand awareness, new products services introduced, corporate reputation, research and development activities, employee satisfaction, employee loyalty etc.)

Please indicate:..... Please indicate:.....

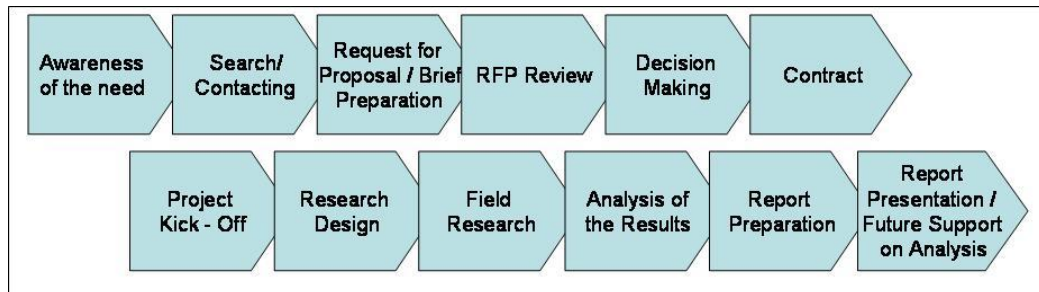
Please indicate:..... Please indicate:.....

Please indicate:..... Please indicate:.....

Please indicate:..... Please indicate:.....

Please consider the questions below for new buy situations.

4. Your customers mention that they experience an interaction with seller companies in the phases below:



Do you agree?

5. How would you comment on the process?

.....
6. Could you mention how you interact with your customers in the "Awareness of the Need" phase?

.....
7. Could you mention how you interact with your customers in the "Search/Contacting" phase?

.....
8. Could you mention how you interact with your customers in the "RFP Preparation" phase?

.....
9. Could you mention how you interact with your customers in the "RFP Review" phase?

.....
10. Could you mention how you interact with your customers in the "Decision Making" phase?

.....
11. Could you mention how you interact with your customers in the "Contract" phase?

.....
12. Could you mention how you interact with your customers in the "Kick-off" phase?

.....
13. Could you mention how you interact with your customers in the "Research Design" phase?

.....

14. Could you mention how you interact with your customers in the "Field Research" phase?
.....
15. Could you mention how you interact with your customers in the "Analysis" phase?
.....
16. Could you mention how you interact with your customers in the "Report Preparation" phase?
.....
17. Could you mention how you interact with your customers in the "Report Presentation/Future Support"
phase?

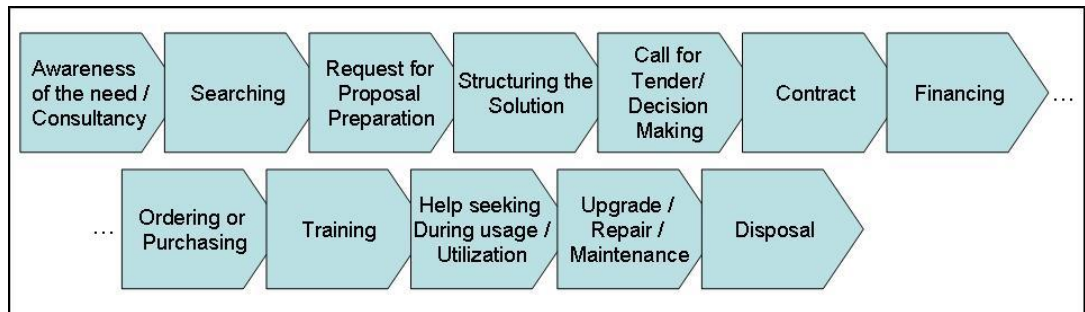
Appendix B.2.2 : Second Exploratory IT Sector Interview Guide in English

This study is conducted as a requirement of the thesis study conducted in İstanbul Technical University. The findings regarding your responses to this questionnaire will be treated confidentially. I would like to appreciate my sincerest gratitude in advance for your contributions to this research.

1. Which one of the sectors below does your company operate in?
 - a. Research
 - b. IT Services
 - c. Banking
 - d. Other. Please indicate:.....
2. How has the market that you operate in grown compared to the previous year?
3. Which performance indicators do you use in measuring your company's performance? (e.g. Increase in revenue, profitability, increase in number of customers, customer satisfaction, customer loyalty, brand awareness, corporate reputation, research and development activities, employee satisfaction etc.)
Please indicate:..... Please indicate:.....
Please indicate:..... Please indicate:.....
Please indicate:..... Please indicate:.....
Please indicate:..... Please indicate:.....

Please consider the questions below for new buy situations.

4. Your customers mention that they experience an interaction with seller companies in the phases below:



Do you agree?

5. How would you comment on the process ?
.....
6. Could you mention how you interact with your customers in the "Awareness of the need" phase?
.....
7. Could you mention how you interact with your customers in the "Search/Contacting" phase?
.....
8. Could you mention how you interact with your customers in the "RFP Preparation" phase?
.....
9. Could you mention how you interact with your customers in the "Structuring the Solution" phase?
.....
10. Could you mention how you interact with your customers in the "Decision Making" phase?
.....
11. Could you mention how you interact with your customers in the "Contract" phase?
.....
12. Could you mention how you interact with your customers in the "Financing" phase?
.....
13. Could you mention how you interact with your customers in the "Ordering or Kick-off" phase?
.....
14. Could you mention how you interact with your customers in the "Training" phase?
.....

15. Could you mention how you interact with your customers in the "Help Seeking" phase?
.....
16. Could you mention how you interact with your customers in the "Upgrade/Repair/ Maintenance" phase?
.....
17. Could you mention how you interact with your customers in the "Disposal" phase?
.....

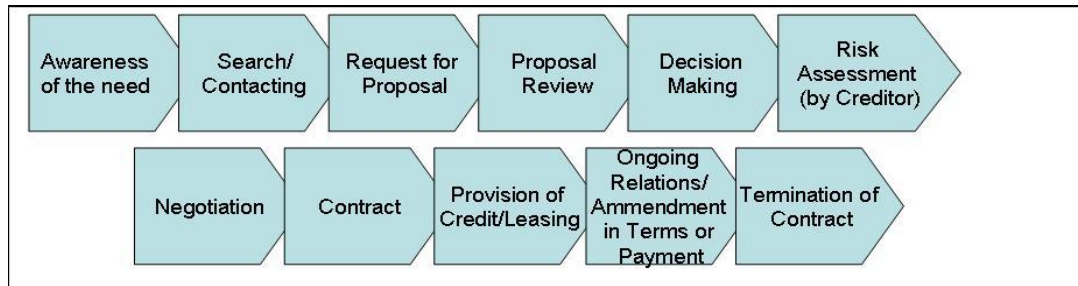
Appendix B.2.3 : Second Exploratory Banking Sector Interview Guide in English

This study is conducted as a requirement of the thesis study conducted in İstanbul Technical University. The findings regarding your responses to this questionnaire will be treated confidentially. I would like to appreciate my sincerest gratitude in advance for your contributions to this research.

1. Which one of the sectors below does your company operate in?
 - a. Research
 - b. IT Services
 - c. Banking
 - d. Other. Please indicate:.....
2. How has the market that you operate in grown compared to the previous year?
3. Which performance indicators do you use in measuring your company's performance? (e.g. Increase in revenue, profitability, increase in number of customers, customer satisfaction, customer loyalty, brand awareness, corporate reputation, research and development activities, employee satisfaction etc.)
Please indicate:..... Please indicate:.....
Please indicate:..... Please indicate:.....
Please indicate:..... Please indicate:.....
Please indicate:..... Please indicate:.....

Please consider the questions below for new buy situations.

4. Your customers mention that they experience an interaction with seller companies in the phases below:



Do you agree?

5. How would you comment on the process?
.....
6. Could you mention how you interact with your customers in the "Awareness of the need" phase?
.....
7. Could you mention how you interact with your customers in the "Request for proposal" phase?
.....
8. Could you mention how you interact with your customers in the "Proposal review" phase?
.....
9. Could you mention how you interact with your customers in the "Decision making" phase?
.....
10. Could you mention how you interact with your customers in the "Contract" phase?
.....
11. Could you mention how you interact with your customers in the "Provision of the loan" phase?
.....
12. Could you mention how you interact with your customers in the "Start of payment" phase?
.....
13. Could you mention how you interact with your customers in the "Help seeking" phase?
.....
14. Could you mention how you interact with your customers in the "Closing the credit line" phase?
.....

Appendix C.1.1 : Research Sector Descriptive Questionnaire in Turkish

Bu çalışma, İstanbul Teknik Üniversitesinde hazırlanmakta olan bir doktora tezi için gerçekleştirilmektedir. Müşteri karar sürecine dahil olma düzeyi ve bunun şirket performansına etkisinin incelendiği bu tezde, hizmet sektöründeki şirketlerle görüşülerek veri toplanması hedeflenmektedir. Bu çalışma için tarafınızdan alınacak cevaplar gizlilik ilkeleri çerçevesinde değerlendirilecek ve tezin içeriğinde tarafınızı veya şirketinizi ortaya çıkaracak bilgilere kesinlikle yer verilmeyecektir. Ankete değerli katkılarınız ve yardımlarınız için şimdiden teşekkürler. Bu çalışmanın sonuçları ile ilgili bilgi almayı arzu ettiğiniz takdirde sonuçların ortaya çıkmasını takiben tarafınızla iletişime geçilecektir.

(Görüşme yapılan yetkili eğer şirketi temsil ediyor ise şirket için, eğer bir yönetim birimini temsil ediyor ise o yönetim birimi için soruları cevaplaması istenmelidir.)

ŞİRKETİN/YÖNETİM BİRİMİNİN GENEL PERFORMANSI

1. 2007 yılındaki genel performansınızı bir önceki yıla göre nasıl değerlendirirsiniz?

1	2	3	4	5
Çok Daha Kötü	Daha Kötü	Rekabetle Aynı	Daha İyi	Çok Daha İyi
☐	☐	☐	☐	☐

2. 2007 yılında en yakın rakiplerinize göre genel performansınız nasıldı?

1	2	3	4	5
Çok Daha Kötü	Daha Kötü	Rekabetle Aynı	Daha İyi	Çok Daha İyi
☐	☐	☐	☐	☐

ŞİRKETİN/YÖNETİM BİRİMİNİN REKABETE GÖRE PERFORMANSI

3. En yakın rakiplerinize karşılaştırıldığında 2007 yılında pazar payınızdaki büyüme:

1	2	3	4	5
En yakın rakiplerin çok altında	Onların altında	Onlarla aynı seviyede	Onlardan fazla	Onların çok üstünde
☐	☐	☐	☐	☐

4. En yakın rakiplerinize karşılaştırıldığında 2007 yılında satışlarınızdaki büyüme:

1	2	3	4	5
En yakın rakiplerin çok altında	Onların biraz altında	Onlarla aynı seviyede	Onlardan biraz fazla	Onların çok üstünde
☐	☐	☐	☐	☐

5. En yakın rakiplerinize karşılaştırıldığında 2007 yılında piyasaya sunduğunuz başarılı yeni hizmet sayısı:

1	2	3	4	5
En yakın rakiplerin çok altında	Onların biraz altında	Onlarla aynı seviyede	Onlardan biraz fazla	Onların çok üstünde
☐	☐	☐	☐	☐

6. En yakın rakiplerinize karşılaştırıldığında 2007 yılında karlılığınız:

1	2	3	4	5
En yakın rakiplerin çok altında	Onların biraz altında	Onlarla aynı seviyede	Onlardan biraz fazla	Onların çok üstünde
☐	☐	☐	☐	☐

7. En yakın rakiplerinize karşılaştırıldığında 2007 yılında cironuz:

1	2	3	4	5
En yakın rakiplerin çok altında	Onların biraz altında	Onlarla aynı seviyede	Onlardan biraz fazla	Onların çok üstünde
☐	☐	☐	☐	☐

MÜŞTERİ PERFORMANS KRİTERLERİ

8. Müşteri memnuniyeti hedeflerimizde çok başarılıyız.

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Ne Katılıyorum Ne de Katılmıyorum	Katılıyorum	Kesinlikle Katılıyorum
☐	☐	☐	☐	☐

9. (Müşterilerin elde tutulması) Mevcut müşterilerle iş hacmimiz yükselmektedir.

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Ne Katılıyorum Ne de Katılmıyorum	Katılıyorum	Kesinlikle Katılıyorum
☐	☐	☐	☐	☐

10. Müşterilerimiz hizmetlerimizi çok kaliteli olarak değerlendirmekteler.

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Ne Katılıyorum Ne de Katılmıyorum	Katılıyorum	Kesinlikle Katılıyorum
☐	☐	☐	☐	☐

YÖNETİM BİRİMİ İLE İLGİLİ OBJEKTİF DEĞERLENDİRMELER

(Görüşme yapılan yetkili eğer şirketi temsil ediyor ise şirket için, eğer bir yönetim birimini temsil ediyor ise o yönetim birimi için soruları cevaplaması istenmelidir.)

11. Yönetim biriminizin/şirketinizin 2007 yılında yıllık toplam cirosu:

.....YTL

12. 2007 yılında bir önceki seneye göre cirodaki artış (eğer şirketiniz bir başka şirketi satınalma/ veya şirketle birleşme sonrası ciro artışı sağladıysa lütfen bu soruyu satınalma/birleşmenin etkisini çıkartarak cevaplayınız)

<-1 0%	-10 – 0%	0 – 10%	11 – 20%	21-30%	31 –40%	41 – 50%	>50%
☐	☐	☐	☐	☐	☐	☐	☐

13. 2007 yılında toplam vergi öncesi karlılık yüzdesi:

<-1 0%	-10 – 0%	0 – 10%	11 – 20%	21-30%	31 –40%	41 – 50%	>50%
☐	☐	☐	☐	☐	☐	☐	☐

14. 2007 yılında bir önceki seneye göre kardaki artış: (eğer firmanız bir başka firmayı satınalma/ veya birleşme sonrası ciro artışı sağladıysa lütfen bu miktarı düşerek cevaplayınız)

<-1 0%	-10 – 0%	0 – 10%	11 – 20%	21-30%	31 –40%	41 – 50%	>50%
☐	☐	☐	☐	☐	☐	☐	☐

15. 2007 yılındaki pazar payınız: (eğer firmanız bir başka firmayı satınalma/ veya birleşme sonrası ciro artışı sağladıysa lütfen bu miktarı düşerek cevaplayınız)

0 – 5%	6 – 10%	11 – 15%	16-20%	21 –25%	26 – 30%	31 – 35%	>35%
☐	☐	☐	☐	☐	☐	☐	☐

16. Bir önceki seneye göre 2007 yılında pazar payınızdaki artış(eğer firmanız bir başka firmayı satınalma/ veya birleşme sonrası ciro artışı sağladıysa lütfen bu miktarı düşerek cevaplayınız)

<-1 0%	-10 – 0%	0 – 10%	11 – 20%	21-30%	31 –40%	41 – 50%	>50%
☐	☐	☐	☐	☐	☐	☐	☐

Aşağıdaki soruları sunulan hizmetin mevcut müşterilerinizin ilk defa alınacağı durumları veya yeni bir müşterinin sizden ilk kez hizmet alması durumlarını göz önünde bulundurarak cevaplayabilir misiniz? (dolayısıyla, müşterinin daha önce almış olduğu bir hizmetin aynısını tekrar sipariş etmesi veya modifikasyona gitmesi durumlarını dikkate almadan sadece müşterinin daha önce almadığı bir hizmet .konusundaki görüşlerle sınırlı kalmamız gerekmektedir)

ARAŞTIRMA SEKTÖRÜ İÇİN SORULAR:

Müşterileriniz sunduğunuz hizmet ile ilgili yaşadığı tecrübeleri aşağıdaki aşamalarla değerlendirmektedir.



Bu aşamalardan **müşterinin ihtiyacını belirlemesi** aşamasında firma faaliyetlerinize ilişkin aşağıdaki ifadeler ne derecede katıldığınızı belirtiniz.

17. Müşteri ile yakın bir etkileşimimiz olmaktadır.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

18. Müşterinin ihtiyacını belirlemesini sağlamaktayız

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

19. Rakiplerinizle karşılaştırınca müşterinin ihtiyacını belirlemesi aşamasında fark yaratabilmekte misiniz?

1	2	3	4	5
Hiç bir fark yaratamamaktayız	Rakiplerimiz kadar farklılaşamamaktayız	Rakiplerimizle aynı düzeydeyiz	Belirgin bir fark yaratabilmekteyiz	Çok önemli bir fark yaratabilmekteyiz
☐	☐	☐	☐	☐

Bu aşamalardan **ihtiyaca uygun hizmet sağlayıcının aranması** aşamasında firma faaliyetlerinize ilişkin aşağıdaki ifadeler ne derecede katıldığınızı belirtiniz.

20. Müşteride bilinirliğimizi arttıracak yoğun aktiviteler yapmaktayız.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

21. Rakiplerinizle karşılaştırınca müşterinizin sizinle iletişime geçmesini sağlayacak bir farklılık yaratabilmekte misiniz?

1	2	3	4	5
Hiç bir fark yaratamamaktayız	Rakiplerimiz kadar farklılaşamamaktayız	Rakiplerimizle aynı düzeydeyiz	Belirgin bir fark yaratabilmekteyiz	Çok önemli bir fark yaratabilmekteyiz
☐	☐	☐	☐	☐

Bu aşamalardan **teklif şartnamesinin (brief) oluşturulması** aşamasında firma faaliyetlerinize ilişkin aşağıdaki ifadeler ne derecede katıldığınızı belirtiniz.

22. Müşteri ile yakın bir etkileşimimiz olmaktadır.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

23. Müşterinin teklif şartnamesini oluşturmaya büyük ölçüde katkımız olmaktadır.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

24. Rakiplerinize karşılaştırdırca teklif şartnamesinin oluşturulması aşamasında fark yaratabilmekte misiniz?

1	2	3	4	5
Hiç bir fark yaratamamaktayız	Rakiplerimiz kadar farklılaşamamaktayız	Rakiplerimizle aynı düzeydeyiz	Belirgin bir fark yaratabilmekteyiz	Çok önemli bir fark yaratabilmekteyiz
☐	☐	☐	☐	☐

Bu aşamalardan **müşterinin teklifleri gözden geçirmesi** aşamasında firma faaliyetlerinize ilişkin aşağıdaki ifadelerle ne derecede katıldığınızı belirtiniz.

25. Müşteri ile yakın bir etkileşimimiz olmaktadır.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

26. Müşterinin teklif şartnamesini oluşturmaya büyük ölçüde katkımız olmaktadır.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

27. Rakiplerinize karşılaştırdırca müşterinin teklifleri gözden geçirmesi aşamasında fark yaratabilmekte misiniz?

1	2	3	4	5
Hiç bir fark yaratamamaktayız	Rakiplerimiz kadar farklılaşamamaktayız	Rakiplerimizle aynı düzeydeyiz	Belirgin bir fark yaratabilmekteyiz	Çok önemli bir fark yaratabilmekteyiz
☐	☐	☐	☐	☐

Bu aşamalardan **müşterinin karar vermesi** aşamasında firma faaliyetlerinize ilişkin aşağıdaki ifadelerle ne derecede katıldığınızı belirtiniz.

28. Müşteri ile yakın bir etkileşimimiz olmaktadır.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

29. Müşterinin karara yönlendirmede başarılı olmaktadır.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

30. Rakiplerinize karşılaştırdırca müşterinin karar vermesi aşamasında fark yaratabilmekte misiniz?

1	2	3	4	5
Hiç bir fark yaratamamaktayız	Rakiplerimiz kadar farklılaşamamaktayız	Rakiplerimizle aynı düzeydeyiz	Belirgin bir fark yaratabilmekteyiz	Çok önemli bir fark yaratabilmekteyiz
☐	☐	☐	☐	☐

Bu aşamalardan **kontrat yapılması** aşamasında firma faaliyetlerinize ilişkin aşağıdaki ifadelerle ne derecede katıldığınızı belirtiniz.

31. Müşterinin tüm isteklerini ve ihtiyaçlarını karşılayabilmekteyiz.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

32. Bu aşamada kontrat şartlarını etkileyebilmekteyiz.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

Bu aşamalardan **proje başlangıcı** aşamasında firma faaliyetlerinize ilişkin aşağıdaki ifadelerle ne derecede katıldığınızı belirtiniz.

33. Standart çalışmalar gerçekleştirilmekte mümkün olduğunca belirlenmiş olan çalışma kalıplarının dışına çıkmamaktadır

1	0
Evet	Hayır
☐	☐

34. Müşterinin tüm isteklerini ve ihtiyaçlarını karşılayabilmekteyiz.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

35. Rakiplerinize karşılaştırınca proje başlangıcı aşamasında fark yaratabilmekte misiniz?

1	2	3	4	5
Hiç bir fark yaratamamaktayız	Rakiplerimiz kadar farklılaşamamaktayız	Rakiplerimizle aynı düzeydeyiz	Belirgin bir fark yaratabilmekteyiz	Çok önemli bir fark yaratabilmekteyiz
☐	☐	☐	☐	☐

Bu aşamalardan **araştırma tasarımı** aşamasında firma faaliyetlerinize ilişkin aşağıdaki ifadelerle ne derecede katıldığınızı belirtiniz.

36. Standart çalışmalar gerçekleştirilmekte mümkün olduğunca belirlenmiş olan çalışma kalıplarının dışına çıkılmamaktadır

1	0
Evet	Hayır
☐	☐

37. Müşterinin tüm isteklerini ve ihtiyaçlarını karşılayabilmekteyiz.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

38. Rakiplerinize karşılaştırınca araştırma tasarımı aşamasında fark yaratabilmekte misiniz?

1	2	3	4	5
Hiç bir fark yaratamamaktayız	Rakiplerimiz kadar farklılaşamamaktayız	Rakiplerimizle aynı düzeydeyiz	Belirgin bir fark yaratabilmekteyiz	Çok önemli bir fark yaratabilmekteyiz
☐	☐	☐	☐	☐

Bu aşamalardan **saha araştırması** aşamasında firma faaliyetlerinize ilişkin aşağıdaki ifadelerle ne derecede katıldığınızı belirtiniz.

39. Standart çalışmalar gerçekleştirilmekte mümkün olduğunca belirlenmiş olan çalışma kalıplarının dışına çıkılmamaktadır.

1	0
Evet	Hayır
☐	☐

40. Müşterinin tüm isteklerini ve ihtiyaçlarını karşılayabilmekteyiz.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

41. Rakiplerinize karşılaştırınca saha araştırması aşamasında fark yaratabilmekte misiniz?

1	2	3	4	5
Hiç bir fark yaratamamaktayız	Rakiplerimiz kadar farklılaşamamaktayız	Rakiplerimizle aynı düzeydeyiz	Belirgin bir fark yaratabilmekteyiz	Çok önemli bir fark yaratabilmekteyiz
☐	☐	☐	☐	☐

Bu aşamalardan **sonuçların analizi** aşamasında firma faaliyetlerinize ilişkin aşağıdaki ifadelerle ne derecede katıldığınızı belirtiniz.

42. Standart çalışmalar gerçekleştirilmekte mümkün olduğunca belirlenmiş olan çalışma kalıplarının dışına çıkılmamaktadır

1	0
Evet	Hayır
☐	☐

43. Müşterinin tüm isteklerini ve ihtiyaçlarını karşılayabilmekteyiz.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

44. Rakiplerinize karşılaştırınca sonuçların analizi aşamasında fark yaratabilmekte misiniz?

1	2	3	4	5
---	---	---	---	---

Hiç bir fark yaratamamaktayız	Rakiplerimiz kadar farklılaşamamaktayız	Rakiplerimizle aynı düzeydeyiz	Belirgin bir fark yaratabilmekteyiz	Çok önemli bir fark yaratabilmekteyiz
☐	☐	☐	☐	☐

Bu aşamalardan **rapor hazırlanması** aşamasında firma faaliyetlerinize ilişkin aşağıdaki ifadelerle ne derecede katıldığınızı belirtiniz.

45. Standart çalışmalar gerçekleştirilmekte mümkün olduğunca belirlenmiş olan çalışma kalıplarının dışına çıkılmamaktadır

1	0
Evet	Hayır
☐	☐

46. Müşterinin tüm isteklerini ve ihtiyaçlarını karşılayabilmekteyiz.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

47. Rakiplerinizle karşılaştırdınca rapor hazırlanması aşamasında fark yaratabilmekte misiniz?

1	2	3	4	5
Hiç bir fark yaratamamaktayız	Rakiplerimiz kadar farklılaşamamaktayız	Rakiplerimizle aynı düzeydeyiz	Belirgin bir fark yaratabilmekteyiz	Çok önemli bir fark yaratabilmekteyiz
☐	☐	☐	☐	☐

Bu aşamalardan **rapor sunumu** ve **analiz konusunda destek** aşamasında firma faaliyetlerinize ilişkin aşağıdaki ifadelerle ne derecede katıldığınızı belirtiniz.

48. Standart çalışmalar gerçekleştirilmekte mümkün olduğunca belirlenmiş olan çalışma kalıplarının dışına çıkılmamaktadır

1	0
Evet	Hayır
☐	☐

49. Müşterinin tüm isteklerini ve ihtiyaçlarını karşılayabilmekteyiz.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

50. Rakiplerinizle karşılaştırdınca rapor sunumu ve analiz konusunda destek aşamasında fark yaratabilmekte misiniz?

1	2	3	4	5
Hiç bir fark yaratamamaktayız	Rakiplerimiz kadar farklılaşamamaktayız	Rakiplerimizle aynı düzeydeyiz	Belirgin bir fark yaratabilmekteyiz	Çok önemli bir fark yaratabilmekteyiz
☐	☐	☐	☐	☐

Bu bahsettiğimiz aşamalardaki faaliyetlerinizin iş sonuçlarınıza etkisini 0 ile 100 arasında puanlandırabilir misiniz ?

	0 Hiç Yoktur	100 İş Sonuçlarına etkisi çok büyüktür
51. Müşterinin İhtiyacını Belirlemesi		
52. Müşterinin İhtiyacına Uygun Şirketlerle Görüşmesi		
53. Müşterinin brief'i oluşturulması		
54. Müşterinin Teklifleri Gözden Geçirmesi		
55. Müşterinin Karar Vermesi		
56. Sözleşme Yapılması		
57. Projenin Başlangıcı		
58. Araştırma Tasarımı		
59. Saha Araştırması		
60. Sonuçların Analizi		
61. Raporun Hazırlanması		
62. Rapor Sunumu ve Analiz Konusunda Destek		

Appendix C.1.2 : IT Sector Descriptive Questionnaire in Turkish

The first 16 questions are the same for all sectors. To avoid repetition, they are only given in the research sector questionnaire in Appendix C1.1.

IT SEKTÖRÜ İÇİN SORULAR:

Müşterileriniz sunduğunuz hizmet ile ilgili yaşadığı tecrübeleri aşağıdaki aşamalarla değerlendirmektedir.



Bu aşamalardan **müşterinin ihtiyacını belirlemesi/danışmanlık** aşamasında firma faaliyetlerinize ilişkin aşağıdaki ifadelere ne derecede katıldığınızı belirtiniz.

17. Müşteri ile yakın bir etkileşimimiz olmaktadır.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

18. Müşterinin ihtiyacını belirlemesini sağlamaktayız

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

19. Rakiplerinizle karşılaştırdınca müşterinin ihtiyacını belirlemesi aşamasında fark yaratabilmekte misiniz?

1	2	3	4	5
Hiç bir fark yaratamamaktayız	Rakiplerimiz kadar farklılaşamamaktayız	Rakiplerimizle aynı düzeydeyiz	Belirgin bir fark yaratabilmekteyiz	Çok önemli bir fark yaratabilmekteyiz
☐	☐	☐	☐	☐

Bu aşamalardan **ihtiyaca uygun hizmet sağlayıcının aranması** aşamasında firma faaliyetlerinize ilişkin aşağıdaki ifadelere ne derecede katıldığınızı belirtiniz.

20. Müşteride bilinirliğimizi arttıracak yoğun aktiviteler yapmaktayız.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

21. Rakiplerinizle karşılaştırdınca müşterinizin sizinle iletişime geçmesini sağlayacak bir farklılık yaratabilmekte misiniz?

1	2	3	4	5
Hiç bir fark yaratamamaktayız	Rakiplerimiz kadar farklılaşamamaktayız	Rakiplerimizle aynı düzeydeyiz	Belirgin bir fark yaratabilmekteyiz	Çok önemli bir fark yaratabilmekteyiz
☐	☐	☐	☐	☐

Bu aşamalardan **teklif şartnamesinin oluşturulması** aşamasında firma faaliyetlerinize ilişkin aşağıdaki ifadelere ne derecede katıldığınızı belirtiniz. ;

22. Müşteri ile yakın bir etkileşimimiz olmaktadır.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

23. Müşterinin teklif şartnamesini oluşturmasına büyük ölçüde katkımız olmaktadır.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

24. Rakiplerinize karşılaştırdırca teklif şartnamesinin oluşturulması aşamasında fark yaratabilmekte misiniz?

1	2	3	4	5
Hiç bir fark yaratamamaktayız	Rakiplerimiz kadar farklılaşamamaktayız	Rakiplerimizle aynı düzeydeyiz	Belirgin bir fark yaratabilmekteyiz	Çok önemli bir fark yaratabilmekteyiz
☐	☐	☐	☐	☐

Bu aşamalardan **çözümün ana hatlarının belirlenmesi** aşamasında firma faaliyetlerinize ilişkin aşağıdaki ifadeler ne derecede katıldığınızı belirtiniz.

25. Müşteri ile yakın bir etkileşimimiz olmaktadır.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

26. Müşterinin çözümü belirlemesine büyük ölçüde katkımız olmaktadır.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

27. Rakiplerinize karşılaştırdırca çözümün ana hatlarının belirlenmesi aşamasında fark yaratabilmekte misiniz?

Hiç bir fark yaratamamaktayız	Rakiplerimiz kadar farklılaşamamaktayız	Rakiplerimizle aynı düzeydeyiz	Belirgin bir fark yaratabilmekteyiz	Çok önemli bir fark yaratabilmekteyiz
☐	☐	☐	☐	☐

Bu aşamalardan **müşterinin ihaleye çıkışı ve karar vermesi** aşamasında firma faaliyetlerinize ilişkin aşağıdaki ifadeler ne derecede katıldığınızı belirtiniz.

28. Müşteri ile yakın bir etkileşimimiz olmaktadır.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

29. Müşterinin karara yönlendirmede başarılı olmaktadır.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

30. Rakiplerinize karşılaştırdırca ihaleye çıkışı ve karar vermesi aşamasında fark yaratabilmekte misiniz?

1	2	3	4	5
Hiç bir fark yaratamamaktayız	Rakiplerimiz kadar farklılaşamamaktayız	Rakiplerimizle aynı düzeydeyiz	Belirgin bir fark yaratabilmekteyiz	Çok önemli bir fark yaratabilmekteyiz
☐	☐	☐	☐	☐

Bu aşamalardan **kontrat yapılması** aşamasında firma faaliyetlerinize ilişkin aşağıdaki ifadeler ne derecede katıldığınızı belirtiniz.

31. Müşterinin tüm isteklerini ve ihtiyaçlarını karşılayabilmekteyiz.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

32. Bu aşamada kontrat şartlarını etkileyebilmekteyiz.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

Sıradaki soru tüm IT hizmetleri için geçerli olmayabilir, eğer görüşülen kişi bu aşamanın şirketleri için geçerli olmadığını belirtiyorsa, soru 36'ya geçiniz.

Bu aşamalardan **finansman sağlanması** aşamasında firma faaliyetlerinize ilişkin aşağıdaki ifadeler ne derecede katıldığınızı belirtiniz.

33. Standart çalışmalar gerçekleştirilmekte mümkün olduğunca belirlenmiş olan çalışma kalıplarının dışına çıkılmamaktadır

1	0
Evet	Hayır
☐	☐

34. Müşterinin tüm isteklerini ve ihtiyaçlarını karşılayabilmekteyiz.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

35. Rakiplerinizle karşılaştırınca finansman sağlanması aşamasında fark yaratabilmekte misiniz?

1	2	3	4	5
Hiç bir fark yaratamamaktayız	Rakiplerimiz kadar farklılaşamamaktayız	Rakiplerimizle aynı düzeydeyiz	Belirgin bir fark yaratabilmekteyiz	Çok önemli bir fark yaratabilmekteyiz
☐	☐	☐	☐	☐

Bu aşamalardan **proje veya satınalma başlangıcı ve gerçekleşmesi** aşamasında firma faaliyetlerinize ilişkin aşağıdaki ifadelere ne derecede katıldığınızı belirtiniz.

36. Standart çalışmalar gerçekleştirilmekte mümkün olduğunca belirlenmiş olan çalışma kalıplarının dışına çıkılmamaktadır

1	0
Evet	Hayır
☐	☐

37. Müşterinin tüm isteklerini ve ihtiyaçlarını karşılayabilmekteyiz.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

38. Rakiplerinizle karşılaştırınca proje veya satınalma başlangıcı ve gerçekleşmesi aşamasında fark yaratabilmekte misiniz?

1	2	3	4	5
Hiç bir fark yaratamamaktayız	Rakiplerimiz kadar farklılaşamamaktayız	Rakiplerimizle aynı düzeydeyiz	Belirgin bir fark yaratabilmekteyiz	Çok önemli bir fark yaratabilmekteyiz
☐	☐	☐	☐	☐

Bu aşamalardan **kullanıcı eğitimi** aşamasında firma faaliyetlerinize ilişkin aşağıdaki ifadelere ne derecede katıldığınızı belirtiniz.

39. Standart çalışmalar gerçekleştirilmekte mümkün olduğunca belirlenmiş olan çalışma kalıplarının dışına çıkılmamaktadır.

1	0
Evet	Hayır
☐	☐

40. Müşterinin tüm isteklerini ve ihtiyaçlarını karşılayabilmekteyiz.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

41. Rakiplerinizle karşılaştırınca kullanıcı eğitimi aşamasında fark yaratabilmekte misiniz?

1	2	3	4	5
Hiç bir fark yaratamamaktayız	Rakiplerimiz kadar farklılaşamamaktayız	Rakiplerimizle aynı düzeydeyiz	Belirgin bir fark yaratabilmekteyiz	Çok önemli bir fark yaratabilmekteyiz
☐	☐	☐	☐	☐

Bu aşamalardan **kullanım boyunca destek/ projenin gerçekleştirilmesi** aşamasında firma faaliyetlerinize ilişkin aşağıdaki ifadelere ne derecede katıldığınızı belirtiniz.

42. Standart çalışmalar gerçekleştirilmekte mümkün olduğunca belirlenmiş olan çalışma kalıplarının dışına çıkılmamaktadır.

1	0
Evet	Hayır
☐	☐

43. Müşterinin tüm isteklerini ve ihtiyaçlarını karşılayabilmekteyiz.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

44. Rakiplerinizle karşılaştırınca kullanım boyunca destek/projenin gerçekleştirilmesi aşamasında fark yaratabilmekte misiniz?

1	2	3	4	5
Hiç bir fark yaratamamaktayız	Rakiplerimiz kadar farklılaşamamaktayız	Rakiplerimizle aynı düzeydeyiz	Belirgin bir fark yaratabilmekteyiz	Çok önemli bir fark yaratabilmekteyiz
☐	☐	☐	☐	☐

Bu aşamalardan **değişiklik talebi/yenileme/tamir/bakım** aşamasında firma faaliyetlerinize ilişkin aşağıdaki ifadelerle ne derecede katıldığınızı belirtiniz.

45. Standart çalışmalar gerçekleştirilmekte mümkün olduğunca belirlenmiş olan çalışma kalıplarının dışına çıkılmamaktadır.

1	0
Evet	Hayır
☐	☐

46. Müşterinin tüm isteklerini ve ihtiyaçlarını karşılayabilmekteyiz.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

47. Rakiplerinizle karşılaştırınca bu aşamada fark yaratabilmekte misiniz?

1	2	3	4	5
Hiç bir fark yaratamamaktayız	Rakiplerimiz kadar farklılaşamamaktayız	Rakiplerimizle aynı düzeydeyiz	Belirgin bir fark yaratabilmekteyiz	Çok önemli bir fark yaratabilmekteyiz
☐	☐	☐	☐	☐

Bu aşamalardan **elden çıkarma / proje bitişi** aşamasında firma faaliyetlerinize ilişkin aşağıdaki ifadelerle ne derecede katıldığınızı belirtiniz.

48. Standart çalışmalar gerçekleştirilmekte mümkün olduğunca belirlenmiş olan çalışma kalıplarının dışına çıkılmamaktadır

1	0
Evet	Hayır
☐	☐

49. Müşterinin tüm isteklerini ve ihtiyaçlarını karşılayabilmekteyiz.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

50. Rakiplerinizle karşılaştırınca elden çıkarma / proje bitişi aşamasında fark yaratabilmekte misiniz?

1	2	3	4	5
Hiç bir fark yaratamamaktayız	Rakiplerimiz kadar farklılaşamamaktayız	Rakiplerimizle aynı düzeydeyiz	Belirgin bir fark yaratabilmekteyiz	Çok önemli bir fark yaratabilmekteyiz
☐	☐	☐	☐	☐

Bu bahsettiğimiz aşamalardaki faaliyetlerinizin iş sonuçlarınıza etkisini 0 ile 100 arasında puanlandırabilir misiniz ?

	0 Hiç Yoktur	100 İş Sonuçlarına etkisi çok büyüktür
51. Müşterinin İhtiyacını Belirlemesi/danışmanlık alması		
52. Müşterinin Hizmet Sağlayıcı Araması		
53. Müşterinin Teklif Şartnamesini Oluşturması		
54. Çözümün Ana Hatlarının Belirlenmesi		
55. İhaleye Çıkılması ve Müşterinin Karar Vermesi		
56. Kontrat Yapılması		
57. Finansman Sağlanması		
58. Proje veya Satınalma Başlangıcı		
59. Kullanıcı Eğitimi		
60. Kullanım Sırası Destek/Projenin Gerçekleştirilmesi		
61. Değişiklik Talebi/Yenileme/Tamir/Bakım		
62. Proje Bitimi/Elden Çıkarma		

Appendix C.1.3 : Banking Sector Descriptive Questionnaire in Turkish

The first 16 questions are the same for all sectors. To avoid repetition, they are only given in the research sector questionnaire.

KURUMSAL/TİCARİ BANKACILIK (KREDİ ALIMI) İÇİN SORULAR:

Müşterileriniz bankalardan kredi alırken yaşadığı tecrübeleri aşağıdaki aşamalarla değerlendirmektedir.



Bu aşamalardan **müşterinin ihtiyacını belirlemesi** aşamasında firma faaliyetlerinize ilişkin aşağıdaki ifadelerle ne derecede katıldığınızı belirtiniz.

17. Müşteri ile yakın bir etkileşimimiz olmaktadır.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

18. Müşterinin ihtiyacını belirlemesini sağlamaktayız

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

19. Rakiplerinizle karşılaştırınca müşterinin ihtiyacını belirlemesi aşamasında fark yaratabilmekte misiniz?

1	2	3	4	5
Hiç bir fark yaratamamaktayız	Rakiplerimiz kadar farklılaşamamaktayız	Rakiplerimizle aynı düzeydeyiz	Belirgin bir fark yaratabilmekteyiz	Çok önemli bir fark yaratabilmekteyiz
☐	☐	☐	☐	☐

Bu aşamalardan **ihtiyaca uygun hizmet sağlayıcının belirlenmesi ve kredi teklifi alınması** aşamasında firma faaliyetlerinize ilişkin aşağıdaki ifadelerle ne derecede katıldığınızı belirtiniz.

20. Müşteride bilinirliğimizi arttıracak yoğun aktiviteler yapmaktayız.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

21. Rakiplerinizle karşılaştırınca müşterinizin sizinle iletişime geçmesini sağlayacak bir farklılık yaratabilmekte misiniz?

1	2	3	4	5
Hiç bir fark yaratamamaktayız	Rakiplerimiz kadar farklılaşamamaktayız	Rakiplerimizle aynı düzeydeyiz	Belirgin bir fark yaratabilmekteyiz	Çok önemli bir fark yaratabilmekteyiz
☐	☐	☐	☐	☐

Bu aşamalardan müşterinin **teklifleri gözden geçirmesi** aşamasında firma faaliyetlerinize ilişkin aşağıdaki ifadelerle ne derecede katıldığınızı belirtiniz. ;;

22. Müşteri ile yakın bir etkileşimimiz olmaktadır.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

23. Müşterinin teklif şartnamesini oluşturmaya büyük ölçüde katkımız olmaktadır.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

24. Rakiplerinize karşılaştırınca müşterinin teklifleri gözden geçirmesi aşamasında fark yaratabilmekte misiniz?

1	2	3	4	5
Hiç bir fark yaratamamaktayız	Rakiplerimiz kadar farklılaşamamaktayız	Rakiplerimizle aynı düzeydeyiz	Belirgin bir fark yaratabilmekteyiz	Çok önemli bir fark yaratabilmekteyiz
☐	☐	☐	☐	☐

Bu aşamalardan **müşterinin karar vermesi** aşamasında firma faaliyetlerinize ilişkin aşağıdaki ifadeler ne derecede katıldığınızı belirtiniz.

25. Müşteri ile yakın bir etkileşimimiz olmaktadır.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

26. Müşteriyi karara yönlendirmede başarılı olmaktadır.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

27. Rakiplerinize karşılaştırınca müşterinin karar vermesi aşamasında fark yaratabilmekte misiniz?

1	2	3	4	5
Hiç bir fark yaratamamaktayız	Rakiplerimiz kadar farklılaşamamaktayız	Rakiplerimizle aynı düzeydeyiz	Belirgin bir fark yaratabilmekteyiz	Çok önemli bir fark yaratabilmekteyiz
☐	☐	☐	☐	☐

Bu aşamalardan **sözleşme yapılması** aşamasında firma faaliyetlerinize ilişkin aşağıdaki ifadeler ne derecede katıldığınızı belirtiniz.

28. Müşterinin tüm isteklerini ve ihtiyaçlarını karşılayabilmekteyiz.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

29. Bu aşamada kontrat şartlarını etkileyebilmekteyiz.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

Bu aşamalardan **finansmanın sağlanması** aşamasında firma faaliyetlerinize ilişkin aşağıdaki ifadeler ne derecede katıldığınızı belirtiniz.

30. Standart çalışmalar gerçekleştirilmekte mümkün olduğunca belirlenmiş olan çalışma kalıplarının dışına çıkılmamaktadır

1	0
Evet	Hayır
☐	☐

31. Müşterinin tüm isteklerini ve ihtiyaçlarını karşılayabilmekteyiz.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

32. Rakiplerinize karşılaştırınca finansmanın sağlanması aşamasında fark yaratabilmekte misiniz?

1	2	3	4	5
Hiç bir fark yaratamamaktayız	Rakiplerimiz kadar farklılaşamamaktayız	Rakiplerimizle aynı düzeydeyiz	Belirgin bir fark yaratabilmekteyiz	Çok önemli bir fark yaratabilmekteyiz
☐	☐	☐	☐	☐

Bu aşamalardan **kredi geri ödemelerinin başlangıcı** aşamasında firma faaliyetlerinize ilişkin aşağıdaki ifadeler ne derecede katıldığınızı belirtiniz.

33. Standart çalışmalar gerçekleştirilmekte mümkün olduğunca belirlenmiş olan çalışma kalıplarının dışına çıkılmamaktadır

1	0
Evet	Hayır
☐	☐

34. Müşterinin tüm isteklerini ve ihtiyaçlarını karşılayabilmekteyiz.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

35. Rakiplerinize karşılaştırınca kredi geri ödemelerinin başlangıcı aşamasında fark yaratabilmekte misiniz?

1	2	3	4	5
Hiç bir fark yaratamamaktayız	Rakiplerimiz kadar farklılaşamamaktayız	Rakiplerimizle aynı düzeydeyiz	Belirgin bir fark yaratabilmekteyiz	Çok önemli bir fark yaratabilmekteyiz
☐	☐	☐	☐	☐

Bu aşamalardan **ödemeler ve diğer hizmetlerle ilgili destek talebi** aşamasında firma faaliyetlerinize ilişkin aşağıdaki ifadelere ne derecede katıldığınızı belirtiniz.

36. Standart çalışmalar gerçekleştirilmekte mümkün olduğunca belirlenmiş olan çalışma kalıplarının dışına çıkılmamaktadır

1	0
Evet	Hayır
☐	☐

37. Müşterinin tüm isteklerini ve ihtiyaçlarını karşılayabilmekteyiz.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

38. Rakiplerinize karşılaştırınca ödemeler ve diğer hizmetlerle ilgili destek talebi aşamasında fark yaratabilmekte misiniz?

1	2	3	4	5
Hiç bir fark yaratamamaktayız	Rakiplerimiz kadar farklılaşamamaktayız	Rakiplerimizle aynı düzeydeyiz	Belirgin bir fark yaratabilmekteyiz	Çok önemli bir fark yaratabilmekteyiz
☐	☐	☐	☐	☐

Bu aşamalardan **kredinin kapatılması** aşamasında firma faaliyetlerinize ilişkin aşağıdaki ifadelere ne derecede katıldığınızı belirtiniz.

39. Standart çalışmalar gerçekleştirilmekte mümkün olduğunca belirlenmiş olan çalışma kalıplarının dışına çıkılmamaktadır

1	0
Evet	Hayır
☐	☐

40. Müşterinin tüm isteklerini ve ihtiyaçlarını karşılayabilmekteyiz.

1	2	3	4	5
Hiç	Nadiren	Ara sıra	Çoğunlukla	Her zaman
☐	☐	☐	☐	☐

41. Rakiplerinize karşılaştırınca kredinin kapatılması aşamasında fark yaratabilmekte misiniz?

1	2	3	4	5
Hiç bir fark yaratamamaktayız	Rakiplerimiz kadar farklılaşamamaktayız	Rakiplerimizle aynı düzeydeyiz	Belirgin bir fark yaratabilmekteyiz	Çok önemli bir fark yaratabilmekteyiz
☐	☐	☐	☐	☐

Bu bahsettiğimiz aşamalardaki faaliyetlerinizin iş sonuçlarınıza etkisini 0 ile 100 arasında puanlandırabilir misiniz ?

	0 Hiç Yoktur	100 İş Sonuçlarına etkisi çok büyüktür
42. Müşterinin İhtiyacını Belirlemesi		
43. İhtiyaca Uygun Bankalarla Görüşmeler ve Teklif Alınması		
44. Tekliflerin gözden geçirilmesi		
45. Müşterinin Karar Vermesi		
46. Sözleşme Yapılması		
47. Finansmanın Sağlanması		
48. Kredi Geri Ödemelerinin Başlangıcı		
49. Ödemeler ve Diğer Hizmetler ile ilgili Destek		
50. Kredinin Kapatılması		

Appendix C.2.1 : Research Sector Descriptive Questionnaire in English

This study is conducted as a requirement of the thesis study conducted in İstanbul Technical University. The findings regarding your responses to this questionnaire will be treated confidentially. I would like to appreciate my sincerest gratitude in advance for your contributions to this research.

1. How would you evaluate your overall performance in 2007 compared to the previous year?

1	2	3	4	5
Much Worse	Worse	Same	Better	Much Better
☐	☐	☐	☐	☐

2. How would you evaluate your overall performance in 2007 compared to your closest competitors?

1	2	3	4	5
Much Worse	Worse	Same	Better	Much Better
☐	☐	☐	☐	☐

3. What was your change in market share in 2007 compared to your closest competitors?

1	2	3	4	5
Much Worse	Worse	Same	Better	Much Better
☐	☐	☐	☐	☐

4. What was your change in income in 2007 compared to your closest competitors?

1	2	3	4	5
Much Worse	Worse	Same	Better	Much Better
☐	☐	☐	☐	☐

5. How would you evaluate your launch of successful new products in 2007 compared to your closest competitors?

1	2	3	4	5
Much Worse	Worse	Same	Better	Much Better
☐	☐	☐	☐	☐

6. How was your profitability in 2007 compared to your closest competitors?

1	2	3	4	5
Much Worse	Worse	Same	Better	Much Better
☐	☐	☐	☐	☐

7. How was your income in 2007 compared to your closest competitors?:

1	2	3	4	5
Much Worse	Worse	Same	Better	Much Better
☐	☐	☐	☐	☐

8. We are very successful in our customer satisfaction targets.

1	2	3	4	5
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
☐	☐	☐	☐	☐

9. The share of business with the current customers are increasing.

1	2	3	4	5
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
☐	☐	☐	☐	☐

10. Our customers rate our services as high quality.

1	2	3	4	5
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
☐	☐	☐	☐	☐

11. Our business center's /our company's 2007 total income:

.....YTL

12. Change in income in 2007 compared to the previous year:

<-1 0%	-10 – 0%	0 – 10%	11 – 20%	21-30%	31 –40%	41 – 50%	>50%
☐	☐	☐	☐	☐	☐	☐	☐

13. Margin of net profit before taxes in 2007:

<-1 0%	-10 – 0%	0 – 10%	11 – 20%	21-30%	31 –40%	41 – 50%	>50%
☐	☐	☐	☐	☐	☐	☐	☐

14. Change in profit in 2007 compared to the previous year:

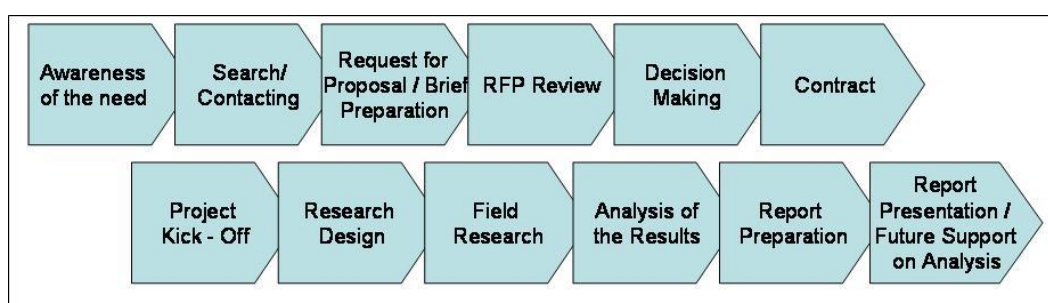
<-1 0%	-10 – 0%	0 – 10%	11 – 20%	21-30%	31 –40%	41 – 50%	>50%
☐	☐	☐	☐	☐	☐	☐	☐

15. Market share in year 2007:

0 – 5%	6 – 10%	11 – 15%	16-20%	21 –25%	26 – 30%	31 – 35%	>35%
☐	☐	☐	☐	☐	☐	☐	☐

16. Market share change in 2007 compared to the previous year

<-1 0%	-10 – 0%	0 – 10%	11 – 20%	21-30%	31 –40%	41 – 50%	>50%
☐	☐	☐	☐	☐	☐	☐	☐



Please select the appropriate box for the statements below regarding the phase: Awareness of the Need

17. We have a high interaction with the customer.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

18. We assist the customer in this phase.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

19. Compared to your closest competitors, how well are you able to differentiate in this phase?

1	2	3	4	5
Absolutely no differentiation	Could not differentiate as good as competitors	At the same differentiation level as our competitors	Differentiate distinctly	Differentiate very distinctly
☐	☐	☐	☐	☐

Please select the appropriate box for the statements below regarding the phase: Search/Contacting

20. We conduct activities to increase our awareness.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

21. Compared to your closest competitors, how well are you able to differentiate in this phase?

1	2	3	4	5
Absolutely no differentiation	Could not differentiate as good as competitors	At the same differentiation level as our competitors	Differentiate distinctly	Differentiate very distinctly
☐	☐	☐	☐	☐

Please select the appropriate box for the statements below regarding the phase: RFP Preparation

22. We have a high interaction with the customer.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

23. We assist the customer to a great extent in this phase.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

24. Compared to your closest competitors, how well are you able to differentiate in this phase?

1	2	3	4	5
Absolutely no differentiation	Could not differentiate as good as competitors	At the same differentiation level as our competitors	Differentiate distinctly	Differentiate very distinctly
☐	☐	☐	☐	☐

Please select the appropriate box for the statements below regarding the phase: RFP Review

25. We have a high interaction with the customer.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

26. We assist the customer to a great extent in this phase.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

27. Compared to your closest competitors, how well are you able to differentiate in this phase?

1	2	3	4	5
Absolutely no differentiation	Could not differentiate as good as competitors	At the same differentiation level as our competitors	Differentiate distinctly	Differentiate very distinctly
☐	☐	☐	☐	☐

Please select the appropriate box for the statements below regarding the phase: Decision Making

28. We have a high interaction with the customer.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

29. We are able to assist the customer to come up to a decision in this phase.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

30. Compared to your closest competitors, how well are you able to differentiate in this phase?

1	2	3	4	5
Absolutely no differentiation	Could not differentiate as good as competitors	At the same differentiation level as our competitors	Differentiate distinctly	Differentiate very distinctly
☐	☐	☐	☐	☐

Please select the appropriate box for the statements below regarding the phase: Contract

31. We are able to fulfill every need of the customer in this phase.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

32. We are able to influence the contract terms.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

Please select the appropriate box for the statements below regarding the phase: Kick-off

33. We provide standard services in this phase.

1	0
Yes	No
☐	☐

34. We are able to fulfill every need of the customer in this phase.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

35. Compared to your closest competitors, how well are you able to differentiate in this phase?

1	2	3	4	5
Absolutely no differentiation	Could not differentiate as good as competitors	At the same differentiation level as our competitors	Differentiate distinctly	Differentiate very distinctly
☐	☐	☐	☐	☐

Please select the appropriate box for the statements below regarding the phase: Research Design

36. We provide standard services in this phase.

1	0
Yes	No
☐	☐

37. We are able to fulfill every need of the customer in this phase.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

38. Compared to your closest competitors, how well are you able to differentiate in this phase?

1	2	3	4	5
Absolutely no differentiation	Could not differentiate as good as competitors	At the same differentiation level as our competitors	Differentiate distinctly	Differentiate very distinctly
☐	☐	☐	☐	☐

Please select the appropriate box for the statements below regarding the phase: Field Research

39. We provide standard services in this phase.

1	0
Yes	No
☐	☐

40. We are able to fulfill every need of the customer in this phase.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

41. Compared to your closest competitors, how well are you able to differentiate in this phase?

1	2	3	4	5
Absolutely no differentiation	Could not differentiate as good as competitors	At the same differentiation level as our competitors	Differentiate distinctly	Differentiate very distinctly
☐	☐	☐	☐	☐

Please select the appropriate box for the statements below regarding the phase: Analysis

42. We provide standard services in this phase.

1	0
Yes	No
☐	☐

43. We are able to fulfill every need of the customer in this phase.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

44. Compared to your closest competitors, how well are you able to differentiate in this phase?

1	2	3	4	5
Absolutely no differentiation	Could not differentiate as good as competitors	At the same differentiation level as our competitors	Differentiate distinctly	Differentiate very distinctly
☐	☐	☐	☐	☐

Please select the appropriate box for the statements below regarding the phase: Report Preparation

45. We provide standard services in this phase.

1	0
Yes	No
☐	☐

46. We are able to fulfill every need of the customer in this phase.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

47. Compared to your closest competitors, how well are you able to differentiate in this phase?

1	2	3	4	5
Absolutely no differentiation	Could not differentiate as good as competitors	At the same differentiation level as our competitors	Differentiate distinctly	Differentiate very distinctly
☐	☐	☐	☐	☐

Please select the appropriate box for the statements below regarding the phase: Reporting / Presentation Support

48. We provide standard services in this phase.

1	0
Yes	No
☐	☐

49. We assist the customer to a great extent in this phase.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

50. Compared to your closest competitors, how well are you able to differentiate in this phase?

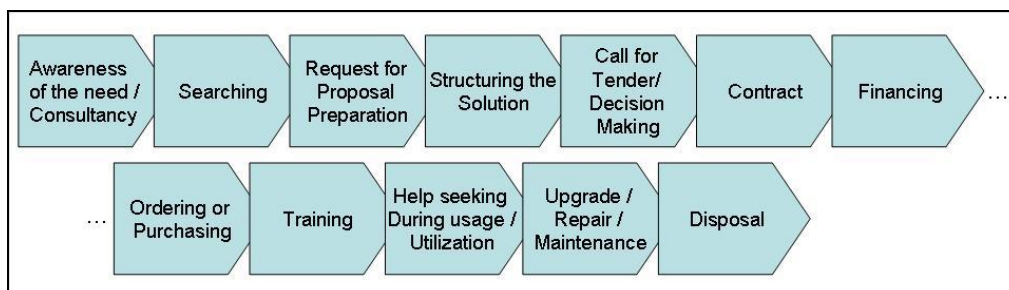
1	2	3	4	5
Absolutely no differentiation	Could not differentiate as good as competitors	At the same differentiation level as our competitors	Differentiate distinctly	Differentiate very distinctly
☐	☐	☐	☐	☐

How would you rate the impact of the activities on your performance in each of the phases below ?

	0 Not at all	100 Very high impact
51. Awareness of the need		
52. Contacting		
53. RFP Preparation		
54. RFP Review		
55. Decision Making		
56. Contract		
57. Kick-off		
58. Research Design		
59. Field Research		
60. Analysis		
61. Report Preparation		
62. Reporting / Presentation Support		

Appendix C.2.2 : IT Sector Descriptive Questionnaire in English

The first 16 questions are the same for all sectors. To avoid repetition, they are only given in the research sector questionnaire.



Please select the appropriate box for the statements below regarding the phase: Awareness of the Need

17. We have a high interaction with the customer.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

18. We assist the customer in this phase.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

19. Compared to your closest competitors, how well are you able to differentiate in this phase?

1	2	3	4	5
Absolutely no differentiation	Could not differentiate as good as competitors	At the same differentiation level as our competitors	Differentiate distinctly	Differentiate very distinctly
☐	☐	☐	☐	☐

Please select the appropriate box for the statements below regarding the phase: Search/Contacting

20. We conduct activities to increase our awareness.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

21. Compared to your closest competitors, how well are you able to differentiate in this phase?

1	2	3	4	5
Absolutely no differentiation	Could not differentiate as good as competitors	At the same differentiation level as our competitors	Differentiate distinctly	Differentiate very distinctly
☐	☐	☐	☐	☐

Please select the appropriate box for the statements below regarding the phase: RFP Preparation

22. We have a high interaction with the customer.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

23. We assist the customer to a great extent in this phase.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

24. Compared to your closest competitors, how well are you able to differentiate in this phase?

1	2	3	4	5
Absolutely no differentiation	Could not differentiate as good as competitors	At the same differentiation level as our competitors	Differentiate distinctly	Differentiate very distinctly
☐	☐	☐	☐	☐

Please select the appropriate box for the statements below regarding the phase: Structuring the Solution

25. We have a high interaction with the customer.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

26. We assist the customer to a great extent in this phase.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

27. Compared to your closest competitors, how well are you able to differentiate in this phase?

1	2	3	4	5
Absolutely no differentiation	Could not differentiate as good as competitors	At the same differentiation level as our competitors	Differentiate distinctly	Differentiate very distinctly
☐	☐	☐	☐	☐

Please select the appropriate box for the statements below regarding the phase: Decision Making

28. We have a high interaction with the customer.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

29. We are able to assist the customer to come up to a decision in this phase.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

30. Compared to your closest competitors, how well are you able to differentiate in this phase?

1	2	3	4	5
Absolutely no differentiation	Could not differentiate as good as competitors	At the same differentiation level as our competitors	Differentiate distinctly	Differentiate very distinctly
☐	☐	☐	☐	☐

Please select the appropriate box for the statements below regarding the phase: Contract

31. We are able to fulfill every need of the customer in this phase.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

32. We are able to influence the contract terms.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

Please select the appropriate box for the statements below regarding the phase: Financing

33. We provide standard services in this phase.

1	0
Yes	No
☐	☐

34. We are able to fulfill every need of the customer in this phase.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

35. Compared to your closest competitors, how well are you able to differentiate in this phase?

1	2	3	4	5
Absolutely no differentiation	Could not differentiate as good as competitors	At the same differentiation level as our competitors	Differentiate distinctly	Differentiate very distinctly
☐	☐	☐	☐	☐

Please select the appropriate box for the statements below regarding the phase: Ordering or Kick-off

36. We provide standard services in this phase.

1	0
Yes	No
☐	☐

37. We are able to fulfill every need of the customer in this phase.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

38. Compared to your closest competitors, how well are you able to differentiate in this phase?

1	2	3	4	5
Absolutely no differentiation	Could not differentiate as good as competitors	At the same differentiation level as our competitors	Differentiate distinctly	Differentiate very distinctly
☐	☐	☐	☐	☐

Please select the appropriate box for the statements below regarding the phase: Training

39. We provide standard services in this phase.

1	0
Yes	No
☐	☐

40. We are able to fulfill every need of the customer in this phase.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

41. Compared to your closest competitors, how well are you able to differentiate in this phase?

1	2	3	4	5
Absolutely no differentiation	Could not differentiate as good as competitors	At the same differentiation level as our competitors	Differentiate distinctly	Differentiate very distinctly
☐	☐	☐	☐	☐

Please select the appropriate box for the statements below regarding the phase: Help seeking

42. We provide standard services in this phase.

1	0
Yes	No
☐	☐

43. We are able to fulfill every need of the customer in this phase.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

44. Compared to your closest competitors, how well are you able to differentiate in this phase?

1	2	3	4	5
Absolutely no differentiation	Could not differentiate as good as competitors	At the same differentiation level as our competitors	Differentiate distinctly	Differentiate very distinctly
☐	☐	☐	☐	☐

Please select the appropriate box for the statements below regarding the phase: Upgrade/Repair/Maintenance

45. We provide standard services in this phase.

1	0
Yes	No
☐	☐

46. We are able to fulfill every need of the customer in this phase.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

47. Compared to your closest competitors, how well are you able to differentiate in this phase?

1	2	3	4	5
Absolutely no differentiation	Could not differentiate as good as competitors	At the same differentiation level as our competitors	Differentiate distinctly	Differentiate very distinctly
☐	☐	☐	☐	☐

Please select the appropriate box for the statements below regarding the phase: Disposal

48. We provide standard services in this phase.

1	0
Yes	No
☐	☐

49. We assist the customer to a great extent in this phase.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

50. Compared to your closest competitors, how well are you able to differentiate in this phase?

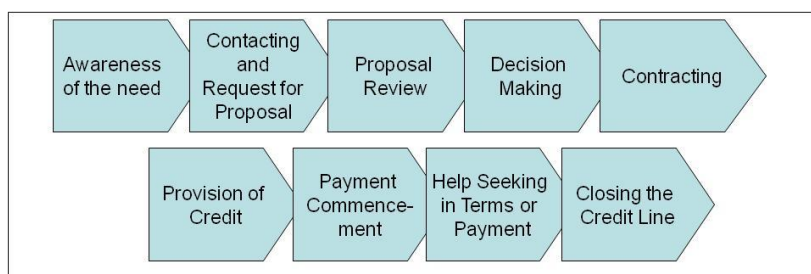
1	2	3	4	5
Absolutely no differentiation	Could not differentiate as good as competitors	At the same differentiation level as our competitors	Differentiate distinctly	Differentiate very distinctly
☐	☐	☐	☐	☐

How would you rate the impact of the activities on your performance in each of the phases below?

	0 Not at all	100 Very high impact
51. Awareness of the need		
52. Search/Contacting		
53. RFP Preparation		
54. Structuring the Solution		
55. Decision Making		
56. Contract		
57. Financing		
58. Ordering or Kick-off		
59. Training		
60. Help Seeking		
61. Upgrade/Repair/ Maintenance		
62. Disposal		

Appendix C.2.3 : Banking Sector Descriptive Questionnaire in English

The first 16 questions are the same for all sectors. To avoid repetition, they are only given in the research sector questionnaire in Appendix C.2.1.



Please select the appropriate box for the statements below regarding the phase: Awareness of the Need

17. We have a high interaction with the customer.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

18. We assist the customer in this phase.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

19. Compared to your closest competitors, how well are you able to differentiate in this phase?

1	2	3	4	5
Absolutely no differentiation	Could not differentiate as good as competitors	At the same differentiation level as our competitors	Differentiate distinctly	Differentiate very distinctly
☐	☐	☐	☐	☐

Please select the appropriate box for the statements below regarding the phase: RFP

20. We conduct activities to increase our awareness.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

21. Compared to your closest competitors, how well are you able to differentiate in this phase?

1	2	3	4	5
Absolutely no differentiation	Could not differentiate as good as competitors	At the same differentiation level as our competitors	Differentiate distinctly	Differentiate very distinctly
☐	☐	☐	☐	☐

Please select the appropriate box for the statements below regarding the phase: RFP Review

22. We have a high interaction with the customer.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

23. We assist the customer to a great extent in this phase.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

24. Compared to your closest competitors, how well are you able to differentiate in this phase?

1	2	3	4	5
Absolutely no differentiation	Could not differentiate as good as competitors	At the same differentiation level as our competitors	Differentiate distinctly	Differentiate very distinctly
☐	☐	☐	☐	☐

Please select the appropriate box for the statements below regarding the phase: Decision Making

25. We have a high interaction with the customer.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

26. We are able to assist the customer to come up to a decision in this phase.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

27. Compared to your closest competitors, how well are you able to differentiate in this phase?

1	2	3	4	5
Absolutely no differentiation	Could not differentiate as good as competitors	At the same differentiation level as our competitors	Differentiate distinctly	Differentiate very distinctly
☐	☐	☐	☐	☐

Please select the appropriate box for the statements below regarding the phase: Contract

28. We are able to fulfill every need of the customer in this phase.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

29. We are able to influence the contract terms.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

Please select the appropriate box for the statements below regarding the phase: Provision of the Loan

30. We provide standard services in this phase.

1	0
Yes	No
☐	☐

31. We are able to fulfill every need of the customer in this phase.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

32. Compared to your closest competitors, how well are you able to differentiate in this phase?

1	2	3	4	5
Absolutely no differentiation	Could not differentiate as good as competitors	At the same differentiation level as our competitors	Differentiate distinctly	Differentiate very distinctly
☐	☐	☐	☐	☐

Please select the appropriate box for the statements below regarding the phase: Start of Payment

33. We provide standard services in this phase.

1	0
Yes	No
☐	☐

34. We are able to fulfill every need of the customer in this phase.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

35. Compared to your closest competitors, how well are you able to differentiate in this phase?

1	2	3	4	5
Absolutely no differentiation	Could not differentiate as good as competitors	At the same differentiation level as our competitors	Differentiate distinctly	Differentiate very distinctly
☐	☐	☐	☐	☐

Please select the appropriate box for the statements below regarding the phase: Help Seeking

36. We provide standard services in this phase.

1	0
Yes	No
☐	☐

37. We are able to fulfill every need of the customer in this phase.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

38. Compared to your closest competitors, how well are you able to differentiate in this phase?

1	2	3	4	5
Absolutely no differentiation	Could not differentiate as good as competitors	At the same differentiation level as our competitors	Differentiate distinctly	Differentiate very distinctly
☐	☐	☐	☐	☐

Please select the appropriate box for the statements below regarding the phase: Closing the Credit Line

39. We provide standard services in this phase.

1	0
Yes	No
☐	☐

40. We are able to fulfill every need of the customer in this phase.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always
☐	☐	☐	☐	☐

41. Compared to your closest competitors, how well are you able to differentiate in this phase?

1	2	3	4	5
Absolutely no differentiation	Could not differentiate as good as competitors	At the same differentiation level as our competitors	Differentiate distinctly	Differentiate very distinctly
☐	☐	☐	☐	☐

How would you rate the impact of the activities on your performance in each of the phases below?

	0 Not at all	100 Very high impact
42. Awareness of the need		
43. Request for proposal		
44. Proposal review		
45. Decision making		
46. Contract		
47. Provision of the loan		
48. Start of payment		
49. Help seeking		
50. Closing the credit line		

Appendix D. Regression Analysis Tables for Weighted Variables

Table D.1 : Correlations – Weighted Aggregate with Subjective Performance

		suPerf	pw1	pw2	pw3
Pearson Correlation	suPerf	1	0.766	0.772	0.703
	pw1	0.766	1	0.899	0.758
	pw2	0.772	0.899	1	0.824
	pw3	0.703	0.758	0.824	1
Sig. (1-tailed)	suPerf	.	0.000	0.000	0.000
	pw1	0.000	.	0.000	0.000
	pw2	0.000	0.000	.	0.000
	pw3	0.000	0.000	0.000	.

Table D.2 : Model Summary – Weighted Aggregate with Subjective Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
9	.796a	0.634	0.621	0.348595
a. Predictors: (Constant). pw3. pw1. pw2				

Table D.3 : ANOVA – Weighted Aggregate with Subjective Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
9	Regression	17.88	3	5.96	49.045	.000a
	Residual	10.329	85	0.122		
	Total	28.209	88			
a. Predictors: (Constant). pw3. pw1. pw2						
b. Dependent Variable: suPerf						

Table D.4 : Coefficients – Weighted Aggregate with Subjective Performance

Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients Beta	T	Sig.
9	(Constant)	1.442	0.222		6.486	0.000
	pw1	0.309	0.130	0.359	2.383	0.019
	pw2	0.319	0.189	0.292	1.69	0.095
	pw3	0.225	0.137	0.19	1.64	0.10
a. Dependent Variable: suPerf						

Table D.5 : Correlations – Weighted Aggregate with Objective Performance

		obPerf	pw1	pw2	pw3
Pearson Correlation	obPerf	1	0.534	0.575	0.436
	pw1	0.534	1	0.901	0.758
	pw2	0.575	0.901	1	0.826
	pw3	0.436	0.758	0.826	1
Sig. (1-tailed)	obPerf	.	0.000	0.000	0.000
	pw1	0.000	.	0.000	0.000
	pw2	0.000	0.000	.	0.000
	pw3	0.000	0.000	0.000	.

Table D.6 : Model Summary – Weighted Aggregate with Objective Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
10	.581a	0.338	0.313	11.09003
a. Predictors: (Constant). pw3. pw1. pw2				

Table D.7 : ANOVA – Weighted Aggregate with Objective Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
10	Regression	5138.844	3	1712.948	13.928	.000a
	Residual	10085.084	82	122.989		
	Total	15223.928	85			
a. Predictors: (Constant). pw3. pw1. pw2						
b. Dependent Variable: obPerf						

Table D.8 : Coefficients – Weighted Aggregate with Objective Performance

Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients Beta	T	Sig.
10	(Constant)	-15.141	7.074		-2.14	0.035
	pw1	1.884	4.156	0.094	0.453	0.651
	pw2	15.122	6.083	0.596	2.486	0.015
	pw3	-3.489	4.388	-0.127	-0.795	0.429
a. Dependent Variable: obPerf						

Table D.9 : Correlations – Weighted Research Sector with Subjective Performance

		suPerf	pw1	pw2	pw3
Pearson Correlation	suPerf	1	0.934	0.916	0.868
	pw1	0.934	1	0.916	0.85
	pw2	0.916	0.916	1	0.842
	pw3	0.868	0.85	0.842	1
Sig. (1-tailed)	suPerf	.	0.000	0.000	0.000
	pw1	0.000	.	0.000	0.000
	pw2	0.000	0.000	.	0.000
	pw3	0.000	0.000	0.000	.

Table D.10 : Model Summary – Weighted Research Sector with Subjective Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
11	.951a	0.905	0.893	0.184276
a. Predictors: (Constant). pw3. pw1. pw2				

Table D.11 : ANOVA – Weighted Research Sector with Subjective Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
11	Regression	7.764	3	2.588	76.209	.000a
	Residual	0.815	24	0.034		
	Total	8.579	27			
a. Predictors: (Constant). pw3. pw1. pw2						
b. Dependent Variable: suPerf						

Table D.12 : Coefficients – Weighted Research Sector with Subjective Performance

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
			Std. Error	Beta		
11	(Constant)	0.06	0.235		0.256	0.8
	pw1	0.78	0.265	0.496	2.943	0.007
	pw2	0.442	0.249	0.292	1.774	0.089
	pw3	0.315	0.196	0.201	1.606	0.121
a. Dependent Variable: suPerf						

Table D.13 : Correlations – Weighted Research Sector with Objective Performance

		obPerf	pw1	pw2	pw3
Pearson Correlation	obPerf	1	0.831	0.802	0.857
	pw1	0.831	1	0.916	0.85
	pw2	0.802	0.916	1	0.842
	pw3	0.857	0.85	0.842	1
Sig. (1-tailed)	obPerf	.	0.000	0.000	0.000
	pw1	0.000	.	0.000	0.000
	pw2	0.000	0.000	.	0.000
	pw3	0.000	0.000	0.000	.

Table D.14 : Model Summary – Weighted Research Sector with Objective Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
12	.879a	0.773	0.744	5.3219
a. Predictors: (Constant). pw3. pw1. pw2				

Table D.15 : ANOVA – Weighted Research Sector with Objective Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
12	Regression	2308.421	3	769.474	27.168	.000a
	Residual	679.748	24	28.323		
	Total	2988.17	27			
a. Predictors: (Constant). pw3. pw1. pw2						
b. Dependent Variable: obPerf						

Table D.16 : Coefficients – Weighted Research Sector with Objective Performance

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
			Std. Error	Beta		
12	(Constant)	-45.477	6.774		-6.714	0.000
	pw1	9.932	7.655	0.338	1.297	0.207
	pw2	1.245	7.197	0.044	0.173	0.864
	pw3	15.576	5.66	0.532	2.752	0.011
a. Dependent Variable: obPerf						

Table D.17 : Correlations – Weighted IT Sector with Subjective Performance

		suPerf	pw1	pw2	pw3
Pearson Correlation	suPerf	1	0.859	0.868	0.875
	pw1	0.859	1	0.799	0.77
	pw2	0.868	0.799	1	0.845
	pw3	0.875	0.77	0.845	1
Sig. (1-tailed)	suPerf	0.000	0.000	0.000	0.000
	pw1	0.000	0.000	0.000	0.000
	pw2	0.000	0.000	0.000	0.000
	pw3	0.000	0.000	0.000	0.000

Table D.18 : Model Summary – Weighted IT Sector with Subjective Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
13	.931a	0.867	0.851	0.206
a. Predictors: (Constant). pw3. pw1. pw2				

Table D.19 : ANOVA – Weighted IT Sector with Subjective Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
13	Regression	6.905	3	2.302	54.124	.000a
	Residual	1.063	25	0.043		
	Total	7.968	28			
a. Predictors: (Constant). pw3. pw1. pw2						
b. Dependent Variable: suPerf						

Table D.20 : Coefficients – Weighted IT Sector with Subjective Performance

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
			Std. Error	Beta		
13	(Constant)	-0.051	0.345		-0.146	0.885
	pw1	0.393	0.139	0.36	2.835	0.009
	pw2	0.417	0.24	0.264	1.739	0.094
	pw3	0.499	0.191	0.374	2.619	0.015
a. Dependent Variable: suPerf						

Table D.21 : Correlations – Weighted IT Sector with Objective Performance

		obPerf	pw1	pw2	pw3
Pearson Correlation	obPerf	1	0.497	0.471	0.545
	pw1	0.497	1	0.799	0.77
	pw2	0.471	0.799	1	0.845
	pw3	0.545	0.77	0.845	1
Sig. (1-tailed)	obPerf	.	0.003	0.005	0.001
	pw1	0.003	.	0.000	0.000
	pw2	0.005	0.000	.	0.000
	pw3	0.001	0.000	0.000	.

Table D.22 : Model Summary – Weighted IT Sector with Objective Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
14	.612a	0.375	0.289	6.1061
a. Predictors: (Constant). pw3. pw1. pw2				

Table D.23 : ANOVA – Weighted IT Sector with Objective Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
14	Regression	491.521	3	163.84	4.394	.014a
	Residual	820.258	22	37.284		
	Total	1311.779	25			
a. Predictors: (Constant). pw3. pw1. pw2						
b. Dependent Variable: obPerf						

Table D.24 : Coefficients – Weighted IT Sector with Objective Performance

Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients Beta	T	Sig.
14	(Constant)	-15.938	10.265		-1.553	0.135
	pw1	2.901	4.138	0.205	0.701	0.491
	pw2	7.57	7.447	0.373	1.017	0.32
	pw3	1.231	5.992	0.07	0.205	0.839
a. Dependent Variable: obPerf						

Table D.25 : Correlations – Weighted Bank Sector with Subjective Performance

		suPerf	pw1	pw2	pw3
Pearson Correlation	suPerf	1	0.046	0.087	0.02
	pw1	0.046	1	0.593	0.323
	pw2	0.087	0.593	1	0.556
	pw3	0.02	0.323	0.556	1
Sig. (1-tailed)	suPerf	.	0.402	0.318	0.457
	pw1	0.402	.	0.000	0.036
	pw2	0.318	0.000	.	0.000
	pw3	0.457	0.036	0.000	.

Table D.26 : Model Summary – Weighted Bank Sector with Subjective Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
15	.094a	0.009	-0.097	0.360047
a. Predictors: (Constant). pw3. pw1. pw2				

Table D.27 : ANOVA – Weighted Bank Sector with Subjective Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
15	Regression	0.032	3	0.011	0.083	.969a
	Residual	3.63	28	0.13		
	Total	3.662	31			
a. Predictors: (Constant). pw3. pw1. pw2						
b. Dependent Variable: suPerf						

Table D.28 : Coefficients – Weighted Bank Sector with Subjective Performance

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
			Std. Error	Beta		
15	(Constant)	3.874	0.676		5.733	0.000
	pw1	-0.009	0.215	-0.01	-0.043	0.966
	pw2	0.123	0.281	0.116	0.437	0.666
	pw3	-0.035	0.188	-0.042	-0.184	0.855
a. Dependent Variable: suPerf						

Table D.29 : Correlations – Weighted Bank Sector with Objective Performance

		obPerf	pw1	pw2	pw3
Pearson Correlation	obPerf	1	0.092	0.251	0.036
	pw1	0.092	1	0.593	0.323
	pw2	0.251	0.593	1	0.556
	pw3	0.036	0.323	0.556	1
Sig. (1-tailed)	obPerf	.	0.308	0.083	0.423
	pw1	0.308	.	0.000	0.036
	pw2	0.083	0.000	.	0.000
	pw3	0.423	0.036	0.000	.

Table D.30 : Model Summary – Weighted Bank Sector with Objective Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
16	.289a	0.084	-0.015	15.05958
a. Predictors: (Constant). pw3. pw1. pw2				

Table D.31 : ANOVA – Weighted Bank Sector with Objective Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
16	Regression	578.712	3	192.904	0.851	.478a
	Residual	6350.146	28	226.791		
	Total	6928.857	31			
a. Predictors: (Constant). pw3. pw1. pw2						
b. Dependent Variable: obPerf						

Table D.32 : Coefficients – Weighted Bank Sector with Objective Performance

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
			Std. Error	Beta		
16	(Constant)	3.923	28.263		0.139	0.891
	pw1	-3.553	8.987	-0.089	-0.395	0.696
	pw2	17.773	11.742	0.387	1.514	0.141
	pw3	-5.441	7.852	-0.151	-0.693	0.494
a. Dependent Variable: obPerf						

Table D.33 : Independent Samples Test - Research vs. Bank

	Levene's Test for Equality of Variances			t-test for Equality of Means			Mean Difference
	Assumption		Sig.	t	df	Sig. (2-tailed)	
suPerf	Equal v.	2.84	0.097	-6.08	58.00	0.000	-0.72
	Unequal v.			-5.89	43.42	0.000	-0.72
obPerf	Equal v.	11.20	0.001	-4.67	58.00	0.000	-15.80
	Unequal v.			-4.78	55.58	0.000	-15.80
overallIP	Equal v.	3.12	0.083	-3.54	58.00	0.001	-0.74
	Unequal v.			-3.48	51.27	0.001	-0.74
relP	Equal v.	0.40	0.530	-5.21	58.00	0.000	-0.89
	Unequal v.			-5.19	55.49	0.000	-0.89
relSOMCh	Equal v.	5.86	0.019	-3.57	58.00	0.001	-0.70
	Unequal v.			-3.50	48.89	0.001	-0.70
relIncCh	Equal v.	1.48	0.229	-2.68	58.00	0.010	-0.66
	Unequal v.			-2.66	54.54	0.010	-0.66
relNewServ	Equal v.	1.28	0.262	-5.10	58.00	0.000	-0.97
	Unequal v.			-5.05	54.29	0.000	-0.97
relProfit	Equal v.	0.30	0.585	-4.02	58.00	0.000	-0.89
	Unequal v.			-4.02	57.16	0.000	-0.89
relInc	Equal v.	3.43	0.069	-1.78	58.00	0.080	-0.38
	Unequal v.			-1.77	53.98	0.083	-0.38
relCustSat	Equal v.	0.51	0.477	-4.65	58.00	0.000	-0.70
	Unequal v.			-4.68	57.78	0.000	-0.70
relBizwCurrCu	Equal v.	0.21	0.653	-2.48	58.00	0.016	-0.50
	Unequal v.			-2.47	56.11	0.017	-0.50
CusAsServ	Equal v.	1.74	0.193	-4.74	58.00	0.000	-0.80
	Unequal v.			-4.71	55.49	0.000	-0.80
incomechange	Equal v.	0.25	0.619	-3.86	58.00	0.000	-15.60
	Unequal v.			-3.84	55.52	0.000	-15.60
profitmargin	Equal v.	14.41	0.000	-4.25	58.00	0.000	-15.36
	Unequal v.			-4.43	47.44	0.000	-15.36
profitchange	Equal v.	20.13	0.000	-5.03	58.00	0.000	-17.99
	Unequal v.			-5.25	46.57	0.000	-17.99
somchange	Equal v.	2.24	0.140	-3.11	58.00	0.003	-14.24
	Unequal v.			-3.12	57.65	0.003	-14.24
involvement	Equal v.	0.91	0.345	-4.89	58.00	0.000	-0.56
	Unequal v.			-4.78	47.84	0.000	-0.56

Table D.34 : Independent Samples Test - Research vs. IT

	Levene's Test for Equality of Variances			t-test for Equality of Means			
	Assumption		Sig.	t	df	Sig. (2-tailed)	Mean Difference
suPerf	Equal v.	0.01	0.946	-3.35	55.00	0.001	-0.49
	Unequal v.			-3.34	54.55	0.001	-0.49
obPerf	Equal v.	1.24	0.270	-1.85	52.00	0.070	-4.58
	Unequal v.			-1.88	48.08	0.067	-4.58
overallIP	Equal v.	3.51	0.066	-2.29	55.00	0.026	-0.51
	Unequal v.			-2.28	52.70	0.026	-0.51
relP	Equal v.	3.32	0.074	-2.19	55.00	0.033	-0.47
	Unequal v.			-2.20	51.84	0.033	-0.47
relSOMCh	Equal v.	0.63	0.432	-1.54	55.00	0.130	-0.33
	Unequal v.			-1.53	53.14	0.132	-0.33
relIncCh	Equal v.	1.68	0.200	-2.19	55.00	0.032	-0.54
	Unequal v.			-2.19	53.12	0.033	-0.54
relNewServ	Equal v.	0.80	0.374	-2.35	55.00	0.022	-0.54
	Unequal v.			-2.36	53.76	0.022	-0.54
relProfit	Equal v.	1.15	0.288	-3.41	55.00	0.001	-0.72
	Unequal v.			-3.40	53.50	0.001	-0.72
relInc	Equal v.	0.00	0.991	-0.94	55.00	0.352	-0.23
	Unequal v.			-0.94	54.98	0.352	-0.23
relCustSat	Equal v.	0.00	0.988	-1.95	55.00	0.057	-0.36
	Unequal v.			-1.96	50.10	0.056	-0.36
relBizwCurrCu	Equal v.	0.14	0.711	-2.71	55.00	0.009	-0.56
	Unequal v.			-2.71	54.61	0.009	-0.56
CusAsServ	Equal v.	0.27	0.606	-3.14	55.00	0.003	-0.61
	Unequal v.			-3.15	54.44	0.003	-0.61
incomechange	Equal v.	0.77	0.383	-2.32	52.00	0.024	-9.34
	Unequal v.			-2.34	50.84	0.023	-9.34
profitmargin	Equal v.	1.18	0.283	-1.58	52.00	0.121	-4.59
	Unequal v.			-1.56	44.85	0.126	-4.59
profitchange	Equal v.	4.68	0.035	-0.50	52.00	0.620	-1.43
	Unequal v.			-0.49	43.95	0.625	-1.43
somchange	Equal v.	0.29	0.595	-0.74	52.00	0.463	-2.97
	Unequal v.			-0.75	47.57	0.457	-2.97
involvement	Equal v.	0.09	0.767	-3.95	55.00	0.000	-0.52
	Unequal v.			-3.94	54.44	0.000	-0.52

Table D.35 : Independent Samples Test – Bank vs. IT

	Levene's Test for Equality of Variances			t-test for Equality of Means			Mean Difference
	Assumption		Sig.	t	df	Sig. (2-tailed)	
suPerf	Equal v.	3.96	0.051	2.08	59.00	0.042	0.24
	Unequal v.			2.03	47.02	0.048	0.24
obPerf	Equal v.	27.53	0.000	3.50	56.00	0.001	11.22
	Unequal v.			3.74	46.67	0.001	11.22
overallIP	Equal v.	0.12	0.730	1.24	59.00	0.218	0.24
	Unequal v.			1.24	57.55	0.220	0.24
relP	Equal v.	6.00	0.017	2.10	59.00	0.040	0.42
	Unequal v.			2.06	49.25	0.045	0.42
relSOMCh	Equal v.	3.55	0.064	2.07	59.00	0.042	0.37
	Unequal v.			2.06	55.36	0.044	0.37
relIncCh	Equal v.	0.00	0.962	0.50	59.00	0.617	0.11
	Unequal v.			0.50	58.76	0.616	0.11
relNewServ	Equal v.	3.61	0.062	2.03	59.00	0.047	0.43
	Unequal v.			2.00	50.80	0.051	0.43
relProfit	Equal v.	0.18	0.670	0.82	59.00	0.417	0.17
	Unequal v.			0.82	58.87	0.413	0.17
relInc	Equal v.	3.07	0.085	0.71	59.00	0.481	0.15
	Unequal v.			0.70	54.46	0.486	0.15
relCustSat	Equal v.	0.17	0.681	1.91	59.00	0.062	0.34
	Unequal v.			1.88	51.70	0.066	0.34
relBizwCurrCu	Equal v.	0.01	0.937	-0.31	59.00	0.758	-0.06
	Unequal v.			-0.31	58.43	0.758	-0.06
CusAsServ	Equal v.	0.24	0.626	1.06	59.00	0.294	0.19
	Unequal v.			1.05	53.84	0.300	0.19
incomechange	Equal v.	2.76	0.102	1.68	56.00	0.100	6.26
	Unequal v.			1.70	55.81	0.094	6.26
profitmargin	Equal v.	5.43	0.023	2.67	56.00	0.010	10.77
	Unequal v.			2.77	55.26	0.008	10.77
profitchange	Equal v.	5.23	0.026	4.13	56.00	0.000	16.56
	Unequal v.			4.27	55.25	0.000	16.56
somchange	Equal v.	8.04	0.006	2.74	56.00	0.008	11.27
	Unequal v.			2.87	53.19	0.006	11.27
involvement	Equal v.	0.37	0.546	0.34	59.00	0.736	0.04
	Unequal v.			0.33	51.93	0.740	0.04

CURRICULUM VITAE



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