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*The essence of marketing: a cross-cultural inquiry
into prevailing beliefs and practices*

Lester Charles Massingham

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THE ESSENCE OF MARKETING
A CROSS-CULTURAL INQUIRY
INTO PREVAILING BELIEFS AND PRACTICES

VOLUME TWO OF TWO VOLUMES

APPENDICES

Author: **LESTER CHARLES MASSINGHAM**

Thesis submitted for PhD degree
to University of Durham, 1992

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1 2 DEC 1992

APPENDIX RM.1



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APPENDICES

RESEARCH INSTRUMENTS

Code

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Dear IM Student,

We are currently conducting research into the international differences in attitude towards certain fundamental dimensions of marketing and the extent to which these apply in the world of marketing practice.

As students preparing for the UK Institute of Marketing professional examinations, would you kindly complete the following questions and return the completed questionnaire to us.

1. PLEASE STATE YOUR NATIONALITY _____ 2. PLEASE STATE YOUR HOME COUNTRY _____

3. PLEASE INDICATE WITH A TICK THE EXTENT TO WHICH YOU AGREE OR DISAGREE WITH THE STATEMENTS PRESENTED. IF YOU DO NOT HAVE AN OPINION BECAUSE YOU DO NOT KNOW PLEASE TICK THE 'DON'T KNOW' COLUMN.

NOW PLEASE INDICATE IF YOU CONSIDER EACH STATEMENT APPLIES IN PRACTICE: IN YOUR HOME COUNTRY IN THE UNITED KINGDOM

Completely disagree	Mainly disagree	Mainly agree	Completely agree	Don't know	This Statement applies in practice	This Statement does not apply in practice	This Statement applies in practice	This Statement does not apply in practice
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
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<input type="checkbox"/>	<input type="checkbox"/>							

	This statement applies in practice	This statement does not apply in practice	This statement applies in practice	This statement does not apply in practice
The Marketing planner matches products or services to target markets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
An understanding of accounting principles is not essential for effective marketing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Formal marketing planning does not guarantee success.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing orientation is the path an organisation takes to reach its target markets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A fundamental knowledge of business organisation is not essential for marketers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowing how to interpret the company's final accounts is not essential for effective marketing management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effective exporting does not depend upon effective marketing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A knowledge of and ability in budgeting is not essential for marketing management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Physical distribution decisions are made solely by marketing management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A working knowledge of statistical methods is not essential to design, implement and monitor a company sales (marketing) information system.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The detailed workings of company internal accounting procedures need not be understood by marketing management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training for all marketing personnel should be planned for and contained within the marketing plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing planning is the blueprint in a marketing oriented company of the action to be taken to establish a company's target markets, setting objectives to accomplish in these markets and specifying how the marketing mix will be used to achieve the objectives over distinct time periods.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledge of the legal implications of marketing decisions is not essential for marketing managers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Understanding market forces is the basis for successful marketing action.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The design and implementation of a strategic marketing plan is the key to successful marketing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	This statement applies in practice	This statement does not apply in practice	This statement applies in practice	This statement does not apply in practice
Marketing management do not have a responsibility to apply methods of evaluation to company marketing communications activity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Close involvement in the process of marketing planning is essential for all marketing managers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketers who understand the marketing concept can adapt marketing strategy to meet market and environmental changes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Companies must be marketing oriented to achieve profits.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing orientation is the process which enables an organisation to achieve profit maximisation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Planning for distributor/dealer relations is not an essential part of marketing strategy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing orientation is the adapted attitudes, structures, and behaviours of organisations to achieve profit by making what the consumer wants rather than selling what the company makes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledge of how to apply the marketing concept is not essential for effective marketing practice.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing is an integrated system to direct the organisation towards the profitable use of resources.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pricing decisions do not have a direct impact on cash flow and profits.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Market segmentation may not be feasible to apply in all markets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledge of the legal implications of sales decisions is not essential for marketing managers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
After sales service does not influence company growth.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Packaging is not an essential component of the marketing mix (spectrum).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
An appreciation and an understanding of analytical models and techniques is not relevant to marketing planning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your family group disapproves of the use of marketing in practice.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The management in your business organisation discourages the use of marketing in practice.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

IF PART TIME: Self study only Evening Classes
 Day release Other (Please specify)

DID YOU USE DISTANCE LEARNING (CORRESPONDENCE COURSE/SPECIMEN ANSWER MATERIAL)? Yes No
 DID YOU STUDY FROM TEXT BOOKS? Yes No

HOW WAS YOUR COURSE FINANCED?

<u>Company sponsored</u>	<input type="checkbox"/>	<u>Privately sponsored</u>	<input type="checkbox"/>	<u>Self sponsored</u>	<input type="checkbox"/>	<u>Government sponsored</u>	<input type="checkbox"/>	<u>Other</u>	<u>Please specify</u>

DATE OF BIRTH _____

SEX: Male Female

HOW MANY YEARS EXPERIENCE HAVE YOU HAD IN SELLING PRODUCTS OR SERVICES DIRECT TO CUSTOMERS? _____
 OTHER THAN IN DIRECT SELLING HOW MANY YEARS HAVE YOU HAD IN PLANNING AND CONTROLLING MARKETING OPERATIONS? _____

CURRENT POSITION _____

INDUSTRY IN WHICH YOU ARE NOW WORKING _____

NUMBER OF EMPLOYEES IN COMPANY IN HOME COUNTRY _____ OVERSEAS _____

INDUSTRY IN WHICH YOU HOPE TO WORK IN THE FUTURE: Same _____ Other (please specify) _____

Thank you for your views. Would you kindly complete the section below.

Name _____

UK Address _____

Overseas address _____

All personal information provided will be treated as strictly confidential. Please return to:

PLEASE INDICATE WITH A **TICK** THE EXTENT TO WHICH YOU AGREE OR DISAGREE WITH THE STATEMENTS PRESENTED. IF YOU DO NOT HAVE AN OPINION BECAUSE YOU DO NOT KNOW PLEASE **TICK** THE 'DON'T KNOW' COLUMN.

NOW PLEASE INDICATE IF YOU CONSIDER EACH STATEMENT APPLIES IN PRACTICE IN YOUR ORGANISATION.

Completely disagree	Mainly disagree	Mainly agree	Completely agree	Don't know	The Marketing planner matches products or services to target markets.	This Statement applies in practice	This Statement does not apply in practice
<input type="checkbox"/>	An understanding of accounting principles is not essential for effective marketing.	<input type="checkbox"/>	<input type="checkbox"/>				
<input type="checkbox"/>	Formal marketing planning does not guarantee success.	<input type="checkbox"/>	<input type="checkbox"/>				
<input type="checkbox"/>	Marketing orientation is the path an organisation takes to reach its target markets.	<input type="checkbox"/>	<input type="checkbox"/>				
<input type="checkbox"/>	A fundamental knowledge of business organisation is not essential for marketers.	<input type="checkbox"/>	<input type="checkbox"/>				
<input type="checkbox"/>	Knowing how to interpret the company's final accounts is not essential for effective marketing management.	<input type="checkbox"/>	<input type="checkbox"/>				
<input type="checkbox"/>	Effective exporting does not depend upon effective marketing.	<input type="checkbox"/>	<input type="checkbox"/>				
<input type="checkbox"/>	A knowledge of and ability in budgeting is not essential for marketing management.	<input type="checkbox"/>	<input type="checkbox"/>				
<input type="checkbox"/>	Physical distribution decisions are made solely by marketing management.	<input type="checkbox"/>	<input type="checkbox"/>				
<input type="checkbox"/>	A working knowledge of statistical methods is not essential to design, implement and monitor a company sales (marketing) information system.	<input type="checkbox"/>	<input type="checkbox"/>				
<input type="checkbox"/>	The detailed workings of company internal accounting procedures need not be understood by marketing management.	<input type="checkbox"/>	<input type="checkbox"/>				
<input type="checkbox"/>	Training for all marketing personnel should be planned for and contained within the marketing plan.	<input type="checkbox"/>	<input type="checkbox"/>				
<input type="checkbox"/>	Marketing planning is the blueprint in a marketing oriented company of the action to be taken to establish a company's target markets, setting objectives to accomplish in these markets and specifying how the marketing mix will be used to achieve the objectives over distinct time periods.	<input type="checkbox"/>	<input type="checkbox"/>				
<input type="checkbox"/>	Knowledge of the legal implications of marketing decisions is not essential for marketing managers.	<input type="checkbox"/>	<input type="checkbox"/>				
<input type="checkbox"/>	Understanding market forces is the basis for successful marketing action.	<input type="checkbox"/>	<input type="checkbox"/>				
<input type="checkbox"/>	The design and implementation of a strategic marketing plan is the key to successful marketing.	<input type="checkbox"/>	<input type="checkbox"/>				

STATEMENT OF THE FACTS
ORGANISATION

STATEMENTS PRESENTED. IF YOU DO NOT HAVE
AN OPINION BECAUSE YOU DO NOT KNOW
PLEASE TICK THE 'DON'T KNOW' COLUMN.

STATEMENT OF THE FACTS	ORGANISATION	Statement applies in practice	This Statement does not apply in practice
Marketing management do not have a responsibility to apply methods of evaluation to company marketing communications activity.		<input type="checkbox"/>	<input type="checkbox"/>
Close involvement in the process of marketing planning is essential for all marketing managers.		<input type="checkbox"/>	<input type="checkbox"/>
Marketers who understand the marketing concept can adapt marketing strategy to meet market and environmental changes.		<input type="checkbox"/>	<input type="checkbox"/>
Companies must be marketing oriented to achieve profits.		<input type="checkbox"/>	<input type="checkbox"/>
Marketing orientation is the process which enables an organisation to achieve profit maximisation.		<input type="checkbox"/>	<input type="checkbox"/>
Planning for distributor/dealer relations is not an essential part of marketing strategy.		<input type="checkbox"/>	<input type="checkbox"/>
Marketing orientation is the adapted attitudes, structures and behaviours of organisations to achieve profit by making what the consumer wants rather than selling what the company makes.		<input type="checkbox"/>	<input type="checkbox"/>
Knowledge of how to apply the marketing concept is not essential for effective marketing practice.		<input type="checkbox"/>	<input type="checkbox"/>
Marketing is an integrated system to direct the organisation towards the profitable use of resources.		<input type="checkbox"/>	<input type="checkbox"/>
Pricing decisions do not have a direct impact on cash flow and profits.		<input type="checkbox"/>	<input type="checkbox"/>
Market segmentation may not be feasible to apply in all markets.		<input type="checkbox"/>	<input type="checkbox"/>
Knowledge of the legal implications of sales decisions is not essential for marketing managers.		<input type="checkbox"/>	<input type="checkbox"/>
After sales service does not influence company growth.		<input type="checkbox"/>	<input type="checkbox"/>
Packaging is not an essential component of the marketing mix (spectrum).		<input type="checkbox"/>	<input type="checkbox"/>
An appreciation and an understanding of analytical models and techniques is not relevant to marketing planning.		<input type="checkbox"/>	<input type="checkbox"/>
Your family group disapproves of the use of marketing in practice.		<input type="checkbox"/>	<input type="checkbox"/>
The management in your business organisation discourages the use of marketing in practice.		<input type="checkbox"/>	<input type="checkbox"/>

4. PLEASE INDICATE YOUR PREVIOUS STATUS AS AN IM STUDENT: Full-time Part-Time NOT A FULL-TIME OR PART-TIME STUDENT

IF PART TIME: Self study only Evening Classes Other (Please specify)

DID YOU STUDY IN THE UNITED KINGDOM? Yes No

DID YOU USE DISTANCE LEARNING (CORRESPONDENCE COURSE/SPECIMEN ANSWER MATERIAL)? Yes No

DID YOU STUDY FROM TEXT BOOKS? Yes No

HOW WAS YOUR COURSE FINANCED?

Company sponsored <input type="checkbox"/>	Privately sponsored <input type="checkbox"/>	Self sponsored <input type="checkbox"/>	Government sponsored <input type="checkbox"/>	Other Please specify <input type="checkbox"/>
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AT WHICH EXAMINATION SESSION DID YOU PASS YOUR IM DIPLOMA? June November/December Year

DATE OF BIRTH _____

SEX: Male Female

HOW MANY YEARS EXPERIENCE HAVE YOU HAD IN SELLING PRODUCTS OR SERVICES DIRECT TO CUSTOMERS? _____

OTHER THAN IN DIRECT SELLING HOW MANY YEARS HAVE YOU HAD IN PLANNING AND CONTROLLING MARKETING OPERATIONS? _____

CURRENT POSITION _____

INDUSTRY IN WHICH YOU ARE NOW WORKING _____

NUMBER OF EMPLOYEES IN COMPANY IN HOME COUNTRY _____ OVERSEAS _____

INDUSTRY IN WHICH YOU HOPE TO WORK IN THE FUTURE: Same _____ Other (please specify) _____

5. PLEASE INDICATE THE EXTENT TO WHICH THE KNOWLEDGE YOU ACQUIRED WHILE STUDYING FOR THE INSTITUTE OF MARKETING DIPLOMA HAS BEEN APPLIED IN PRACTICE:-

	NOT APPLIED			ALLOWED TO APPLY		
	Would apply but not allowed	Knowledge gained not relevant	Applied extensively	Applied frequently	Applied infrequently	
1. to influence marketing policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2. to plan marketing strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3. to control marketing operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4. to make marketing decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

6. As a qualified marketing practitioner please identify the areas in which the Institute of Marketing Diploma has not equipped you to fulfil your role.

	Tick	Tick	Tick
Marketing planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sales forecasting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quantitative methods of analysis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pricing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others (please specify)			

Others (please specify) _____

Thank you for your views. Would you kindly complete the section below so that we are able to dispatch your free gift.

Name _____
 UK Address _____

 Overseas address _____

All personal information provided will be treated as strictly confidential.

Please return to MTMS, Owen House, Owen Street, London EC1V 4NL, England.

APPENDIX RM.2

QUESTIONNAIRE

MANAGING CHANGE IN MARKETING

QUESTION 1

As a practising manager, identify up to three changes you would like to make within your company as a result of this course of professional marketing education.

Change 1

Change 2

Change 3

QUESTION 2

Will you attempt to implement these changes?

	<u>Yes</u>	<u>No</u>
Change 1	<input type="checkbox"/>	<input type="checkbox"/>
Change 2	<input type="checkbox"/>	<input type="checkbox"/>
Change 3	<input type="checkbox"/>	<input type="checkbox"/>

If no, please explain why.

Change 1

Change 2

Change 3

QUESTION 3

Will you face resistance to your proposed changes?

	<u>Yes</u>	<u>No</u>
Change 1	<input type="checkbox"/>	<input type="checkbox"/>
Change 2	<input type="checkbox"/>	<input type="checkbox"/>
Change 3	<input type="checkbox"/>	<input type="checkbox"/>

If yes, from where in the company will this resistance come?

Change 1

Change 2

Change 3

QUESTION 4

Why will you face resistance to your proposed changes?

Change 1

Change 2

Change 3

QUESTION 5

How will you attempt to overcome this resistance in implementing the changes you would like to make?

Change 1

Change 2

Change 3

PLEASE STATE:

Your job title: _____

Years in current position: _____

Sex: _____

Nationality: _____

Date of Birth: _____

Industry in which employed: _____

Numbers of employees in home country: _____

Number of employees overseas: _____

**Years of experience in selling direct
to customers:** _____

**Other than in selling, years in planning
and controlling marketing operations:** _____

APPENDIX RM.3

APPENDIX RM.4

APPENDIX RM.5

1. **MARKETING IS:**

2. **MARKETING ORIENTATION IS:**

3. THE MARKETING CONCEPT IS:

4. MARKETING PLANNING IS:

NATIONALITY _____

APPENDIX RM.6

<u>Completely disagree</u>	<u>Mainly disagree</u>	<u>Mainly agree</u>	<u>Completely agree</u>	<u>Don't know</u>		<u>The statement applies in practice</u>	<u>The statement does not apply in practice</u>
_____	_____	_____	_____	_____	Pricing decisions are the key to company profitability (profits).	_____	_____
_____	_____	_____	_____	_____	Formal marketing planning does not guarantee success.	_____	_____
_____	_____	_____	_____	_____	Purchasing is a marketing function.	_____	_____
_____	_____	_____	_____	_____	Marketing orientation is the path an organisation takes to reach its target markets.	_____	_____
_____	_____	_____	_____	_____	A fundamental knowledge of business organisation is essential for marketers.	_____	_____
_____	_____	_____	_____	_____	Knowing how to interpret the company's final accounts is essential for effective marketing management.	_____	_____
_____	_____	_____	_____	_____	Effective exporting depends upon effective marketing.	_____	_____
_____	_____	_____	_____	_____	Marketing orientation is setting up a marketing department in an organisation.	_____	_____
_____	_____	_____	_____	_____	All marketing plans contain statements for customer service levels.	_____	_____
_____	_____	_____	_____	_____	Knowledge of and ability in budgeting is essential for marketing management.	_____	_____
_____	_____	_____	_____	_____	Physical distribution decisions are made by marketing management.	_____	_____
_____	_____	_____	_____	_____	A working knowledge of statistical methods is essential for the interpretation of market reports.	_____	_____
_____	_____	_____	_____	_____	A working knowledge of statistical methods is essential to design, implement and monitor a company sales (marketing) information system.	_____	_____
_____	_____	_____	_____	_____	The detailed workings of company internal accounting procedures must be understood by marketing management.	_____	_____
_____	_____	_____	_____	_____	Training for all marketing personnel should be planned for and contained within the marketing plan.	_____	_____
_____	_____	_____	_____	_____	Marketing planning is the blueprint in a marketing oriented company of the action to be taken to establish a company's target markets, setting objectives to accomplish in these markets and specifying how the marketing mix will be used to achieve the objectives over distinct time periods.	_____	_____
_____	_____	_____	_____	_____	Knowledge of the legal implications of marketing decisions is essential for marketing managers.	_____	_____
_____	_____	_____	_____	_____	Advertising is essential for growth in sales.	_____	_____
_____	_____	_____	_____	_____	Understanding market forces is the basis for successful marketing action.	_____	_____
_____	_____	_____	_____	_____	Marketing is the adjustment of the marketing mix to maximise sales.	_____	_____
_____	_____	_____	_____	_____	Marketing managers need to structure and apply marketing plans over distinct time scales.	_____	_____
_____	_____	_____	_____	_____	The design and implementation of the strategic marketing plan is the key to successful marketing.	_____	_____
_____	_____	_____	_____	_____	International marketing is essential for organisational growth.	_____	_____
_____	_____	_____	_____	_____	Marketing management have a responsibility to apply methods of evaluation to company marketing communications.	_____	_____
_____	_____	_____	_____	_____	Models of buyer behaviour are applied in practice by sales personnel.	_____	_____
_____	_____	_____	_____	_____	Marketing is the management process responsible for identifying, anticipating and satisfying customer requirements profitably.	_____	_____
_____	_____	_____	_____	_____	Product planning is a key marketing management function.	_____	_____
_____	_____	_____	_____	_____	A marketing plan is essential for marketing management.	_____	_____

Completely disagree	Mainly disagree	Mainly agree	Completely agree	Don't know		The statement applies in practice	The statement does not apply in practice
_____	_____	_____	_____	_____	Marketers who understand the marketing concept can adapt to market and environmental changes.	_____	_____
_____	_____	_____	_____	_____	Market segmentation is essential for the effective customised development of marketing resources.	_____	_____
_____	_____	_____	_____	_____	Selling and sales management should be directed and controlled by the marketing function.	_____	_____
_____	_____	_____	_____	_____	Policy decisions on product development are directed by the marketing function.	_____	_____
_____	_____	_____	_____	_____	The marketing concept is the belief that by starting with the customer, the most profitable growth will come from customer satisfaction.	_____	_____
_____	_____	_____	_____	_____	Companies must be marketing oriented to achieve profits.	_____	_____
_____	_____	_____	_____	_____	Public relations can be applied by all organisations.	_____	_____
_____	_____	_____	_____	_____	Marketing orientation is the process which enables an organisation to achieve profit maximisation.	_____	_____
_____	_____	_____	_____	_____	Distributor/dealer relations are an essential part of marketing strategy.	_____	_____
_____	_____	_____	_____	_____	Marketing orientation is the adapted attitudes, structures and behaviours of organisations to achieve profit by making what the consumer wants rather than selling what the company makes.	_____	_____
_____	_____	_____	_____	_____	Marketing managers must possess a knowledge of the routes and methods by which a business communicates with its markets.	_____	_____
_____	_____	_____	_____	_____	Knowledge of how to apply the marketing concept is essential for effective marketing practice.	_____	_____
_____	_____	_____	_____	_____	Marketing is an integrated system to direct the organisation towards the profitable use of resources.	_____	_____
_____	_____	_____	_____	_____	Pricing decisions have a direct impact on cash flow and hence profits.	_____	_____
_____	_____	_____	_____	_____	Marketing communications are essential for all business organisations.	_____	_____
_____	_____	_____	_____	_____	A marketer must be numerate.	_____	_____
_____	_____	_____	_____	_____	A sound knowledge of the fundamentals of marketing is essential for effective marketing practice.	_____	_____
_____	_____	_____	_____	_____	A detailed knowledge of the planning process is required by marketing managers.	_____	_____
_____	_____	_____	_____	_____	The marketing planner approaches pricing strategy from the market.	_____	_____
_____	_____	_____	_____	_____	Market segmentation may not be feasible to apply in all markets.	_____	_____
_____	_____	_____	_____	_____	Packaging is neglected by courses of professional marketing education.	_____	_____
_____	_____	_____	_____	_____	Marketing is the overall activities to sell products to prospective buyers.	_____	_____
_____	_____	_____	_____	_____	Knowledge of the legal implications of sales decisions is essential for sales managers.	_____	_____
_____	_____	_____	_____	_____	A fundamental knowledge of business organisation is not essential for marketers.	_____	_____
_____	_____	_____	_____	_____	Knowledge of the legal implications of sales decisions is essential for marketing managers.	_____	_____
_____	_____	_____	_____	_____	After sales service influences company growth.	_____	_____
_____	_____	_____	_____	_____	Packaging is an essential component of the marketing mix (spectrum).	_____	_____
_____	_____	_____	_____	_____	Marketing orientation is how to present goods to the market.	_____	_____
_____	_____	_____	_____	_____	An appreciation and an understanding of analytical models and techniques is relevant to marketing planning.	_____	_____

Please state your:-

Nationality: _____

Country of origin: _____

Family culture: _____

Date of birth: _____

Sex: Male _____ Female _____

Method of study: Full-time _____ Part-time _____

If part-time: Self study only _____ Evening classes _____

Day release _____ Other (please specify) _____

Do you use distance learning (correspondence course/specimen answer material)? YES/NO

Do you study from text books? YES/NO

How is your course financed?

Company sponsored	Privately sponsored	Self sponsored	Government sponsored	Other Please specify
_____	_____	_____	_____	_____

Years of experience in marketing (if any): _____

Years of experience in sales (if any): _____

Current position: _____

Industry in which you are now working: _____

Industry in which you hope to work in the future

Same _____ Other (please specify) _____

Thank you for your views. The research programme would value your opinions again in the future. Would you kindly complete the section below so that we may be able to contact you.

Name: _____

UK address: _____

Overseas address: _____

All personal information provided will be treated as strictly confidential.

MARKETING ORIENTATION

APPENDICES

- A. STATEMENTS OF SPECIAL INTEREST**
- B. COUNTRY STUDIES**



MARKETING ORIENTATION

APPENDICES

A. STATEMENTS OF SPECIAL INTEREST

APPENDICES

STATEMENT 32

APPENDIX MO32.1

Adoption of statement 32 in practice
by company size globally and by country

MO32.1.1

Survey 3

Statement 32 – Global position

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample	% gap
Small companies with up to 200 employees	305	61.5	191	60.1	62.6	
Large companies with over 1,000 employees	191	38.5	127	39.9	66.5	
	---					3.9
	496					
Missing	66					
	---	-----	-----	-----		
	562	100	318	100		

⊗ Belief in and application in practice = 64.1%

MO32.1.2

Survey 3

Statement 32 – United Kingdom

	Sample structure	%	Belief in and application in practice	%	% of sample	% gap
Small companies with up to 200 employees	88	50.9	36	42.9	40.9	
Large companies with over 1,000 employees	85	49.1	48	57.1	56.5	15.6
	-----	-----	---	-----		
	173	100	84	100		

× Belief in and application in practice = 48.6%

MO32.1.3

Survey 3

Statement 32 – Nigeria

	Sample structure	%	Belief in and application in practice	%	% of sample	% gap
Small companies with up to 200 employees	88	80	67	79.8	76.1	
Large companies with over 1,000 employees	22	20	17	20.2	77.3	1.2
	-----	-----	---	-----		
	110	100	84	100		

× Belief in and application in practice = 76.4%

MO32.1.4

Survey 3

Statement 32 – Malaysia

	Sample structure	%	Belief in and application in practice	%	% of sample	% gap
Small companies with up to 200 employees	60	57.1	41	53.9	68.3	9.5
Large companies with over 1,000 employees	45	42.9	35	46.1	77.8	
	---	----	---	-----		
	105	100	76	100		

⊗ Belief in and application in practice = 72.4%

MO32.1.5

Survey 3

Statement 32 – Singapore

	Sample structure	%	Belief in and application in practice	%	% of sample	% gap
Small companies with up to 200 employees	46	82.1	32	84.2	69.6	9.6
Large companies with over 1,000 employees	10	17.9	6	15.8	60	
	---	----	---	-----		
	56	100	38	100		

⊗ Belief in and application in practice = 67.9%

MO32.1.6

Survey 3

Statement 32 – Hong Kong

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample	% gap
Small companies with up to 200 employees	23	44.2	15	41.7	65.2	
Large companies with over 1,000 employees	29	55.8	21	58.3	72.4	7.2
	--- 52	----- 100	--- 36	----- 100		

× Belief in and application in practice = 69.2%

APPENDIX MO32.2

Statement 32 Belief in and application in practice
globally and by country for years of experience in direct selling

MO32.2.1

Survey 3

Statement 32 – Global position

Years of experience in direct selling

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	62	12.4	29	8.8	46.8
2 up to 5 years	128	25.5	83	25.3	64.8
5 up to 10 years	173	34.5	119	36.3	68.8
Over 10 years	138	27.6	97	29.6	70.3

	501				
Missing	61				
	---	-----	-----	-----	
	562	100	328	100	

× Belief in and application in practice = 65.5%

MO32.2.2

Survey 3

Statement 32 – United Kingdom

Years of experience in direct selling

	Sample structure	%	Belief in and application in practice	%	% of sample
Up to 2 years	32	22.7	12	18.2	37.5
2 up to 5 years	39	27.7	19	28.8	25.6
5 up to 10 years	34	24.1	17	25.8	50.0
Over 10 years	36	25.5	18	27.2	50.0
	-----	-----	-----	-----	
	141	100	66	100	

\bar{x} Belief in and application in practice = 46.8%

MO32.2.3

Survey 3

Statement 32 – Nigeria

Years of experience in direct selling

	Sample structure	%	Belief in and application in practice	%	% of sample
Up to 2 years	4	3.3	2	2.1	50
2 up to 5 years	26	21.5	23	23.9	88.5
5 up to 10 years	44	36.4	34	35.4	77.3
Over 10 years	47	38.8	37	38.6	78.7
	-----	-----	-----	-----	
	121	100	96	100	

\bar{x} Belief in and application in practice = 79.3%

MO32.2.4

Survey 3

Statement 32 – Malaysia

Years of experience in direct selling

	Sample structure	%	Belief in and application in practice	%	% of sample
Up to 2 years	12	11.4	8	10.6	66.7
2 up to 5 years	27	25.7	20	26.7	74.1
5 up to 10 years	46	43.8	35	46.7	76.1
Over 10 years	20	19.1	12	16.0	60.0
	-----	-----	-----	-----	
	105	100	75	100	

× Belief in and application in practice = 71.4%

MO32.2.5

Survey 3

Statement 32 – Singapore

Years of experience in direct selling

	Sample structure	%	Belief in and application in practice	%	% of sample
Up to 2 years	5	5.8	2	3.4	40.0
2 up to 5 years	22	25.6	15	25.4	68.2
5 up to 10 years	38	44.2	26	44.1	68.4
Over 10 years	21	24.4	16	27.1	76.2
	-----	-----	-----	-----	
	86	100	59	100	

× Belief in and application in practice = 68.6%

MO32.2.6

Survey 3

Statement 32 -Hong Kong

Years of experience in direct selling

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	9	18.8	5	15.6	55.6
2 up to 5 years	14	29.2	6	18.8	42.9
5 up to 10 years	11	22.9	7	21.9	63.6
Over 10 years	14	29.1	14	43.8	100
	----	-----	----	-----	
	48	100	32	100	

∞ Belief in and application in practice = 66.7%

MO32.2.7

Percentage belief in and application in
practice of statement 32 by years in direct selling

	UK	Nig	Mal	Sing	HK
Up to two years	37.5	50.0	66.7	40.0	55.6
2 up to 5 years	25.6	88.5	74.1	68.2	42.9
5 up to 10 years	50.0	77.3	76.1	68.4	63.6
Over 10 years	50.0	78.7	60.0	76.2	100

Yet when statement 32 is cross-tabulated by those with marketing experience, table 9 conveys a different perspective. The enthusiasm for claiming the application of statement 32 at work in practice shows no significant difference by years of experience by country when the Chi-square test is applied at the 95% level.

APPENDIX MO32.3

Statement 32 Belief in and application in practice globally and by country for years of experience in planning and controlling marketing operations

MO32.3.1

Survey 3

Statement 32 – Global position

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and application in practice	%	% of sample
Up to 2 years	121	24.2	76	23.0	62.8
2 up to 5 years	184	36.9	120	36.4	65.2
5 up to 10 years	146	29.3	101	30.6	69.2
Over 10 years	48	9.6	33	10.0	68.8

	499				
Missing	63				
	---	-----	-----	-----	
	562	100	330	100	

× Belief in and application in practice = 66.1%

MO32.3.2

Survey 3

Statement 32 – United Kingdom

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	46	32.4	22	31.4	47.8
2 up to 5 years	54	38.0	25	35.7	46.3
5 up to 10 years	30	21.1	18	25.7	60.0
Over 10 years	12	8.5	5	7.2	41.7
	---	-----	---	-----	
	142	100	70	100	

\bar{x} Belief in and application in practice = 49.3%

MO32.3.3

Survey 3

Statement 32 – Nigeria

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	22	18.2	18	18.6	81.8
2 up to 5 years	38	31.4	31	31.9	81.6
5 up to 10 years	45	37.2	35	36.1	77.8
Over 10 years	16	13.2	13	13.4	81.3
	---	-----	---	-----	
	121	100	97	100	

\bar{x} Belief in and application in practice = 80.2%

MO32.3.4

Survey 3

Statement 32 – Malaysia

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	24	23.5	15	21.1	62.5
2 up to 5 years	34	33.3	27	38.0	79.4
5 up to 10 years	35	34.4	21	29.6	60.0
Over 10 years	9	8.8	8	11.3	88.9
	-----	-----	-----	-----	
	102	100	71	100	

\bar{x} Belief in and application in practice = 69.6%

MO32.3.5

Survey 3

Statement 32 – Singapore

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	24	29.3	18	32.1	75.0
2 up to 5 years	36	43.9	24	42.9	66.7
5 up to 10 years	20	24.4	13	23.2	65.0
Over 10 years	2	2.4	1	1.8	50.0
	-----	-----	-----	-----	
	82	100	56	100	

\bar{x} Belief in and application in practice = 68.3%

MO32.3.6

Survey 3

Statement 32 – Hong Kong

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	5	9.6	3	8.3	60.0
2 up to 5 years	22	42.3	13	36.1	59.1
5 up to 10 years	16	30.8	14	38.9	87.5
Over 10 years	9	17.3	6	16.7	66.7
	-----	-----	-----	-----	
	52	100	36	100	

∞ Belief in and application in practice = 69.2%

Table 32.3.1 confirms that as the years of experience are attained in planning and controlling marketing operations, so the adoption of the marketing concept as contained in statement 32 is applied in practice. Yet the span of responses globally only ranges from 62.8% to 68.8% of the sample, showing that:

- (a) the recognition of marketing orientation and its workings is not really affected by years of experience. The post qualified marketer knows what is involved in statement 32;
- (b) there is considerable room for improvement to achieve marketing orientation in the companies in which qualified marketers are employed.

APPENDIX MO32.4

McNemar test on belief held in statement 32
across surveys one and two globally and by country

To examine the impact of the course to create change in belief in statement 32 by country, the tables below display the recordings and the application of the McNemar test.

This confirms the position globally, that there has been no significant shift in attitude as a result of the CIM programme of professional marketing education.

The scale of movement has been negligible, as can be seen by consulting boxes A and D.

MO32.4.1

Change in belief in statement 32 from survey 1 to survey 2 - global

		Survey 2	
		Agree	Disagree
Survey 1	Disagree	25 A	3 B
	Agree	470 C	25 D

Cases 523;

Chi-square .0000;

Significance 1.0000

MO32.4.2

Change in belief in statement 32 from survey 1 to survey 2 - UK

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree 1	6 A	1 B
	Agree 5	137 C	8 D

Cases 152; (Binomial) 2-tailed P .7905

MO32.4.3

Change in belief in statement 32 from survey 1 to survey 2 - Nigeria

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree 1	8 A	0 B
	Agree 5	67 C	9 D

Cases 84; (Binomial) 2-tailed P 1.0000

M032.4.4

Change in belief in statement 32 from survey 1 to survey 2 – Malaysia

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree 1	4 A	0 B
	Agree 5	123 C	8 D

Cases 135; (Binomial) 2-tailed P .3877

MO32.4.5

Change in belief in statement 32 from survey 1 to survey 2 – Singapore

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree 1	6 A	0 B
	Agree 5	76 C	1 D

Cases 83; (Binomial) 2-tailed P .1250

MO32.4.6

Change in belief in statement 32 from survey 1 to survey 2 - Hong Kong

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree 1	2 A	0 B
	Agree 5	65 C	3 D

Cases 70; (Binomial) 2-tailed P 1.0000

APPENDIX MO32.5

McNemar test on perception of application in practice of statement 32 across surveys one and two globally and by country

From a consideration of belief as an independent dimension, we will now consider the perception of application in practice. MO32.5.1 reviews the position globally.

MO32.5.1

Change in perception of practice in statement 32 from survey 1 to survey 2 – global

		Survey 2	
		Does not apply	Applies
Survey 1	Applies	40 A	167 B
	Does not apply	28 C	68 D

Cases 303; Chi-square 6.7500; Significance 0.0094

The impact of the course has been to change in total the perceptions held of 108 cases out of a total of 303, i.e. 35.6%. The net effect of the changes globally is a shift towards an increased perception of the application of statement 32 in practice.

However, the global position has been accomplished by a series of underlying movements to achieve this net effect.

By reviewing the tables below it becomes clear that the movement towards a more positive application of statement 32 in practice has not been universal across all five countries.

MO32.5.2

Change in perception of practice in
statement 32 from survey 1 to survey 2 - UK

		Survey 2	
		Does not apply in practice	Applies in practice
Survey 1	Applies in practice	29 A	43 B
	Does not apply in practice	17 C	35 D

Cases 124; Chi-square .3906; Significance .5320

MO32.5.3

Change in perception of practice in
statement 32 from survey 1 to survey 2 - Nigeria

		Survey 2	
		Does not apply in practice	Applies in practice
Survey 1	Applies in practice	13 A	29 B
	Does not apply in practice	1 C	12 D

Cases 55; (Binomial) 2-tailed P 1.0000

MO32.5.4

Change in perception of practice in
statement 32 from survey 1 to survey 2 – Malaysia

		Survey 2	
		Does not apply in practice	Applies in practice
Survey 1	Applies in practice	7 A	43 B
	Does not apply in practice	4 C	22 D

Cases 76; (Binomial) 2-tailed P .0093

MO32.5.5

Change in perception of practice in
statement 32 from survey 1 to survey 2 – Singapore

		Survey 2	
		Does not apply in practice	Applies in practice
Survey 1	Applies in practice	3 A	17 B
	Does not apply in practice	1 C	3 D

Cases 24; (Binomial) 2-tailed P 1.0000

MO32.5.6

Change in perception of practice in
statement 32 from survey 1 to survey 2 – Hong Kong

		Survey 2	
		Does not apply in practice	Applies in practice
Survey 1	Applies in practice	2 A	24 B
	Does not apply in practice	1 C	7 D

Cases 34; (Binomial) 2-tailed P .1797

In the case of Nigeria and Singapore, the previously held views on application of marketing orientation in practice have not altered as a result of the course of study.

The binomial scores for the 2-tailed probability at 1.0000 firmly support that there has been no change. By referring to cells A and D the position is also further confirmed.

So the net effect of the change in perception of the application of statement 32 in practice has been achieved by:

- (a) the UK;
- (b) Malaysia;
- (c) Hong Kong.

APPENDICES

STATEMENT 28

APPENDIX MO28.1

Adoption of statement 28 in practice
by company size globally and by country

MO28.1.1

Survey 3

Statement 28 – Global position

	Sample structure	%	Belief in and applica- tion in practice	%	sample	% gap
Small companies with up to 200 employees	305	61.5	232	60.7	76.1	
Large companies with over 1,000 employees	191	38.5	150	39.3	78.5	2.4

	496					
Missing	66					
	----	-----	-----	-----		
	562	100	382	100		

\bar{x} Belief in and application in practice = 77%

MO28.1.2

Survey 3

Statement 28 – United Kingdom

	Sample structure	%	Belief in and application in practice	%	sample	% gap
Small companies with up to 200 employees	88	50.9	53	46.9	60.2	
Large companies with over 1,000 employees	85	49.1	60	53.1	70.6	10.4
	-----	-----	---	-----		
	173	100	113	100		

̄ Belief in and application in practice = 65.3%

MO28.1.3

Survey 3

Statement 28 – Nigeria

	Sample structure	%	Belief in and application in practice	%	sample	% gap
Small companies with up to 200 employees	88	80	77	81.9	87.5	
Large companies with over 1,000 employees	22	20	17	18.1	77.3	10.2
	-----	-----	---	-----		
	110	100	94	100		

̄ Belief in and application in practice = 85.5%

MO28.1.4

Survey 3

Statement 28 – Malaysia

	Sample structure	%	Belief in and application in practice	%	sample	% gap
Small companies with up to 200 employees	60	57.1	50	55.6	83.3	
Large companies with over 1,000 employees	45	42.9	40	44.4	88.9	5.6
	---	-----	---	-----		
	105	100	90	100		

\bar{x} Belief in and application in practice = 85.7%

MO28.1.5

Survey 3

Statement 28 – Singapore

	Sample structure	%	Belief in and application in practice	%	sample	% gap
Small companies with up to 200 employees	46	82.1	32	76.2	69.6	
Large companies with over 1,000 employees	10	17.9	10	23.8	100	30.4
	---	-----	---	-----		
	56	100	42	100		

\bar{x} Belief in and application in practice = 75%

MO28.1.6

Survey 3

Statement 28 – Hong Kong

	Sample structure	%	Belief in and applica- tion in practice	%	sample	% gap
Small companies with up to 200 employees	23	44.2	20	46.5	86.9	
Large companies with over 1,000 employees	29	55.8	23	53.5	79.3	7.6
	--- 52	----- 100	--- 43	----- 100		

⌘ Belief in and application in practice = 82.7%

APPENDIX MO28.2

Statement 28 Belief in and application in practice
globally and by country for years of experience in direct selling

MO28.2.1

Survey 3

Statement 28 – Global position

Years of experience in direct selling

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	62	12.4	49	12.5	79.0
2 up to 5 years	128	25.5	93	23.8	72.7
5 up to 10 years	173	34.5	134	34.3	77.5
Over 10 years	138	27.6	115	29.4	83.3

	501				
Missing	61				
	---	-----	-----	-----	
	562	100	391	100	

⌘ Belief in and application in practice = 78%

MO28.2.2

Survey 3

Statement 28 – United Kingdom

Years of experience in direct selling

	Sample structure	%	Belief in and application in practice	%	% of sample
Up to 2 years	32	22.7	23	25.3	71.9
2 up to 5 years	39	27.7	25	27.5	64.1
5 up to 10 years	34	24.1	21	23.1	61.8
Over 10 years	36	25.5	22	24.2	61.1
	-----	-----	-----	-----	
	141	100	91	100	

\bar{x} Belief in and application in practice = 64.5%

MO28.2.3

Survey 3

Statement 28 – Nigeria

Years of experience in direct selling

	Sample structure	%	Belief in and application in practice	%	% of sample
Up to 2 years	4	3.3	4	3.8	100
2 up to 5 years	26	21.5	21	19.8	80.8
5 up to 10 years	44	36.4	37	34.9	84.1
Over 10 years	47	38.8	44	41.5	93.6
	-----	-----	-----	-----	
	121	100	106	100	

\bar{x} Belief in and application in practice = 87.6%

MO28.2.4

Survey 3

Statement 28 – Malaysia

Years of experience in direct selling

	Sample structure	%	Belief in and application in practice	%	% of sample
Up to 2 years	12	11.4	10	11.5	83.3
2 up to 5 years	27	25.7	19	21.8	70.4
5 up to 10 years	46	43.8	39	44.8	84.8
Over 10 years	20	19.1	19	21.4	95.0
	-----	-----	---	-----	
	105	100	87	100	

\bar{x} Belief in and application in practice = 82.9%

MO28.2.5

Survey 3

Statement 28 – Singapore

Years of experience in direct selling

	Sample structure	%	Belief in and application in practice	%	% of sample
Up to 2 years	5	5.8	4	5.9	80.0
2 up to 5 years	22	25.6	16	23.5	72.7
5 up to 10 years	38	44.2	30	44.1	78.9
Over 10 years	21	24.4	18	26.5	85.7
	-----	-----	---	-----	
	86	100	68	100	

\bar{x} Belief in and application in practice = 79.1%

MO28.2.6

Survey 3

Statement 28 – Hong Kong

Years of experience in direct selling

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	9	18.8	8	20.5	88.9
2 up to 5 years	14	29.2	12	30.8	85.7
5 up to 10 years	11	22.9	7	17.9	63.6
Over 10 years	14	29.1	12	30.8	85.7
	-----	-----	-----	-----	
	48	100	39	100	

× Belief in and application in practice = 81.3%

MO28.2.7

Percentage belief in and application in
practice of statement 28 by years in direct selling

	UK	Nig	Mal	Sing	HK
Up to two years	71.9	100	83.3	80.0	88.9
2 up to 5 years	64.1	80.8	70.4	72.7	85.7
5 up to 10 years	61.8	84.1	84.8	78.9	63.6
Over 10 years	61.1	93.6	95.0	85.7	85.7

The UK has taken a more pessimistic position than the other countries and this has been characteristic throughout the research programme.

Generally there is a high percentage adoption within and between countries, but it is influenced marginally by the range of experience held by respondents. The current

position is nevertheless encouraging that there is a belief and practice of adopting marketing strategy to meet market and environmental needs arising from the understanding of the marketing concept. This is indeed reassuring for the profession.

APPENDIX MO28.3

Statement 28 Belief in and application in
practice by years of experience in planning and
controlling marketing operations globally and by country

MO28.3.1

Survey 3

Statement 28 – Global position

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	121	24.2	83	20.9	68.6
2 up to 5 years	184	36.9	151	37.9	82.1
5 up to 10 years	146	29.3	125	31.4	85.6
Over 10 years	48	9.6	39	9.8	81.3

	499				
Missing	63				
	---	-----	-----	-----	
	562	100	398	100	

× Belief in and application in practice = 70.8%

MO28.3.2

Survey 3

Statement 28 – United Kingdom

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and application in practice	%	% of sample
Up to 2 years	46	32.4	24	25.3	52.2
2 up to 5 years	54	38.0	42	44.2	77.8
5 up to 10 years	30	21.1	21	22.1	70.0
Over 10 years	12	8.5	8	8.4	66.7
	-----	-----	-----	-----	
	142	100	95	100	

× Belief in and application in practice = 66.9%

MO28.3.3

Survey 3

Statement 28 – Nigeria

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and application in practice	%	% of sample
Up to 2 years	22	18.2	20	18.7	90.9
2 up to 5 years	38	31.4	32	29.9	84.2
5 up to 10 years	45	37.2	41	38.3	91.1
Over 10 years	16	13.2	14	13.1	87.5
	-----	-----	-----	-----	
	121	100	107	100	

× Belief in and application in practice = 88.4%

MO28.3.4

Survey 3

Statement 28 – Malaysia

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	24	23.5	18	20.7	75.0
2 up to 5 years	34	33.3	29	33.3	85.3
5 up to 10 years	35	34.4	33	37.9	94.3
Over 10 years	9	8.8	7	8.1	77.8
	-----	-----	-----	-----	
	102	100	87	100	

× Belief in and application in practice = 85.3%

MO28.3.5

Survey 3

Statement 28 – Singapore

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	24	29.3	17	25.8	70.8
2 up to 5 years	36	43.9	31	46.9	86.1
5 up to 10 years	20	24.4	16	24.3	80.0
Over 10 years	2	2.4	2	3.0	100
	-----	-----	-----	-----	
	82	100	66	100	

× Belief in and application in practice = 80.5%

MO28.3.6

Survey 3

Statement 28 -Hong Kong

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	5	9.6	4	9.3	80.0
2 up to 5 years	22	42.3	17	39.5	77.3
5 up to 10 years	16	30.8	14	32.6	87.5
Over 10 years	9	17.3	8	18.6	88.9
	-----	-----	---	-----	
	52	100	43	100	

× Belief in and application in practice = 82.7%

4

APPENDIX MO28.4

McNemar test of belief held in statement 28
across surveys one and two globally and by country

The McNemar test has been applied to the data recorded for surveys one and two to denote the extent of change that may have occurred between these matched samples.

The position globally for belief in statement 28 is shown in MO28.4.1.

MO28.4.1

Change in belief in statement 28 from survey 1 to survey 2 – global

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree	21 A	2 B
	Agree	489 C	22 D

Cases 534; Chi-square .0000; Significance 1.0000

In the table, cells A and D are of special interest because these record the change over time.

Of 534 cases recorded, only 43 have changed their belief in statement 28. The effect of this change is nominal because 21 changed their views from disagreement to agreement and 22 from agreement to disagreement.

Globally there has been little shift in viewpoint as a result of the course of study undertaken. This is confirmed by a significant recording of 1.0000.

The global position will now be examined for the independent country responses to detect any underlying differences that may have occurred.

MO28.4.2

Change in belief in statement 28 from survey 1 to survey 2 – UK

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree 1	6 A	0 B
	Agree 5	145 C	6 D

Cases 157; (Binomial) 2-tailed P 1.0000

MO28.4.3

Change in belief in statement 28 from survey 1 to survey 2 – Nigeria

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree 1	4 A	1 B
	Agree 5	74 C	3 D

Cases 82; (Binomial) 2-tailed P 1.0000

MO28.4.4

Change in belief in statement 28 from survey 1 to survey 2 - Malaysia

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree 1	0	0
	A	B	
	Agree 5	137	2
	C	D	

Cases 139; (Binomial) 2-tailed P 1.0000

MO28.4.5

Change in belief in statement 28 from survey 1 to survey 2 - Singapore

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree 1	2	0
	A	B	
	Agree 5	78	2
	C	D	

Cases 82; (Binomial) 2-tailed P 1.0000

MO28.4.6

Change in belief in statement 28 from survey 1 to survey 2 – Hong Kong

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree 1	8	0
	Agree 5	54	11
	A	B	
	C	D	

Cases 73; (Binomial) 2-tailed P 0.6476

This confirms as well that the views previously held on belief in statement 28 have not changed significantly throughout the course programme.

Having examined the dimension of belief it is now essential to complete the analysis of movement by considering how the perception of application in practice has shifted as a result of the Diploma programme undertaken.

The position globally for perceived application of statement 28 in practice is shown in the following table.

APPENDIX MO28.5

McNemar test on perception of application in practice of statement 28 across surveys one and two globally and by country

MO28.5.1

Change in perception of practice for statement 28 from survey 1 to survey 2 – global

		Survey 2	
		Does not apply	Applies
Survey 1	Applies	28 A	210 B
	Does not apply	17 C	53 D

Cases 308; Chi-square 7.1111; Significance 0.0079

The McNemar test for these global recordings shows a significant difference at the 95% level with a score of 0.0079, showing some movement has taken place.

The absolute changes that have occurred are that 53 people have become more positive than before and 28 less positive. The net effect is that of a total number of 308 cases recorded 25 have become more positive to claim that statement 28 is perceived to apply in practice.

In fact, just 8% net movement has taken place towards a more optimistic view than previously held. Cell D in the matrix is particularly revealing – 53 of 308 cases, i.e. 17.2% have modified their perception towards application in practice. This gives even more confidence of the workings of the marketing concept in practice as a result of the course of marketing education.

The position for each country will now be treated independently to review from where the movement has taken place.

The set of five tables reveal that no single country is responsible for the shift in perception and that in each country cell D has recordings to support the perceived application in practice at the survey two stage from a previously held negative position at survey one.

The total recordings of change in cells A and D demonstrate that over 25% of all cases changed their perception, either positively or negatively, towards the application of statement 28 in practice.

MO28.5.2

Change in perception of practice in statement 28 from survey 1 to survey 2 - UK

		Survey 2	
		Does not apply in practice	Applies in practice
Survey 1	Applies in practice	21 A	71 B
	Does not apply in practice	13 C	23 D

Cases 128;

Chi-square 0.227;

Significance .8802

MO28.5.3

Change in perception of practice in statement 28 from survey 1 to survey 2 – Nigeria

		Survey 2	
		Does not apply in practice	Applies in practice
Survey 1	Applies in practice	6 A	40 B
	Does not apply in practice	1 C	9 D

Cases 56; (Binomial) 2-tailed P .6072

MO28.5.4

Change in perception of practice in statement 28 from survey 1 to survey 2 – Malaysia

		Survey 2	
		Does not apply in practice	Applies in practice
Survey 1	Applies in practice	3 A	69 69
	Does not apply in practice	0 C	6 D

Cases 78; (Binomial) 2-tailed P .5078

MO28.5.5

Change in perception of practice in
statement 28 from survey 1 to survey 2 – Singapore

		Survey 2	
		Does not apply in practice	Applies in practice
Survey 1	Applies in practice	1 A	24 B
	Does not apply in practice	0 C	3 D

Cases 28; (Binomial) 2-tailed P .6250

MO28.5.6

Change in perception of practice in
statement 28 from survey 1 to survey 2 – Hong Kong

		Survey 2	
		Does not apply in practice	Applies in practice
Survey 1	Applies in practice	2 A	23 B
	Does not apply in practice	0 C	8 D

Cases 33; (Binomial) 2-tailed P 0.1094

APPENDICES

STATEMENT 7

APPENDIX MO7.1

Adoption of statement 7 in practice by
company size globally and by country

MO7.1.1

Survey 3

Statement 7 – Global position

	Sample structure	%	Belief in and applica- tion in practice	%	sample	% gap
Small companies with up to 200 employees	305	61.5	166	54.4		
Large companies with over 1,000 employees	191	38.5	95	49.7		4.7

	496					
Missing	66					

	562					

× Belief in and application in practice = 52.6%

MO7.1.2

Survey 3

Statement 7 – United Kingdom

	Sample structure	%	Belief in and application in practice	%	sample	% gap
Small companies with up to 200 employees	88	50.9	36	40.9		0.9
Large companies with over 1,000 employees	85	49.1	34	40.0		

⌘ Belief in and application in practice = 40.46%

MO7.1.3

Survey 3

Statement 7 – Nigeria

	Sample structure	%	Belief in and application in practice	%	sample	% gap
Small companies with up to 200 employees	88	80	51	57.9		10.3
Large companies with over 1,000 employees	22	20	15	68.2		

⌘ Belief in and application in practice = 60%

MO7.1.4

Survey 3

Statement 7 – Malaysia

	Sample structure	%	Belief in and application in practice	%	sample	% gap
Small companies with up to 200 employees	60	57.1	43	71.7		17.8
Large companies with over 1,000 employees	45	42.9	24	53.3		

\bar{x} Belief in and application in practice = 63.8%

MO7.1.5

Survey 3

Statement 7 – Singapore

	Sample structure	%	Belief in and application in practice	%	sample	% gap
Small companies with up to 200 employees	46	82.1	21	45.7		14.3
Large companies with over 1,000 employees	10	17.9	6	60		

\bar{x} Belief in and application in practice = 48.2%

MO7.1.6

Survey 3

Statement 7 – Hong Kong

	Sample structure	%	Belief in and application in practice	%	sample	% gap
Small companies with up to 200 employees	23	44.2	15	65.2		
						10.1
Large companies with over 1,000 employees	29	55.8	16	55.1		

\bar{x} Belief in and application in practice = 59.62%

APPENDIX MO7.2

Belief in and application in practice of statement 7 by years in direct selling globally and by country

MO7.2.1

Survey 3

Statement 7 – Global position

Years of experience in direct selling

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	62	12.4	30	11.1	48.4
2 up to 5 years	128	25.5	63	23.4	49.2
5 up to 10 years	173	34.5	97	36.1	56.1
Over 10 years	138	27.6	79	29.4	57.3

	501				
Missing	61				
	---	-----	-----	-----	
	562	100	269	100	

× Belief in and application in practice = 53.7%

MO7.2.2

Survey 3

Statement 7 – United Kingdom

Years of experience in direct selling

	Sample structure	%	Belief in and application in practice	%	% of sample
Up to 2 years	32	22.7	14	24.6	43.8
2 up to 5 years	39	27.7	15	26.3	38.5
5 up to 10 years	34	24.1	13	22.8	38.2
Over 10 years	36	25.5	15	26.3	41.7
	-----	-----	-----	-----	
	141	100	57	100	

× Belief in and application in practice = 40.4%

MO7.2.3

Survey 3

Statement 7 – Nigeria

Years of experience in direct selling

	Sample structure	%	Belief in and application in practice	%	% of sample
Up to 2 years	4	33	2	2.6	50.0
2 up to 5 years	26	21.5	16	21.1	61.5
5 up to 10 years	44	36.4	31	40.8	70.5
Over 10 years	47	38.8	27	35.5	57.4
	-----	-----	-----	-----	
	121	100	76	100	

× Belief in and application in practice = 62.8%

MO7.2.4

Survey 3

Statement 7 – Malaysia

Years of experience in direct selling

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	12	11.4	8	12.3	66.7
2 up to 5 years	27	25.7	14	21.5	51.9
5 up to 10 years	46	43.8	27	41.5	58.7
Over 10 years	20	19.1	16	24.7	80.0
	-----	-----	-----	-----	
	105	100	65	100	

\bar{x} Belief in and application in practice = 61.9%

MO7.2.5

Survey 3

Statement 7 – Singapore

Years of experience in direct selling

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	5	5.8	2	4.5	40.0
2 up to 5 years	22	25.6	12	27.3	54.5
5 up to 10 years	38	44.2	19	43.2	50.0
Over 10 years	21	24.4	11	25.0	52.4
	-----	-----	-----	-----	
	86	100	44	100	

\bar{x} Belief in and application in practice = 51.1%

MO7.2.6

Survey 3

Statement 7 –Hong Kong

Years of experience in direct selling

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	9	18.8	4	14.8	44.4
2 up to 5 years	14	29.2	6	22.2	42.9
5 up to 10 years	11	22.9	7	25.9	63.6
Over 10 years	14	29.1	10	37.1	71.4
	---	-----	---	-----	
	48	100	27	100	

\bar{x} Belief in and application in practice = 56.25%

APPENDIX MO7.3

Adoption of statement 7 by years of experience in planning and controlling marketing operations globally and by country

MO7.3.1

Survey 3

Statement 7 – Global position

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and application in practice	%	% of sample
Up to 2 years	121	24.2	58	21.4	47.9
2 up to 5 years	184	36.9	98	36.2	53.3
5 up to 10 years	146	29.3	81	29.9	55.5
Over 10 years	48	9.6	34	12.5	70.8

	499				
Missing	63				
	---	-----	-----	-----	
	562	100	271	100	

\bar{x} Belief in and application in practice = 48.2%

MO7.3.2

Survey 3

Statement 7 – United Kingdom

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	46	32.4	14	25.0	30.4
2 up to 5 years	54	38.0	26	46.4	48.1
5 up to 10 years	30	21.1	10	17.9	33.3
Over 10 years	12	8.5	6	10.7	50.0
	----	-----	----	-----	
	142	100	56	100	

\bar{x} Belief in and application in practice = 39.4%

MO7.3.3

Survey 3

Statement 7 – Nigeria

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	22	18.2	13	17.6	59.1
2 up to 5 years	38	31.4	26	35.1	68.4
5 up to 10 years	45	37.2	25	33.8	55.6
Over 10 years	16	13.2	10	13.5	62.5
	----	-----	----	-----	
	121	100	74	100	

\bar{x} Belief in and application in practice = 61.1%

MO7.3.4

Survey 3

Statement 7 – Malaysia

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and application in practice	%	% of sample
Up to 2 years	24	23.5	17	25.4	70.8
2 up to 5 years	34	33.3	18	26.9	52.9
5 up to 10 years	35	34.4	24	35.8	70.6
Over 10 years	9	8.8	8	11.9	88.9
	----	-----	----	-----	
	102	100	67	100	

× Belief in and application in practice = 65.7%

MO7.3.5

Survey 3

Statement 7 – Singapore

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and application in practice	%	% of sample
Up to 2 years	24	29.3	12	27.9	50.0
2 up to 5 years	36	43.9	18	41.9	50.0
5 up to 10 years	20	24.4	11	25.6	55.0
Over 10 years	2	2.4	2	4.6	100
	----	-----	----	-----	
	82	100	43	100	

× Belief in and application in practice = 52.4%

MO7.3.6

Survey 3

Statement 7 – Hong Kong

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	5	9.6	2	6.5	40.0
2 up to 5 years	22	42.3	10	32.3	45.5
5 up to 10 years	16	30.8	11	35.4	68.8
Over 10 years	9	17.3	8	25.8	88.9
	-----	-----	-----	-----	
	52	100	31	100	

\bar{x} Belief in and application in practice = 59.6%

APPENDIX MO7.4

McNemar test on belief held in statement 7
across surveys one and two globally and by country

The McNemar test has been applied to the data recorded for surveys one and two to discover the level of movement that has taken place between the matched samples.

The position globally for belief in statement 7 is shown in MO7.4.1.

MO7.4.1

Change in belief in statement 7 from survey 1 to survey 2 – global

		Survey 2	
		Agree	Disagree
Survey 1	Disagree	74 A	20 B
	Agree	387 C	44 D

Cases 525; Chi-square 7.1271; Significance .0076

The scores achieved for Chi-square at 7.1271 and a significance of .0076 demonstrate that there is a significant difference as a result of the course of study in the belief held in statement 7.

The cells of particular interest are A and D. In cell A, 74 of the 525 respondents changed their belief from disagree to agree and this was countered by 44 respondents who previously agreed with the statement but changed their opinion after the course of study.

The net effect is a positive movement in belief that policy determination for customer service should be the domain of the marketing department.

To examine further the impact of this change in belief recorded globally, the tables below reveal the results achieved through the application of the McNema test to the responses received for each country. From the scores achieved, it is clear by examining cells A and D, that the position in Hong Kong and Nigeria remained almost unchanged.

The countries with the greatest movement were Malaysia and Singapore, where the movement towards belief from disbelief was marked, yet the most astonishing revelation was for the UK, where a negative movement was detected in cell D. More respondents changed their minds to disagreement with the statement after the course of study.

From the consideration of belief as an independent dimension, it is the intention now to explore the perception of application of statement 7 in practice.

MO7.4.2

Change in belief in statement 7 from survey 1 to survey 2 – UK

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree 1	14 A	8 B
	Agree 5	111 C	23 D

Cases 156;

Chi-square 1.7297;

Significance .1884

MO7.4.3

Change in belief in statement 7 from survey 1 to survey 2 - Nigeria

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree 1	10 A	2 B
	Agree 5	60 C	8 D

Cases 80; (Binomial) 2-tailed P .8145

MO7.4.4

Change in belief in statement 7 from survey 1 to survey 2 - Malaysia

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree 1	16 A	1 B
	Agree 5	117 C	3 D

Cases 137; (Binomial) 2-tailed P 0.0044

MO7.4.5

Change in belief in statement 7 from survey 1 to survey 2 – Singapore

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree 1	20 A	0 B
	Agree 5	57 C	3 D

Cases 80; (Binomial) 2-tailed P .0005

MO7.4.6

Change in belief in statement 7 from survey 1 to survey 2 – Hong Kong

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree 1	12 A	3 B
	Agree 5	47 C	10 D

Cases 72; (Binomial) 2-tailed P .8318

Table 13 displays the recordings achieved globally.

APPENDIX MO7.5

McNemar test on change in perception of practice held for statement 7 between surveys one and two globally and by country

MO7.5.1

Change in perception of practice for statement 7 from survey 1 to survey 2 – global

		Survey 2	
		Agree	Disagree
Survey 1	Disagree	67 A	133 B
	Agree	54 C	66 D

Cases 320; Chi-square .0000; Significance 1.0000

The findings here are quite remarkable. After the considerable movement globally in the dimension of belief in statement 7, there has been no shift whatsoever in the perception of statement 7 in practice as a result of the CIM Diploma programme. The Chi-square values of .0000 and a significance at the 95% level of 1.000 did not produce greater certainty.

Deflection in boxes A and D completes the story of 67 and 66 observations respectively. The global position is that there has been no change. Yet of the total of boxes A and D, i.e. 123 respondents, there has been movement within the five countries researched and this can be explained with reference to tables 14.1 to 14.5.

The findings of the tests reveal no significant difference in the movements across the countries surveyed at the 95% significance level with the exception of Singapore, where a slight positive movement has been detected.

MO7.5.2

Change in perception of practice in
statement 7 from survey 1 to survey 2 - UK

		Survey 2	
		Does not apply in practice	Applies in practice
Survey 1	Applies in practice	38 A	21 B
	Does not apply in practice	42 C	30 D

Cases 131; Chi-square .7206; Significance .3960

MO7.5.3

Change in perception of practice in
statement 7 from survey 1 to survey 2 - Nigeria

		Survey 2	
		Does not apply in practice	Applies in practice
Survey 1	Applies in practice	9 A	41 B
	Does not apply in practice	1 C	8 D

Cases 59; (Binomial) 2-tailed P 1.0000

MO7.5.4

Change in perception of practice in
statement 7 from survey 1 to survey 2 – Malaysia

		Survey 2	
		Does not apply in practice	Applies in practice
Survey 1	Applies in practice	14 A	57 69
	Does not apply in practice	0 C	8 D

Cases 79; (Binomial) 2-tailed P .2863

MO7.5.5

Change in perception of practice in
statement 7 from survey 1 to survey 2 – Singapore

		Survey 2	
		Does not apply in practice	Applies in practice
Survey 1	Applies in practice	3 A	11 B
	Does not apply in practice	3 C	10 D

Cases 27; (Binomial) 2-tailed P .0923

MO7.5.6

Change in perception of practice in
statement 7 from survey 1 to survey 2 - Hong Kong

		Survey 2	
		Does not apply in practice	Applies in practice
Survey 1	Applies in practice	5 A	20 B
	Does not apply in practice	2 C	8 D

Cases 35; (Binomial) 2-tailed P .5811

MARKETING ORIENTATION

APPENDICES

B. COUNTRY STUDIES



MARKETING ORIENTATIONTHE UNITED KINGDOM

For this review, reference to maps MO.1 and MO.2 will reveal how responses to individual statements have been received.

The statements have been recorded into quadrants of relative optimism, pessimism, frustration and confusion.

In relative terms, statements 28 and 24 have retained positions of relative optimism across the two surveys.

These statements claim:

"Marketers who understand the marketing concept can adapt marketing strategy to meet market and environmental changes" (S28).

"Understanding market forces is the basis for successful marketing action" (S24).

The mean scores achieved were as follows:

	Survey 1		Survey 2	
	Belief	Practice	Belief	Practice
Statement 28	97%	70%	96%	75%
Statement 24	90%	71%	93%	72%

Yet the gap between belief and practice is clearly perceptible.

Statements that have retained positions of relative pessimism are statements 29 and 30.

These statements claim:

"Companies must be marketing oriented to achieve profits" (S29).

"Marketing orientation is the process which enables an organisation to achieve profit maximisation" (S30).

Clearly, UK participants realise that there are other ways to achieve profits than through marketing orientation, and while this is fact, evidence of enthusiasm and support for these notions is given in the mean scores below.

	Survey 1		Survey 2	
	Belief	Practice	Belief	Practice
Statement 29	72%	43%	70%	48%
Statement 30	79%	49%	76%	51%

The table summarises the reluctance that is so characteristic of the UK in this research programme.

Positions of retained frustration have been recorded for statement 33, which claims that: "Knowledge of how to apply the marketing concept is essential for effective marketing practice" (S33).

The relative frustration experienced by UK respondents is shown in the table below:

	Survey 1		Survey 2	
	Belief	Practice	Belief	Practice
Statement 33	90%	44%	91%	56%

This frustration may feature not only a reluctance but a lack of knowledge (or know-how) required to achieve the implementation of the marketing concept.

It is interesting to note that the UK in comparison to other countries has more firmly entrenched views, as witnessed by the retained relative positioning across the two surveys.

MARKETING ORIENTATIONTHE UNITED KINGDOMSURVEY 3

The UK positions achieved for the statements on marketing orientation have been recorded in map MO.4.

Remarkably the collective averages for the component of marketing orientation among this sample demonstrate little difference between the scores achieved in surveys one and two.

S3	Belief	-	85%
S2	Practice	-	59%

Within the framework established for marketing orientation through the nine statements, it is clear from map MO.4 that there is no relative confusion among marketing practitioners in the UK. This is reassuring because the discrepancy between belief and practice becomes clearer if there is no relative confusion in the minds of practitioners.

The most penetrating revelation at this stage in career development is that among the sample of post-qualified marketing practitioners, almost all believe in the most fundamental concept of marketing orientation, i.e.

"Marketing orientation is the adapted attitudes, structures and behaviour of organisations to achieve profit by making what the customer wants rather than selling what the company makes" (S32).

Yet considerable frustration exists because only apparently half claim that it really applies in their employing organisations. This is a very serious finding, which deems further research to discover why.

The mean scores achieved were:

Belief	Practice
94%	54%

The essence of the conceptual distance that exists in the UK between belief and practice for marketing orientation is manifest in this observation. It will therefore be further revealing to determine why this gap exists. Survey four will provide insight into the problems envisaged in actioning improved status for marketing orientation in respondents' employing organisations.

MARKETING ORIENTATIONTHE UNITED KINGDOMTHE POSITION BETWEEN SURVEY TWO AND SURVEY THREE

Map MO.5 examines this position and the gaps that exist between respondents for surveys two and three. It is proposed to consider these gaps in two ways for statements of specific intent:

1. Gaps across relative quadrants;
2. Gaps within relative quadrants.

1. Gaps across relative quadrants

- 1.1 Between relative confusion and relative pessimism:

Statement 13

By comparing the two surveys, despite the fact that 75% of both surveys believe in statement 13, there is a 12% gap between those who had recently completed a Diploma course and the post-qualified marketing practitioners. The latter are relatively more pessimistic than their counterparts in survey two. This demonstrates that qualified experience in marketing leads to a polarisation of perspective between relative optimism and relative pessimism.

- 1.2 Between relative optimism and relative frustration:

Statement 32

This is a particularly important finding. That despite 94% belief for both surveys, there is a real gap between the ambitious pre-examination student and the real world marketing practitioner. The latter is facing the real frustration of being unable to implement marketing orientation in his employing organisation. The statement claims that:

"Marketing orientation is the adopted attitudes, structures and behaviour of organisations to achieve profit by making what the customer wants rather than selling what the company makes" (S32).

The mean scores achieved were:

	Survey 1		Survey 2	
	Belief	Practice	Belief	Practice
Statement 32	94%	64%	94%	54%

2. Gaps within relative quadrants

2.1 Relative pessimism:

It is clearly demonstrated in map MO.5 that the gap that exists between belief and practice is not quite so severe among real world qualified practitioners in survey three as it is perceived by survey two respondents.

Qualified real world marketing practitioners have a less pessimistic outlook on these dimensions of marketing orientation than those who have not had the exposure in the world of post-qualified marketing.

2.2 Relative optimism:

Map MO.5 shows that real world qualified practitioners are a little less optimistic than those who are seeking to achieve qualified status. Again the effect of experience and qualified exposure in the field has produced a more moderate response than the enthusiasm of those yet to achieve qualified practitioner's status.

MARKETING ORIENTATION

THE UNITED KINGDOM

A PROFILE OF BELIEF IN THE UNITED KINGDOM

To now explore belief as a separate entity across the three surveys, map MO.7 conveys the position.

On average, surveys one, two and three produced identical scores of 85% of all respondents who believed in marketing orientation.

This is a mean score which is influenced by the extreme values in the range of responses which, as can be seen from the map, ranged from 70% to 97% for the scores on independent statements.

The general pattern in map MO.7 displays a high degree of conformity in viewpoint across the three surveys. Within this general profile the underlying positions on belief change across the three surveys for each statement.

In certain cases, the commitment to belief is higher in the pre-examination survey (survey two) than surveys one and three. No clear pattern has emerged which allows the claim to be made that survey one, two or three is more believing than another.

This reinforces the fact that in the UK beliefs held concerning the statements for marketing orientation are very similar and there is no distinct separation between respondents at different stages in their career development.

MARKETING ORIENTATIONTHE UNITED KINGDOMA PROFILE OF PRACTICE IN THE UNITED KINGDOM

To explore practice as a separate entity across the three surveys, map MO.8 conveys the position.

The mean scores across all statements for marketing orientation were very close:

S1	Practice	-	57%
S2	Practice	-	60%
S3	Practice	-	59%

These mean scores have been influenced by a range of values for each statement, which at the lowest point achieved 38% and at the highest point achieved 76%. The results achieved confirm again the substantial difference between belief and practice for these statements.

The comparison between maps MO.8 and MO.7 conveys less conformity of viewpoint on the application of these statements on marketing orientation in practice than the belief held in them.

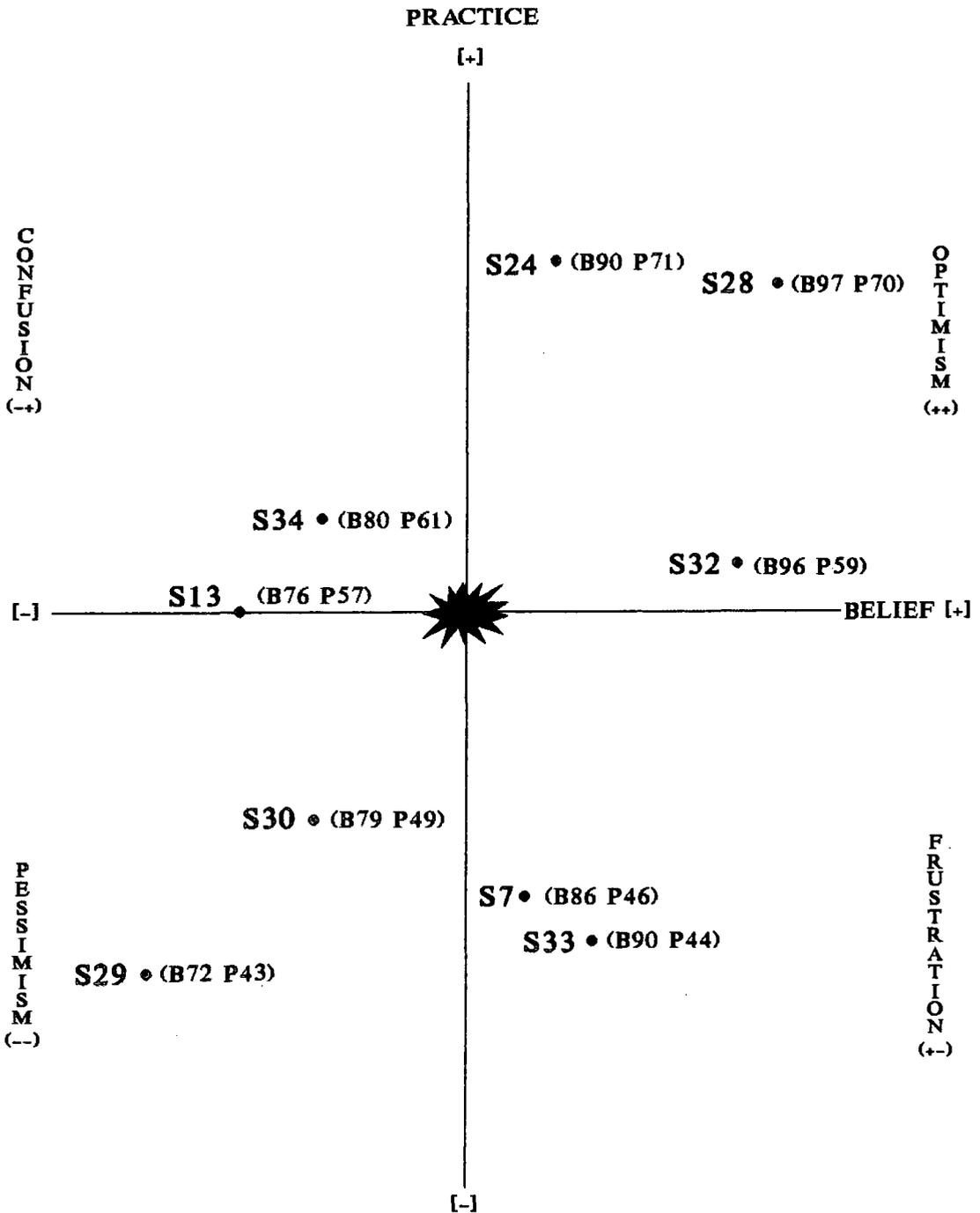
In the case of application in practice there is a more noticeable gap between responses across the three surveys, as shown by the horizontal distance between the lines for each survey.

By tracing the lines for each survey down the profile it is clear that the views held by respondents for survey two are more positive than those for survey one. This shows that the effect of a course of professional marketing education upon this UK sample has encouraged course participants to be increasingly positive about the application of the statement concepts in practice.

Survey three respondents tend to oscillate their positions between surveys one and two, as can be seen by the blue line.

MARKETING ORIENTATION

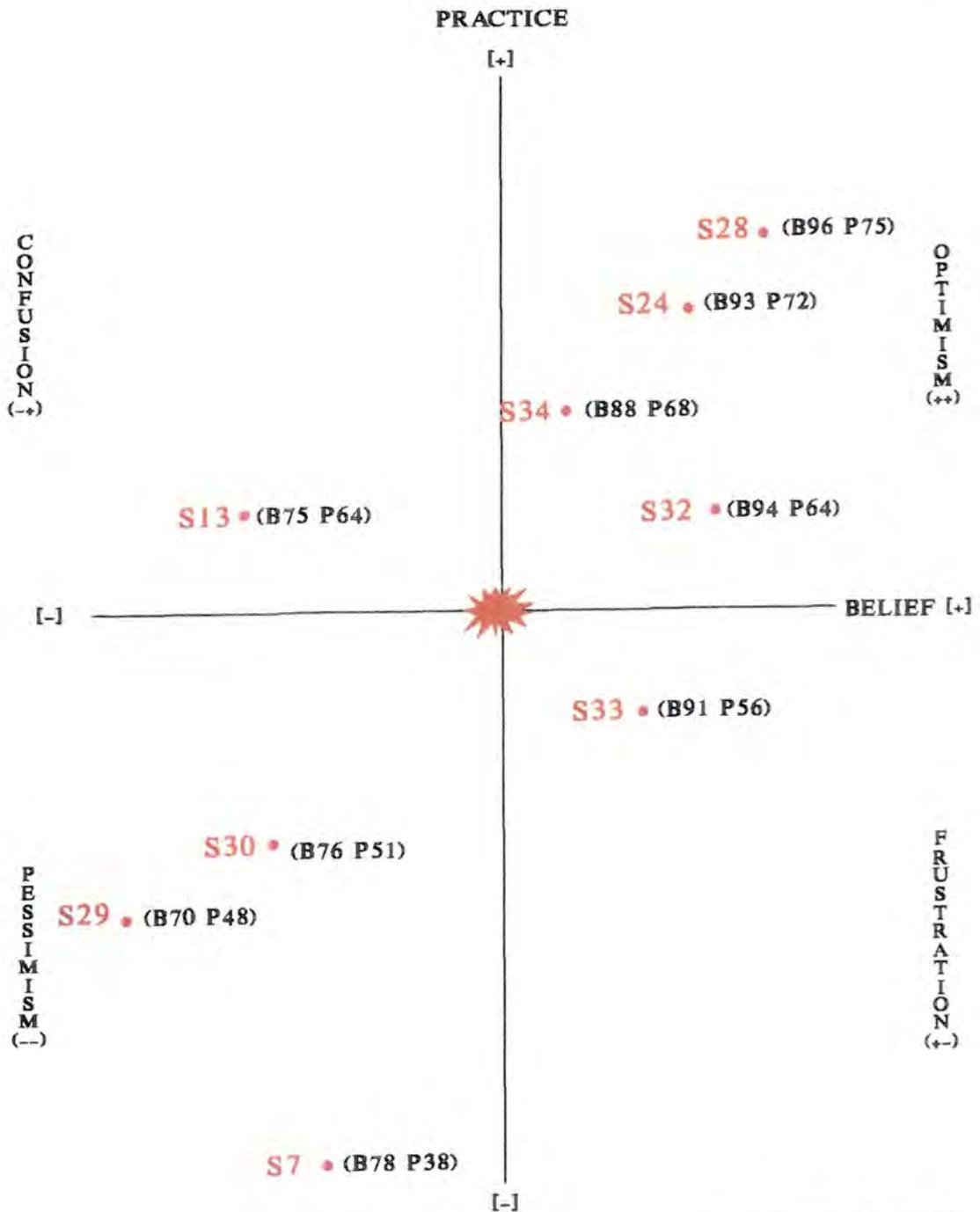
UNITED KINGDOM
SURVEY ONE
ALL STATEMENTS



 BELIEF 85%
PRACTICE 57%
MAP M.O. 1

MARKETING ORIENTATION

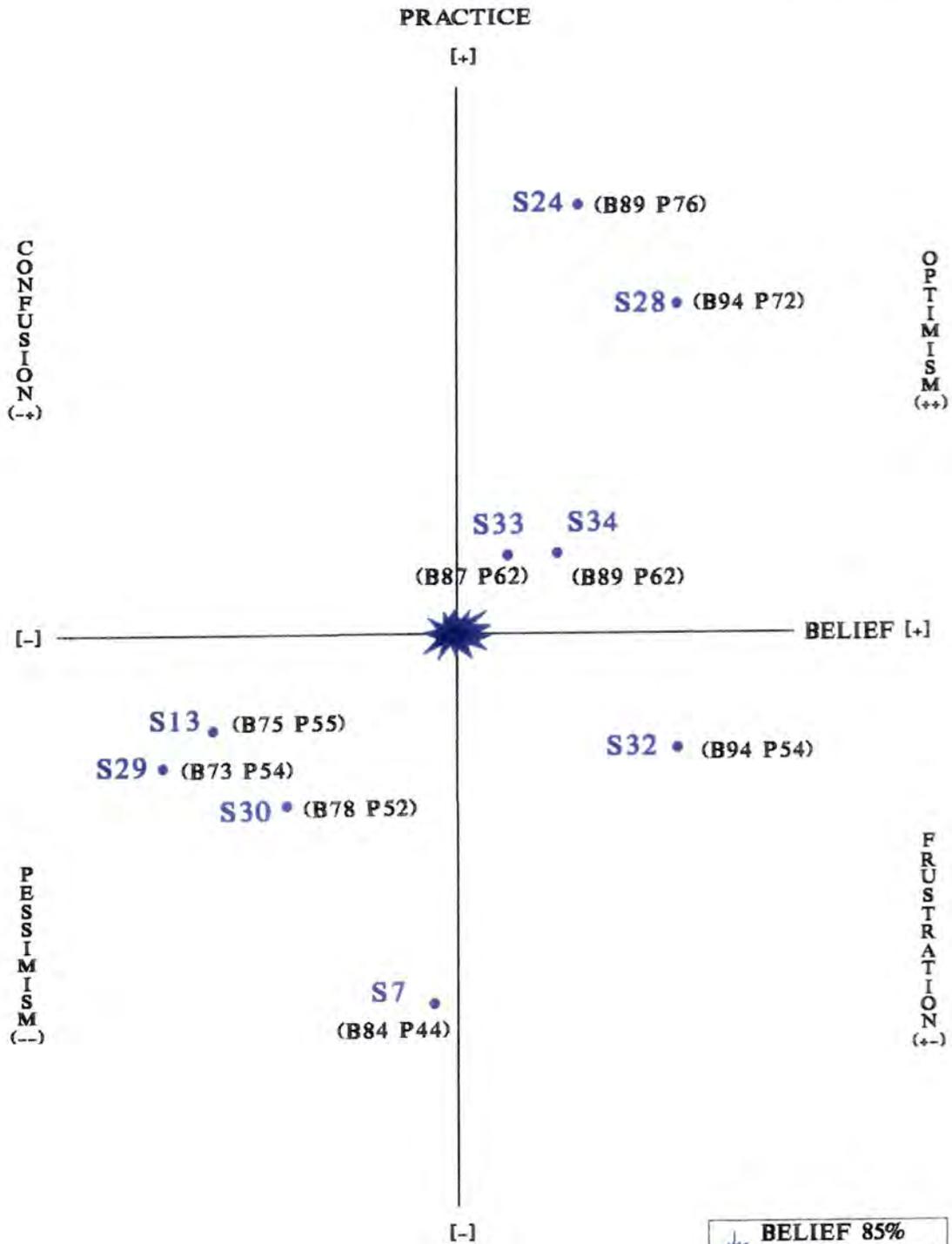
UNITED KINGDOM
SURVEY TWO
ALL STATEMENTS



 BELIEF 85%
PRACTICE 60%
MAP M.O. 2

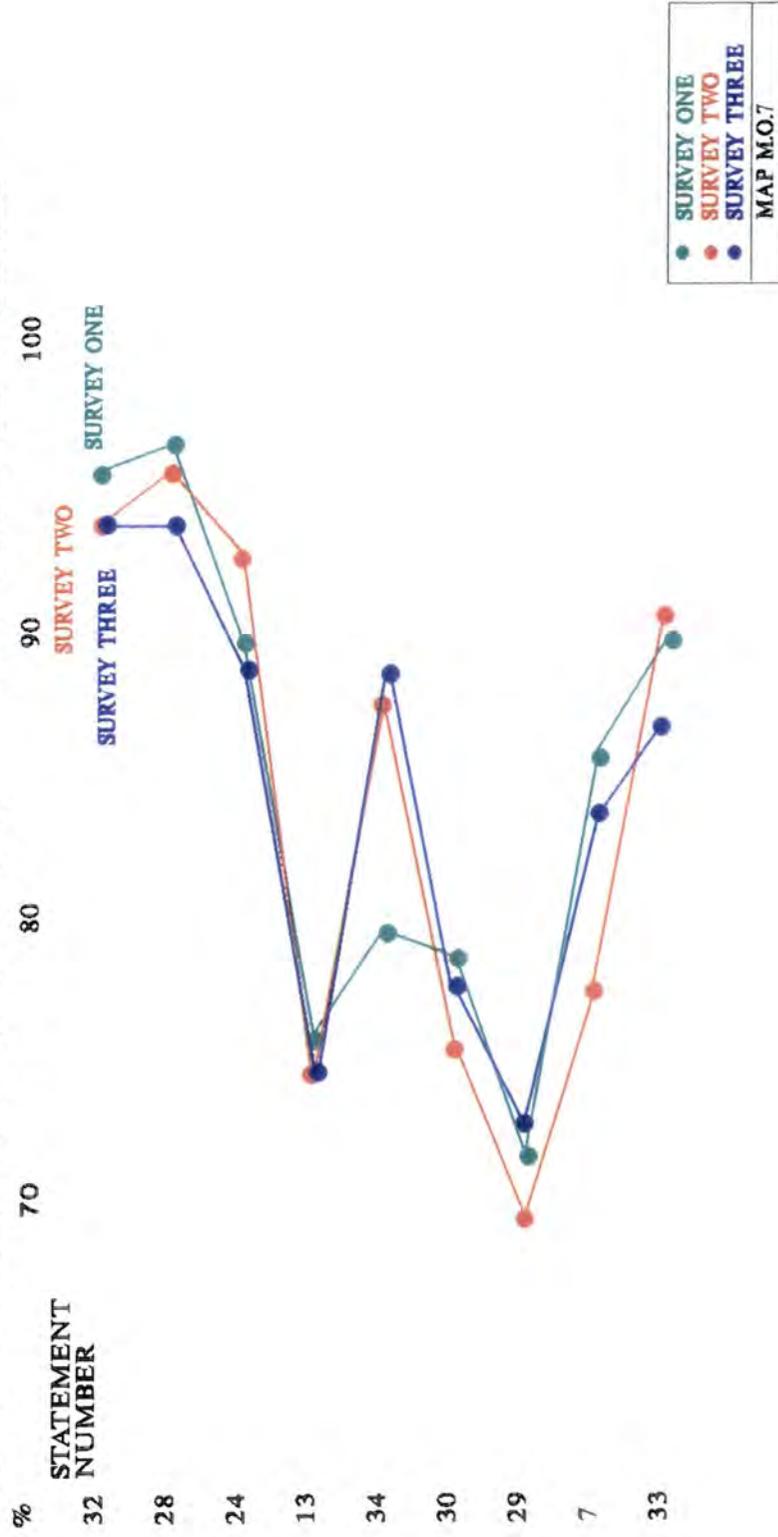
MARKETING ORIENTATION

UNITED KINGDOM
SURVEY THREE
ALL STATEMENTS

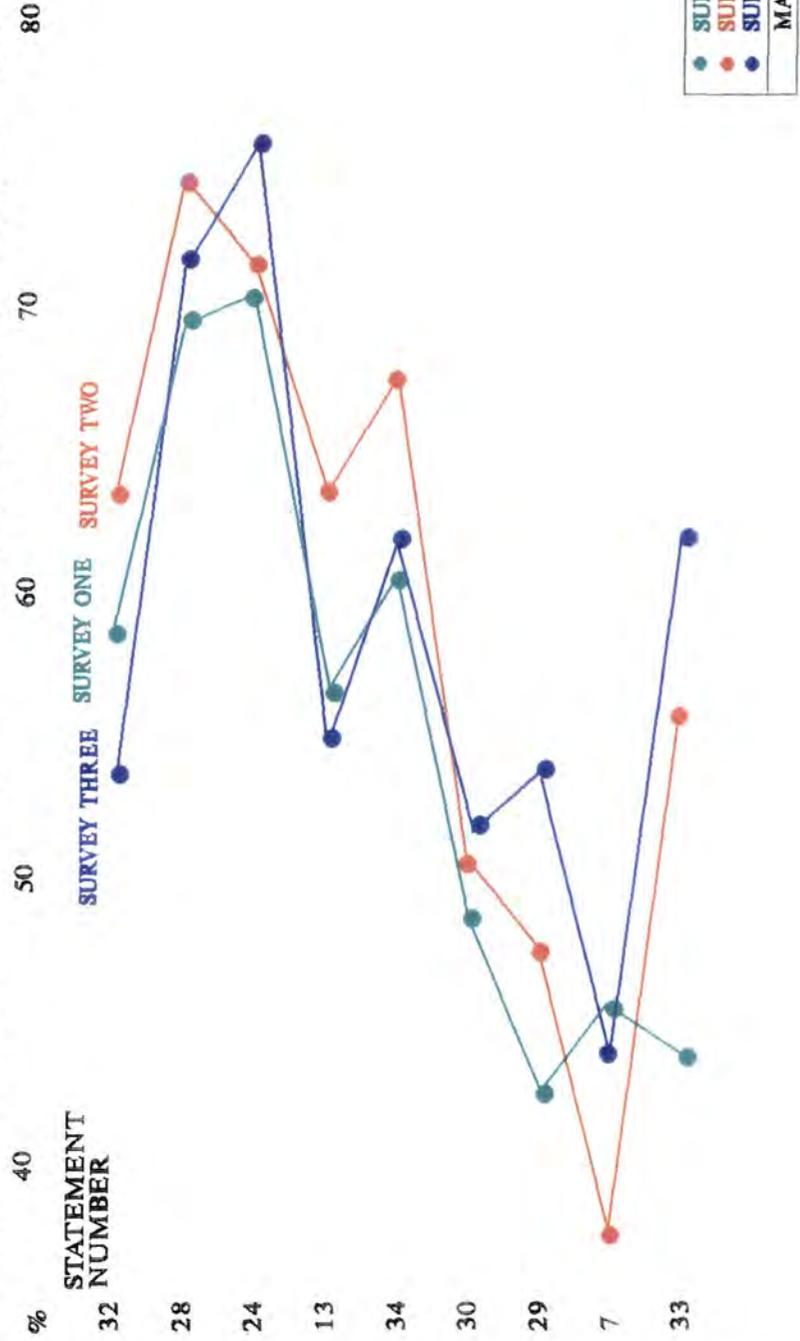


BELIEF 85%
PRACTICE 59%
MAP M.O. 4

MARKETING ORIENTATION PROFILE OF BELIEF



MARKETING ORIENTATION PROFILE OF PRACTICE



MARKETING ORIENTATIONNIGERIA

From this global perspective that has been achieved from the combined values of the set of nine statements which comprise marketing orientation, it is relevant now to consider the independent positions of each statement.

These are shown in maps MO.1 and MO.2, where the responses have been classified into positions of relative optimism, pessimism, frustration and confusion.

The observations are more widely scattered around the mean in map MO.1 than MO.2, showing that the overall effect of the course undertaken has been to produce a slightly closer consensus of views across the dimensions of belief and practice.

The effect of this movement between surveys one and two is conveyed in map MO.3.

The most interesting findings were as follows:

1. Statement 28 has retained a position of optimism and a more convergent position between belief and practice has been achieved.

The mean scores achieved were:

	Survey 1		Survey 2	
	Belief	Practice	Belief	Practice
Statement 28	97%	82%	93%	89%

This confirms that the perception of those attending professional marketing education in Nigeria consider that marketers who understand the marketing concept can adopt marketing strategy to meet market and environmental needs (S28).

This suggests that Nigerians perceive that companies have the internal culture and capacity to make the marketing concept work in practice.



2. The relatively pessimistic position of statement 29 was also retained. This supports the view that companies need not be marketing oriented to achieve profits and that marketing orientation is but one way to achieve a bottom line in Nigeria. This is a realistic finding and is confirmed also by other countries in the research programme.

The mean scores achieved were:

	Survey 1		Survey 2	
	Belief	Practice	Belief	Practice
Statement 29	73%	66%	78%	62%

Throughout the process of attaining professional marketing education there has been therefore a realignment of views held for other statements. Of particular interest are the responses received for statement 34, which claims that:

"Marketing is an integrated system to direct the organisation to the profitable use of resources" (S34).

Statement 34 produced the most substantial shift in viewpoint, where belief dropped from 97% to 89% and application in practice from 84% to 67%.

A previously optimistic statement at survey one became relatively pessimistic in the realisation that statement 34 may be more difficult to achieve than previously recognised.

Clearly, the perceived meaning of business integration to achieve profits has caused concern among this sample of course participants when this is to be applied in practice in Nigeria.

A further statement of interest was statement 13. This claims that:

"Marketing orientation is the path an organisation takes to reach its target markets" (S13).

The effect of the course upon statement 13 has been to modify the perception of the application of this statement in practice and to cause a less enthusiastic attitude to be taken about the relative optimism of this statement.

Clearly time to reflect plus increased exposure to the principles of marketing orientation on the course have produced a realisation among this sample that "it may not be as easy to apply statement 13 in practice as we previously thought." Therefore, in relative terms, the course has had the effect of dampening enthusiasm about the application of this concept in practice.

The central concept in statement 13 is one of targeting, which is a technical issue that marketing orientation requires a path to be taken to reach the target markets. Reaching the target market assumes that systems are in place to permit them to be researched, identified and carefully considered for the purposes of marketing exploitation. This infrastructure may not be in place to the extent previously thought to enable this to happen. The reality of marketing in practice has clearly dawned upon this sample of course participants.

MARKETING ORIENTATION

NIGERIA

SURVEY THREE

The responses received are conveyed in map MO.4 which, with the exception of statement 33, shows a clear polarity between relative optimism and relative pessimism.

Map MO.4 conveys clearly that there is no relative confusion in relation to these concepts among qualified practitioners of marketing. Also there is a clear distribution between relative optimism and relative pessimism, as shown by the position of the statements recorded in the respective quadrants.

It is interesting to note that the range of values on the belief scale is narrow, i.e. between 83% and 94%; hence the recordings on the map are closely related to the y axis on map MO.4.

The main area of divergence is among the scores for application in practice, where the range of scores for individual statements extends from 62% to 93%.

MARKETING ORIENTATIONNIGERIATHE POSITION BETWEEN SURVEY TWO AND SURVEY THREE

Map MO.5 conveys this position and examines the perceptual gap that prevails between survey two, the longitudinal sample, and survey three, the post-qualified marketing practitioners.

To explain more clearly the complexity displayed in map MO.5, it is pertinent to consider the gaps in two ways:

1. Gaps across relative quadrants;
2. Gaps within relative quadrants.

1. Gaps across relative quadrants

- 1.1 Between relative optimism and relative pessimism:

- 1.1.1 Statement 7

The gap that exists between course participants about to sit their professional marketing examinations and the real world of marketing practitioners is very marked. While both share the belief in statement 7, with just a 3% difference in viewpoint, the application in practice gap is most marked.

81% of survey two respondents claim application in practice against 62% of respondents from survey three. This represents a 19% difference in perception between what should happen according to course participants, and what actually does happen in practice.

The issue is one of customer service. Clearly the student of marketing, prior to examination, believes this to be the prerogative of the process of marketing orientation. The real world practitioners claim this is less so the case than the students of marketing actually realise.

There clearly is a residual feeling that customer service is not a marketing function among qualified practitioners in their organisations and yet they believe it should be.

There is therefore a dilemma to be resolved as to where policies for customer service should be drawn up. The residual effects of sales orientation are clearly in evidence in Nigeria, despite claims that marketing orientation is being practised by employing organisations.

1.2 Between relative pessimism and relative optimism:

Statement 29

A marked gap in belief has been recorded between the two surveys – from 78% in survey two to 92% in survey three. This is a 14% perceived gap in belief.

Also there is a marked distinction between the two surveys on application in practice from 62% for survey two to 79% for survey three – a 17% gap in perception of practice.

There is an interesting tension here between the student on the one hand, who recognises that companies need not just to be marketing oriented to achieve profits and that there are other ways of achieving corporate profitability than the marketing approach, and the marketing practitioner, who is in the job and is claiming that marketing orientation means profit through marketing action. This is a clear plus point for the marketing profession in Nigeria – belief and dedication to the cause of marketing to produce profits. This is a powerful finding in relation to the economic development of the country and a powerful claim for the role of marketing in that process.

1.3 Between relative pessimism and relative frustration:

Statement 33

Students at survey two had responded to the difficulties associated with statement 33 and realised that it is essential belief but the reality of application in practice is difficult.

The position in the real world is not only pessimistic but causing a high level of frustration.

Survey three respondents, some 94% in fact, believe the statement and yet only 64% know that it can be applied in practice in their organisations.

This is an important finding. It means that there is a key problem in knowing how to make the marketing concept actually work in practice. Clearly there is resistance on behalf of the organisation, or with the change agent's inability to make it happen. The findings of survey four are going to be of critical importance to this dimension.

The difficulties faced with statement 33 are central to this thesis and will be the subject of the continuing debate between belief in marketing theories and their respective application in practice.

2. Gaps within relative quadrants

2.1 Relative optimism:

An important finding which supports the enthusiasm for and dedication to marketing orientation is the marked difference discovered in the response to statement 32, which is the most fundamental of all statements concerning the theme of marketing orientation.

Both pre-examination candidates and post-qualified Nigerian practitioners agreed almost totally with the statement (94% and 97%), i.e. that:

"Marketing orientation is the adopted attitudes, structures and behaviours in organisations to achieve profit by making what the customer wants rather than selling what the company makes."

Quite amazingly, 93% of practitioners claim that this applies also in practice in their organisations – in fact, a higher percentage score than Nigerian students of marketing had perceived. The commitment to the fundamental concept of marketing orientation is claimed to be almost total among Nigerian post-qualified practitioners – a reassuring finding.

The diffusion of the marketing concept is perceived to be high and is so according to practitioners – clear evidence of the extent to which marketing orientation is at work

in Nigeria as an emerging nation. The support for this finding is further endorsed by the responses to statement 28:

"Marketers who understand the marketing concept can adapt marketing strategy to meet market and environmental needs."

Over 90% claim this to be the case in terms of belief – for both surveys – but moreover, nearly 90% also believe it to be practised in survey two and the same percentage of respondents claim this actually to be the case in Nigerian employing organisations in which they are based.

This is clear evidence of the high degree of marketing orientation claimed by Nigerian respondents and indeed is a major breakthrough in terms of appreciating the impact of marketing on employing organisations in Nigeria.

MARKETING ORIENTATIONNIGERIAA PROFILE OF BELIEF IN NIGERIA

To explore belief only in the statements which collectively amount to marketing orientation in this research, map MO.7 conveys the position clearly.

The mean series for surveys one, two and three convey a high percentage of respondents who believe in the statements offered for them to consider. These scores were:

The mean series for surveys one, two and three convey a high percentage of respondents who believe in the statements offered for them to consider. These scores were:

Survey 1 \bar{x}	Belief	-	87%
Survey 2 \bar{x}	Belief	-	89%
Survey 3 \bar{x}	Belief	-	90%

Clearly these mean scores have been influenced by the range of values in the data in the marketing frequency distribution.

These values, across all three surveys, range from 73% in survey one to 97% in survey two. The general pattern that emerges from the profile displayed in map MO.7 is very interesting.

The position of survey one respondents is clearly 'to the left' of responses to surveys two and three for eight out of the nine statements. This demonstrates that the propensity for Nigerians to believe in marketing orientation is comparatively more reluctant until they have followed a course of professional marketing education.

It would almost amount to caution before knowledge is fully obtained. A reticence exists until confidence is assured through knowledge acquisition on the programme of marketing education.

The green line on the profile is distinctly apparent from the responses to the two other surveys.

Yet after acquiring the knowledge, then the Nigerian students become bold in their confidence about their belief in a concept, the concept of marketing orientation. At least in five from nine statements the scores for belief now exceed the views held by real world practitioners (survey three).

Nonetheless, the views taken by survey two participants upon completing the programme are more in line with the real world of marketing practice than before (the blue and red lines are closer in the profile).

MARKETING ORIENTATIONNIGERIAA PROFILE OF PRACTICE IN NIGERIA

To explore 'application in practice' as a distinct and separate variable, map MO.8 provides a profile of the responses from surveys one, two and three.

The mean scores across all statements for marketing orientation were similar:

Survey 1	\bar{x}	Practice	-	76%
Survey 2	\bar{x}	Practice	-	75%
Survey 3	\bar{x}	Practice	-	75%

This alone conveys a strong commitment to the application of the marketing concept in practice.

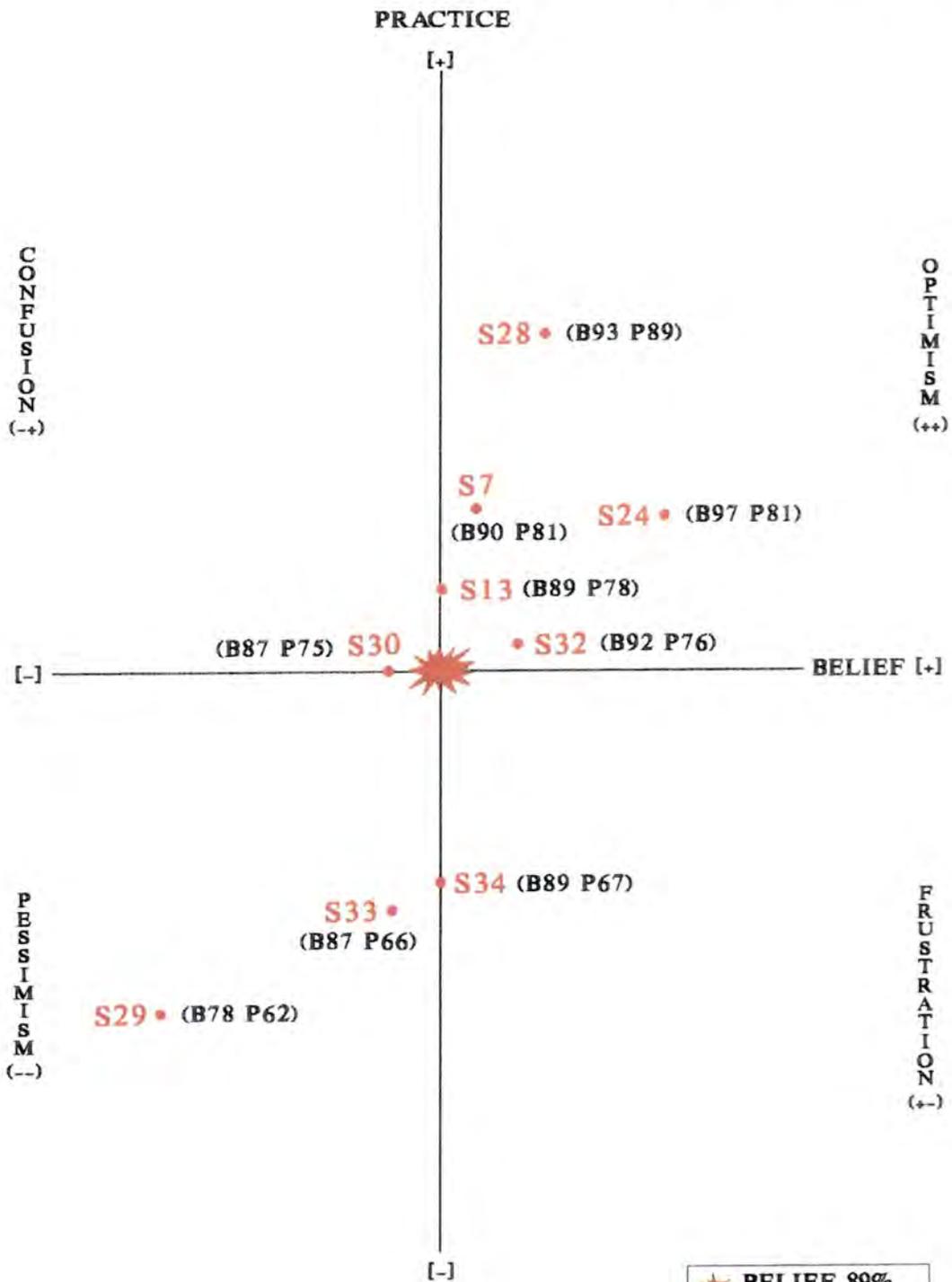
The most significant feature of map MO.8 is that survey two respondents, having now attained exposure to a formal course of professional marketing orientation, have taken more extreme views than survey three respondents in the real world, either by being more positive in belief or less positive in belief. The perception taken of application in practice has been influenced by the course and caused the viewpoints to be a little more extreme. When knowledge is newly acquired this may be a natural process because it has not been tempered by the exposure to real life experience.

Ironically for certain statements, this means that the pre-course student is a little closer to the real world position at the commencement of studies than later, having then followed a course of marketing studies.

Nonetheless, the overall impression is one of optimism, that the perception of marketing in practice is practised by marketing practitioners in their employing organisations in Nigeria. This is an important revelation that will later be tested against other countries surveyed in this research programme.

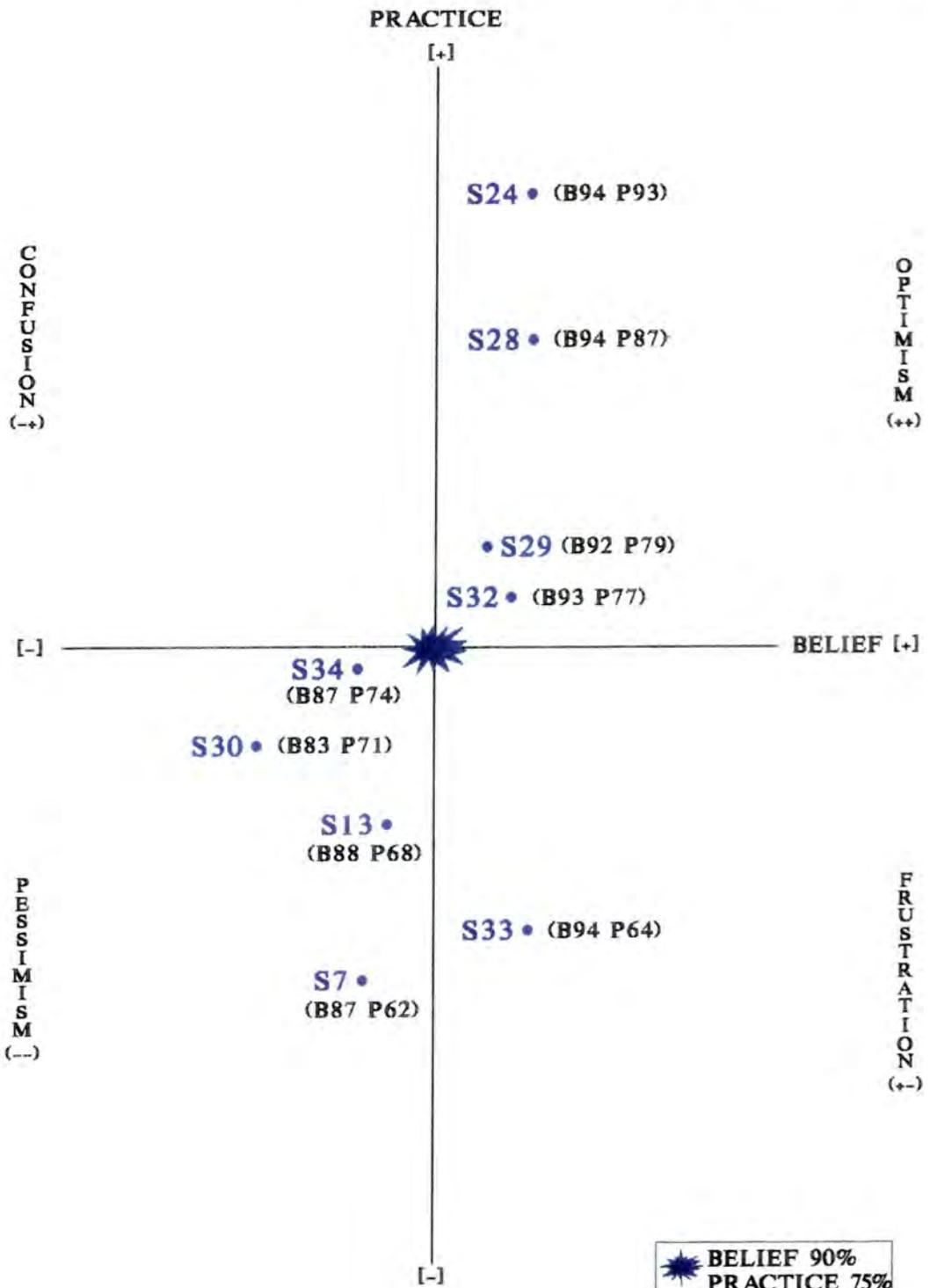
MARKETING ORIENTATION

NIGERIA
SURVEY TWO
ALL STATEMENTS



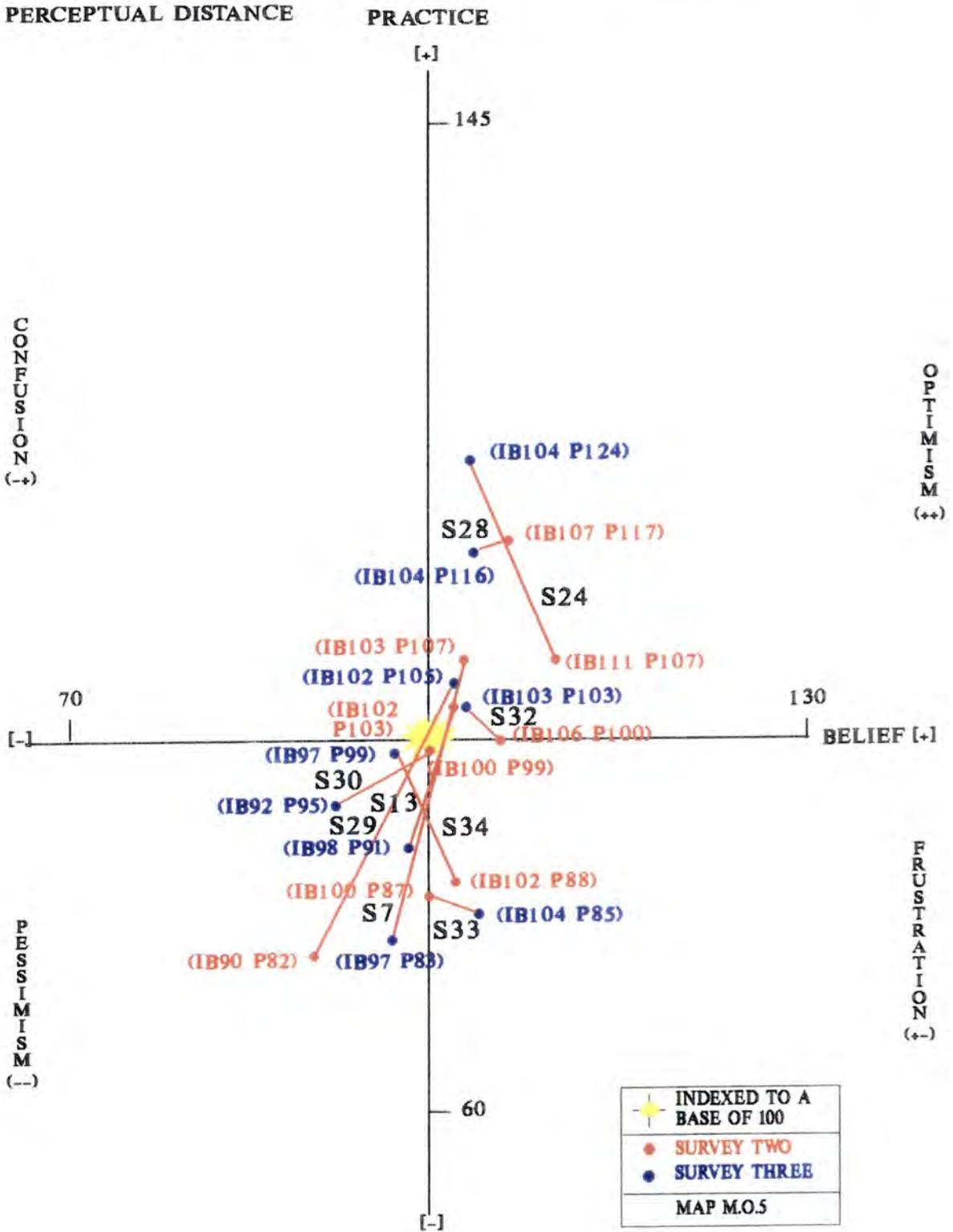
MARKETING ORIENTATION

NIGERIA
SURVEY THREE
ALL STATEMENTS



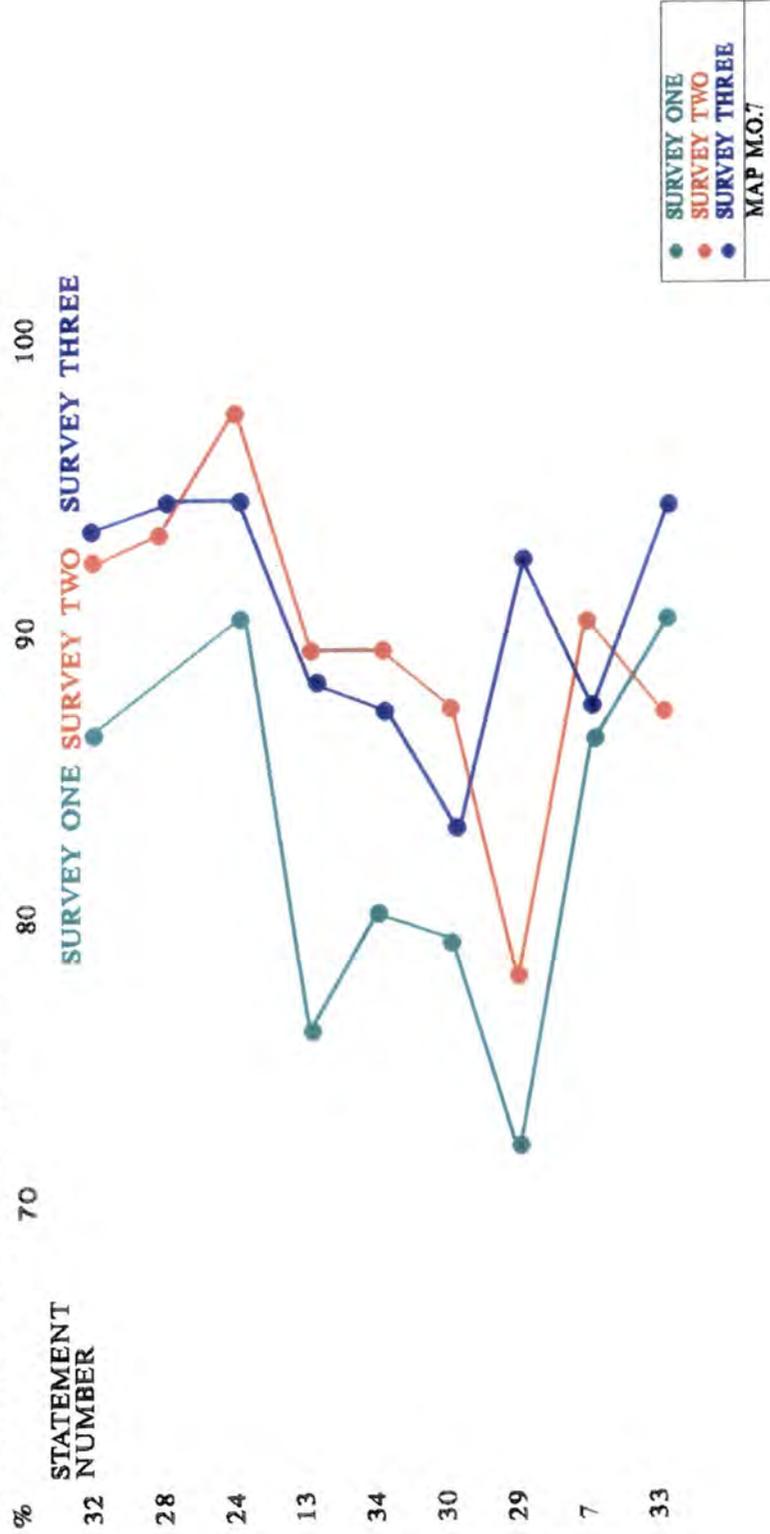
MARKETING ORIENTATION

NIGERIA
BETWEEN SURVEY TWO
AND SURVEY THREE
ALL STATEMENTS



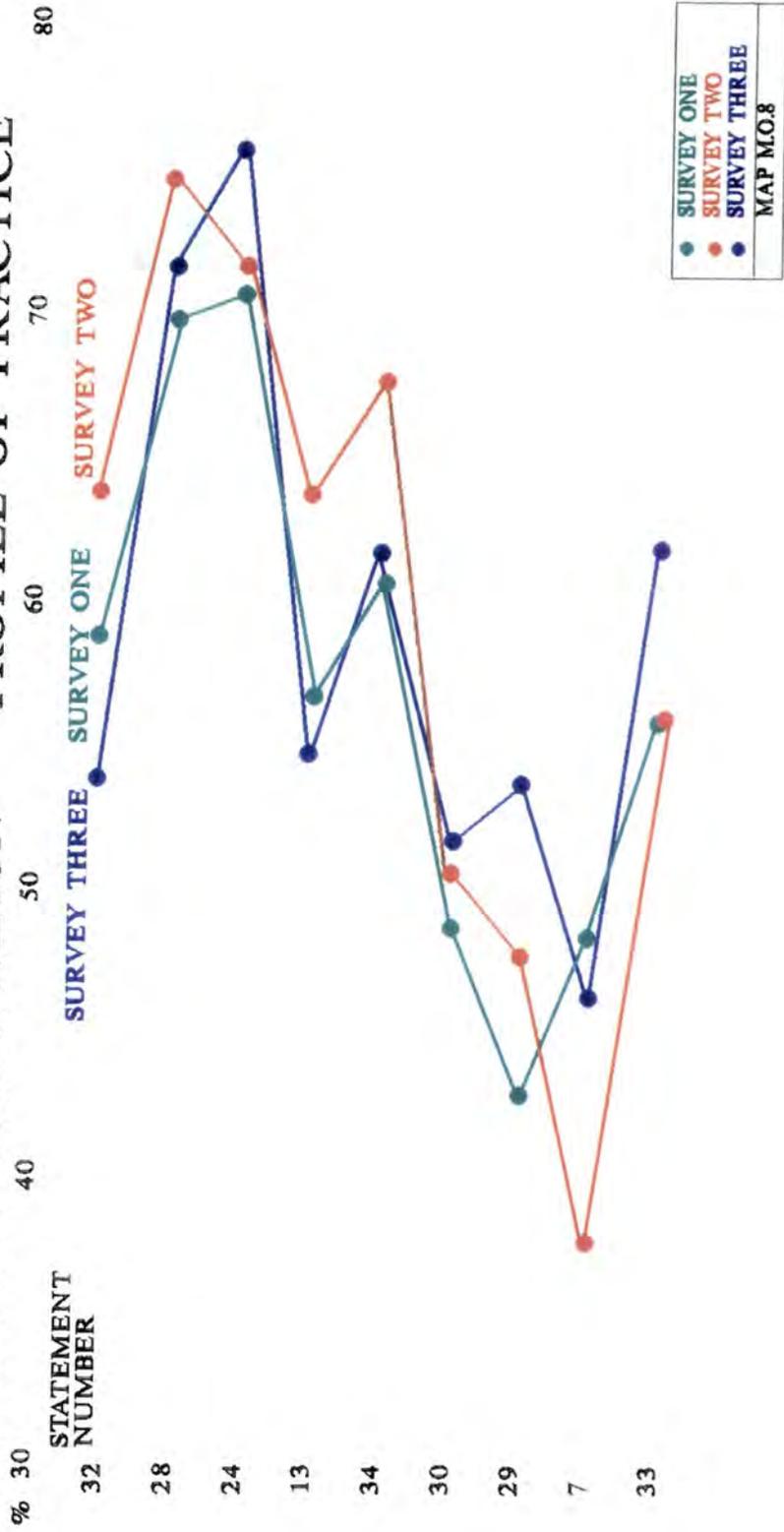
NIGERIA

MARKETING ORIENTATION PROFILE OF BELIEF



NIGERIA

MARKETING ORIENTATION PROFILE OF PRACTICE



MARKETING ORIENTATIONMALAYSIA

Treated independently, the responses to statements produced an interesting array. These are shown in maps MO1 and MO2 for the respective surveys to which they relate.

From these maps it can be seen that the position of the selected statements has been plotted and classified into quadrants of:

relative optimism;

relative pessimism;

relative frustration;

relative confusion.

The most significant findings that emerged are:

1. That the relative position of statement 28 as a retained statement of relative optimism confirms that:

"Marketers who understand the marketing concept can adapt marketing strategy to meet market and environmental needs" (S28).

The mean scores achieved were as follows:

	Survey 1		Survey 2	
	Belief	Practice	Belief	Practice
Statement 28	99%	90%	98%	96%

This vouches for the faith held by Malaysians in the contribution of the marketing concept to corporate marketing strategy.

2. The relatively pessimistic position of statement 29 was also retained.

This further confirms a realisation that profit can be achieved and indeed is perceived to be achieved in Malaysia on a basis other than by means of practising marketing orientation.

The mean scores achieved were as follows:

	Survey 1		Survey 2	
	Belief	Practice	Belief	Practice
Statement 29	82%	79%	83%	68%

Statement 29 claims that 'companies must be marketing oriented to achieve profits'. Thus naivety is certainly reduced as a result of a course of professional marketing education among the Malaysians sampled.

The fact that just two of nine statements remained in their respective quadrants between surveys one and two shows that a considerable level of realignment of perspective has occurred in relation to both belief and practice for the statements surveyed as a result of respondents' exposure to professional marketing education.

Statements of particular interest were statement 33 and statement 30.

The movement in statement 33 has been very substantial indeed in terms of perceived application in practice (see map MO.3).

A 1% shift only has taken place in belief to total support for the belief that "knowledge of how to apply the marketing concept is essential for marketing orientation" (S33). This is to be expected, but a 32% positive shift in perception of practice is remarkable.

This confirms that the professional marketing education has instilled the dependent link between the marketing concept and the achievement of marketing orientation among Malaysian participants on the programme.

For statement 30, an 11% increase in belief and 14% increase in practice – this is a substantial movement which concerns the realisation that profit maximisation can be achieved through marketing orientation. The education process on the course has embedded profit through customer satisfaction – the essence of the concept of marketing. Clearly, this learning has been achieved, understood and has led to a much more optimistic view than previously held that:

"Marketing orientation is the process which enables an organisation to achieve profit maximisation" (S30) through customer satisfaction.

The realignment of views has shown that issues concerning profit attainment through marketing orientation have produced a clearer focus than before the course commenced, which suggests that the marketing concept has also been placed in clearer perspective.

The recurrent dilemma over customer service policies (statement 7) prevails among Malaysians. Commitment to belief is extremely high, but the ability of marketing departments to influence and determine policy in this area has yet to be effectively achieved in Malaysian companies.

MARKETING ORIENTATION

MALAYSIA

SURVEY THREE

Survey three was conducted among an independent sample of post qualified marketing practitioners in Malaysia and serves as a control against which the dependent longitudinal sample (surveys one and two) can be compared.

Map MO.4 conveys the responses for survey three. It has been clearly revealed that among Malaysian practitioners there exists a gap between belief in marketing orientation and its respective application in practice.

The long narrow appearance of map MO.4 shows that there is a small range only in the values for belief in the nine statements considered for marketing orientation. In fact, the range is from 87% to 96% of all respondents to survey three who believe in the collective statements recorded.

The largest disparity is for application in practice, where the range extends from 58% to 94% between individual statements. This helps to explain the disparity between belief and practice in the mean scores achieved and reported.

The mean scores for belief are maintained at a high level, between 92% and 94%, but this is not the case for application in practice.

Survey one recorded a practice mean of 80%, survey two 84%, and survey three 74%. This serves as a reminder about the gap that prevails between the ambition and ability to effect marketing orientation in Malaysian companies.

It is rewarding to unravel the gaps between belief and practice on the more extreme statements.

Statement 33 maintained 91% belief but yet only 58% of respondents claimed that it applied in practice in their organisations.

This is very telling, because it raises the question that knowledge of how to apply the marketing concept in practice is different from believing in that concept.

A key issue to be addressed here is the need for marketing practitioners to have a clear set of procedures issued which explain the elements, stages and processes involved to turn a company into one that is marketing oriented.

Among course participants there clearly exists a doubt of knowing what is needed to apply the marketing concept successfully. This is an important discovery that will be further explored in survey four, which will examine part of this issue in greater detail.

The value of market knowledge and the connected marketing information systems have been acknowledged implicitly in the responses to statement 24, which claims unanimously that understanding market forces is the basis for successful marketing action. This is both believed and claimed to be practised by 94% of Malaysian qualified marketers employed in Malaysian industry and commerce – again, clear evidence of the importance of the role of marketing to corporate and economic development in this emerging nation.

MARKETING ORIENTATIONMALAYSIATHE POSITION BETWEEN SURVEY TWO AND SURVEY THREE

Although the mean scores have been recorded for the general theme of marketing orientation, it is worthwhile to observe the real gap that exists between survey two respondents and those from survey three to examine how the individual statements have been viewed. In this way the perspectives for post qualified marketing practitioners can be compared with their aspiring counterparts about to sit their marketing examinations.

It is therefore appropriate to consider the more interesting gaps across relative quadrants.

Close reference to map MO.5 seems to demonstrate the perceptual distance between respondents at these different stages in career development.

1. Gaps across relative quadrants

1.1 Between relative pessimism and relative optimism:

Statement 29

A remarkable gap exists for belief and practice. 83% of survey two respondents believed in this statement, yet survey three produced a score of 94%, showing a much more optimistic view of market targeting by qualified marketers than the students had perceived. This 11% gap also applied to the dimension of practice, which supports the view that the marketing professionals in Malaysia are more in touch with the reality of making marketing work in practice than Malaysian students of marketing believe.

1.2 Between relative frustration and relative optimism:

Statement 24

The reassurance from the world of marketing practitioners in Malaysia is clearly endorsed again by the findings for statement 24, where belief is maintained at 94% but the perception of application in practice is again more positive among Malaysian qualified marketers than appreciated by those still studying. A gap of 14% was recorded between 80% and 94% for surveys two and three respectively, demonstrating

practising marketers really do need to have a clear understanding of market forces to be able to achieve effective marketing action and not to conduct marketing actions without adequate reference to the market place – which is often the case in sales division product oriented organisations.

1.3 Between relative frustration and relative pessimism:

Statement 7

The recurrent problem with customer service policies has again appeared in Malaysia. Students at survey two believe entirely that policies for customer service should be developed in the marketing department, but appreciate that there may be difficulties and hence there is an element of relative frustration recorded. Practitioners are in fact less positive in their viewpoint and demonstrate a gap of 24% between belief and practice. This position of relative pessimism is caused by the fact that fewer than the mean number of respondents believe in the statement and far fewer than the mean score believe that it can be applied in practice.

Tension exists between high levels of belief but less confidence about the ability to make this work in practice. This dilemma is cause for concern and is worthy of further research.

The position is very similar for statement 33, which tackles the issue of application head on. There is a high level of agreement between the surveys and at different stages in the career development of marketers that knowledge of how to apply the marketing concept is essential for effective marketing practice. This is a truism of which the researcher and the respondents have little doubt. However, practitioners in Malaysia are claiming that the statement does not apply in practice to the extent perceived to be actual experience by students. The issue again is the 'how' and again this may call for clear guidelines on how to make the marketing concept work in practice.

The Diploma course leading to the professional qualification of the Chartered Institute of Marketing may have an inherent weakness in that the knowledge of how to make basic marketing principles work in practice is overlooked. This certainly appears to be

the issue in Malaysia. The course may provide 'know that' and 'know what' but not 'know how'.

MARKETING ORIENTATION

MALAYSIA

A PROFILE OF BELIEF IN MALAYSIA

To explore belief as a separate entity it is necessary to consult map MO.7.

The mean scores for surveys one, two and three were 92%, 94% and 93% respectively, which demonstrates a very high level of support in terms of believing the statements considered for marketing orientation to be correct.

The profile demonstrates that the mean scores have been influenced by a range of values in the underlying distribution. The map shows this range to be from 83% to 99% across the surveys.

The general pattern has produced a high level of conformity in belief for most statements. At least six from the nine statements have but just a few percentage points between them.

In places there exists absolute consensus – a belief between those starting the marketing diploma course and those completing it – among the Malaysian sample.

MARKETING ORIENTATIONMALAYSIAA PROFILE OF PRACTICE IN MALAYSIA

By consulting map MO.8 a very different picture emerges when belief is compared to application of marketing orientation in practice.

The mean scores across the three surveys were as follows:

S1	Practice	-	80%
S2	Practice	-	84%
S3	Practice	-	74%

The more pessimistic views of post qualified marketing practitioners are clearly demonstrated by the blue line which frequently appears on the left side of the map. Nevertheless, there exists some considerable disparity in views held between these separate statements.

The values for survey three range from 94% down to 58%, demonstrating that certain statements are applied actively in the Malaysian companies in which respondents are employed, but others still have levels of resistance. There is therefore partial adoption of marketing orientation and not complete adoption as would have been the case if application in practice scores recorded matched with those attained for belief. Clearly a gap exists even at this high level of actual involvement between belief in marketing orientation and the application in practice.

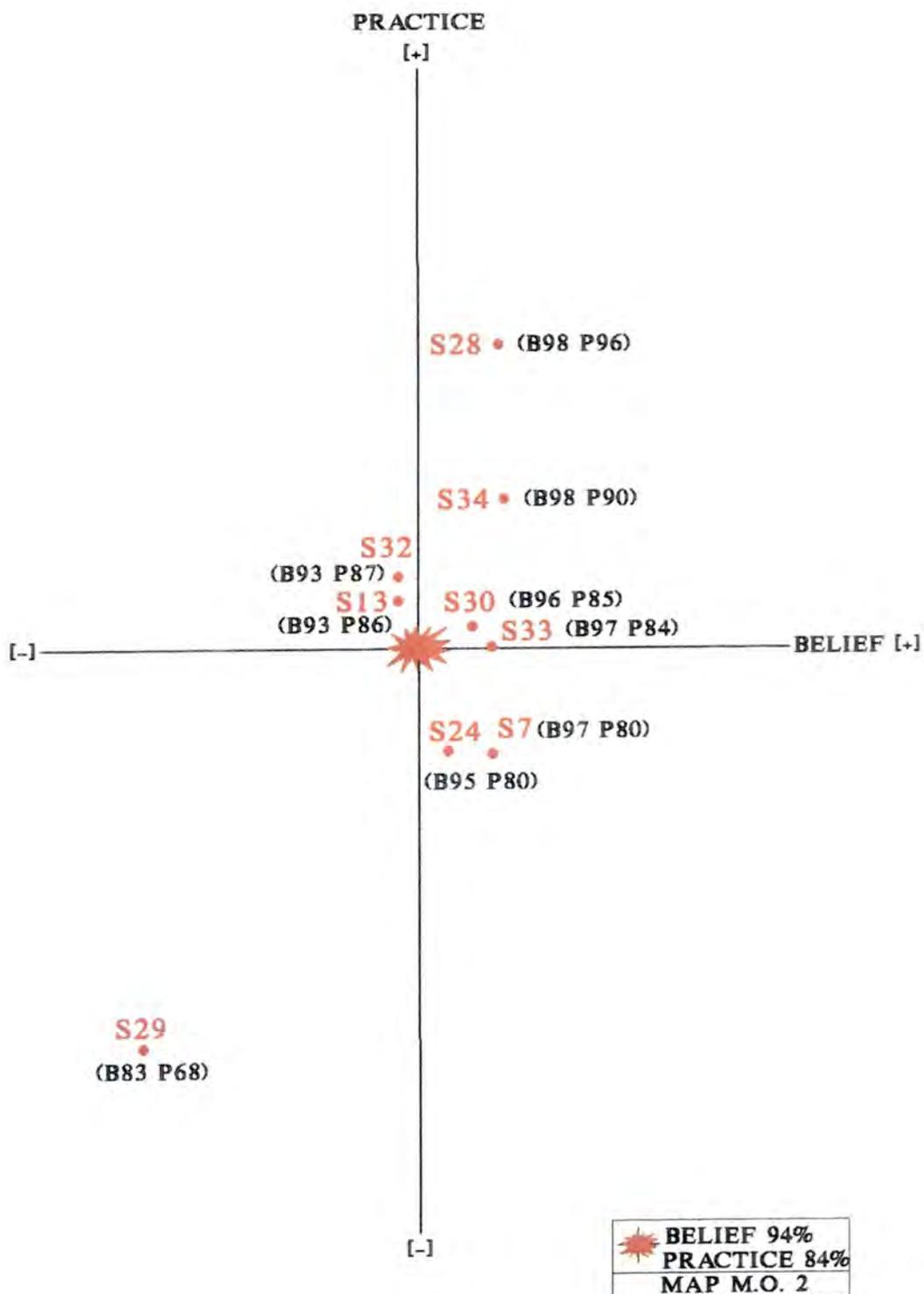
Yet the perception of the application in practice is more ambitious among survey two respondents having completed their programme of professional marketing education, as demonstrated by the red line and supported by the 10% gap in mean scores.

It is again interesting to note that for certain cases the views held by persons at the commencement of studies concur with the post qualified practitioners of marketing far more so after their studies have been completed.

From the knowledge that survey three participants will also have experienced this educational process in marketing, it is interesting to note how the effect of corporate exposure through post qualified practice has resulted in a less ambitious set of perspectives.

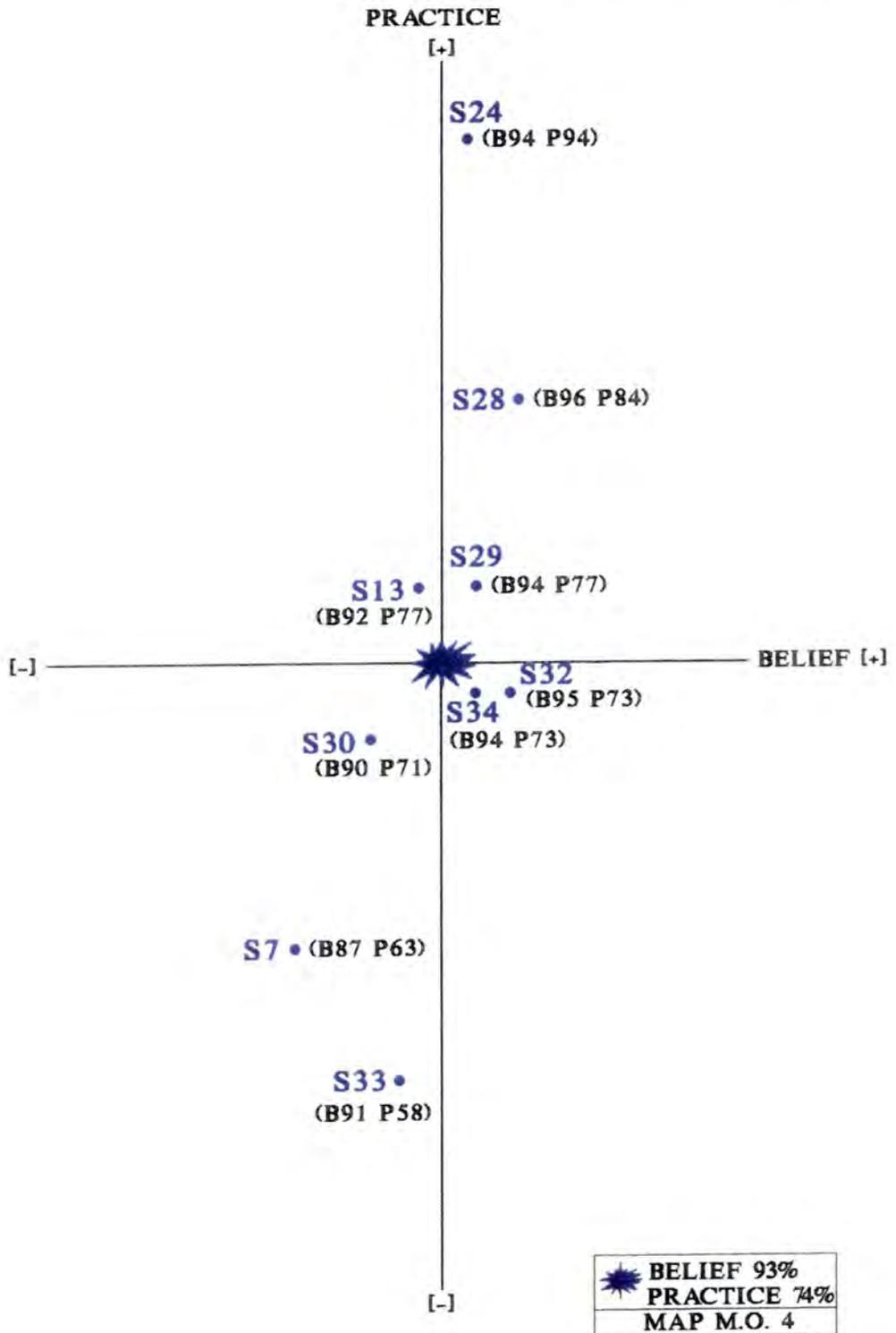
MARKETING ORIENTATION

MALAYSIA
SURVEY TWO
ALL STATEMENTS



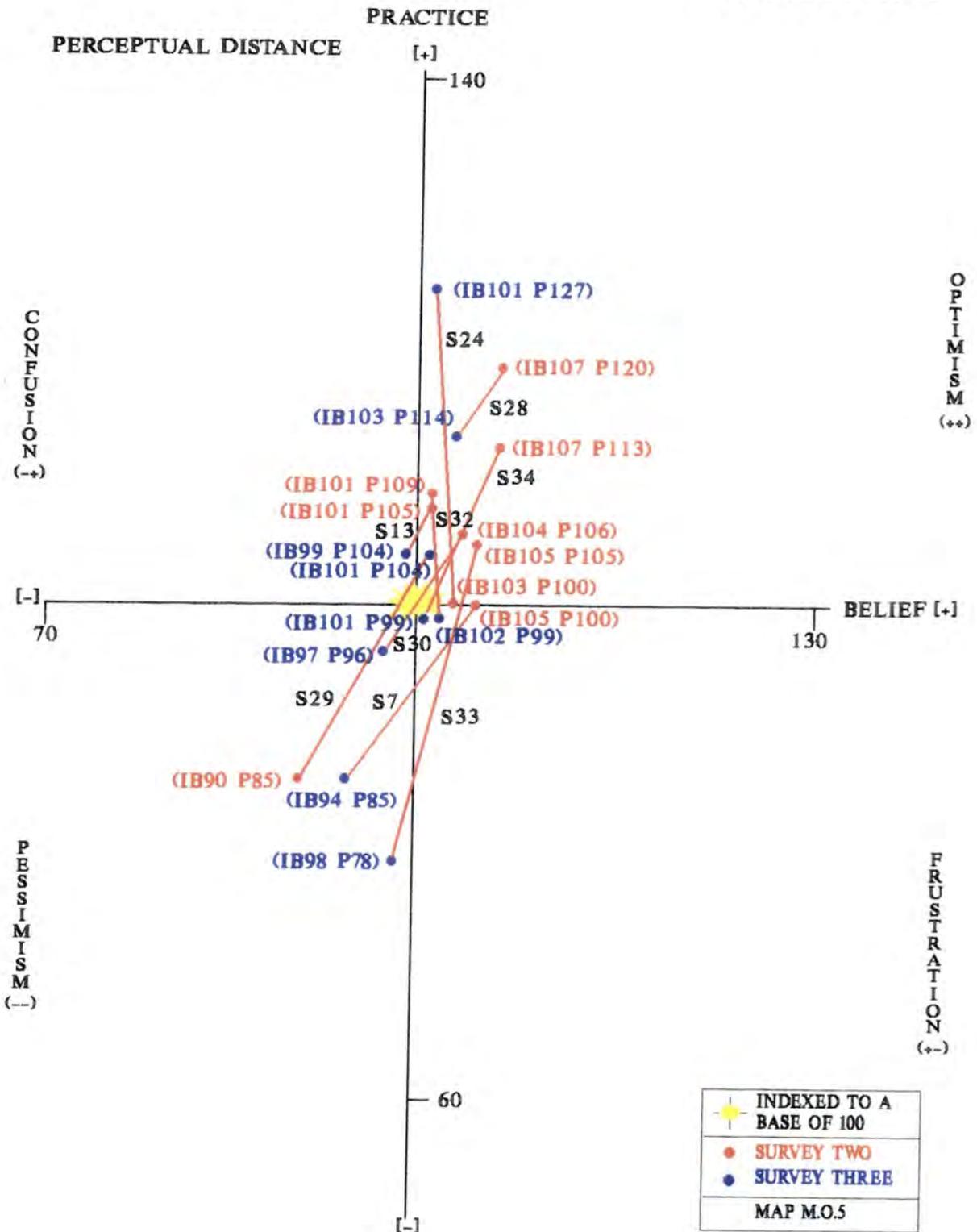
MARKETING ORIENTATION

MALAYSIA
SURVEY TWO
ALL STATEMENTS



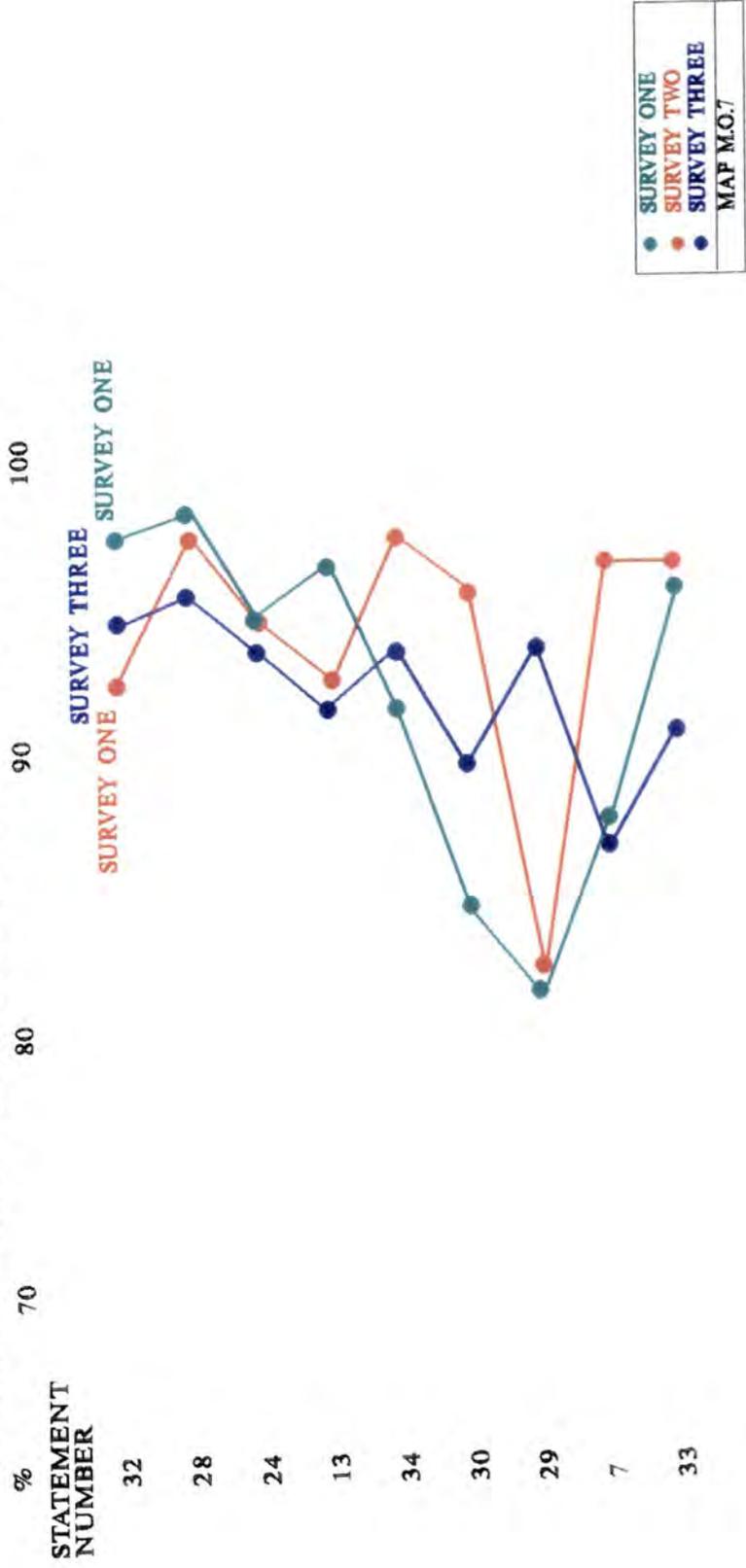
MARKETING ORIENTATION

MALAYSIA
BETWEEN SURVEY
TWO AND SURVEY
THREE
ALL STATEMENTS



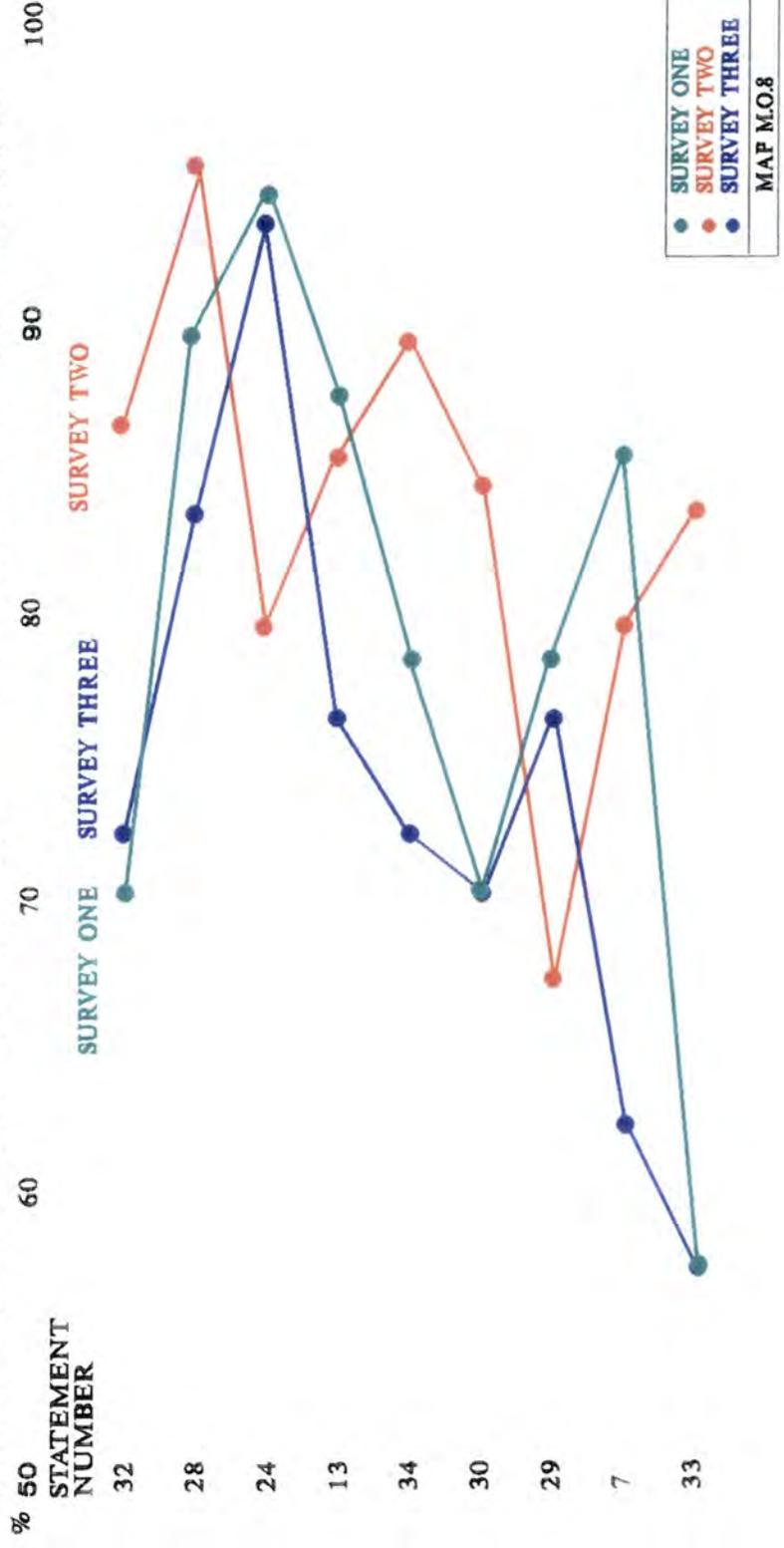
MALAYSIA

MARKETING ORIENTATION PROFILE OF BELIEF



MALAYSIA

MARKETING ORIENTATION PROFILE OF PRACTICE



MARKETING ORIENTATIONSINGAPORE

Maps MO.1 and MO.2 are for surveys one and two respectively and the movement in responses across the two surveys is encapsulated in map MO.3 contained in the main body of the thesis.

The more interesting responses were in relation to statements 28 and 24; 29, 33 and 7.

Both statements 28 and 24 have retained a position of relative optimism across the two surveys. The respective statements are that:

"Marketers who understand the marketing concept can adapt marketing strategy to meet market and environmental needs" (S28).

"Understanding market forces is the basis for successful marketing action" (S24).

The mean scores achieved were as follows:

	Survey 1		Survey 2	
	Belief	Practice	Belief	Practice
Statement 28	95%	86%	97%	97%
Statement 24	95%	89%	94%	95%

A further enhancement has occurred across the two surveys after exposure to marketing education.

A distinct feature of the national trading culture in Singapore is manifest in these two statements and this may be why belief held and perceived application in practice have become matched.

The relatively pessimistic position of statement 29 was retained but the levels of pessimism have increased dramatically.

The mean scores were as follows:

	Survey 1		Survey 2	
	Belief	Practice	Belief	Practice
Statement 29	86%	74%	55%	63%

The dramatic change in belief that 'companies must be marketing oriented to achieve profits' (S29) is a realisation and belief that other business philosophies also produce profits in Singapore, even though marketing orientation is of course practised. Making profit is a cultural preoccupation in most Far Eastern countries and Singapore is no exception.

Apart from the entrenchment of views held in the quadrants of relative optimism and relative pessimism, realignment of views occurred for statements 7 and 33.

The movement in statement 33 has been substantial in terms of perceived application in practice.

	Survey 1		Survey 2	
	Belief	Practice	Belief	Practice
Statement 33	91%	59%	92%	40%

As in the case of Malaysia, a 1% shift only has occurred in belief to give a very high level of support to "knowledge of how to apply the marketing concept is essential for marketing orientation" (S33).

This is contrasted by a 19% negative shift in perception of the practice which currently prevails.

This may be viewed as a 'cry for help' that Singapore companies are perceived as needing more direct help upon 'how' to apply the marketing concept.

APPENDIX CS.S.1

Statement 7 has moved from a relative pessimistic position to one of optimism by a massive increase in the belief score from 75% to 97% and a 16% net increase in perception of it in practice.

	Survey 1		Survey 2	
	Belief	Practice	Belief	Practice
Statement 7	75%	61%	97%	77%

MARKETING ORIENTATIONSINGAPORESURVEY THREE

Map MO.4 plots the recorded responses for survey three respondents.

It is pertinent to examine some of the more interesting responses received to individual statements.

Statement 32:	-	Belief	94%
	-	Practice	69%
	-	Gap	25%
Statement 33:	-	Belief	99%
	-	Practice	69%
	-	Gap	30%

Statement 32 is the most fundamental of the nine statements of marketing orientation in that it provides a comprehensive definition of the substance and process involved. It is the essence of marketing orientation. Yet the 25% gap between belief and practice demonstrates clearly the cause for concern and the need to examine further the nature of this gap.

Statement 32 claims that:

"Marketing orientation is the adopted attitudes, structures and behaviours of organisations to achieve profit by making what the customer wants rather than selling what the company makes".

Even though belief is assured there are obviously difficulties in achieving this ideal.

Statement 33 claims that:

"Knowledge of how to apply the marketing concept is not essential for effective marketing practice".

Statement 33 is the knowledge component of 'how' to apply the marketing concept – a recurring theme of concern.

The two statements are linked. Despite natural support for marketing among practitioners, the inability to have this attained to the level desired is again in evidence within Singapore business culture.

The responses to statements 29 and 30, which both concern profit determination, have produced a relatively pessimistic position.

The realisation that while marketing orientation is believed to produce profits – at least through customer satisfaction – that the alternative approach of sales orientation is frequently applied. There may be an underlying assumption that 'short term' profit can be gained without a more scientific approach to business through the marketing orientated philosophy.

Statement 7 is a real component of concern. It claims that "customer service policies should be drawn up by the marketing department". Clearly this does not happen all the time in Singapore. Belief that it should occur at 90% is not supported by actual practice at 52%.

The pessimism that surrounds this statement means clearly that despite the ambitions of those preparing for professional examinations in this area, the reality in practice is very different. Customer service policy in almost half the respondents' companies is not the domain of marketing but clearly the domain of the sales department – a clear indication of the extent of sales orientation that prevails in Singapore.

The position of statement 7 indicates that Singaporeans feel quite strongly about this key area of marketing activity.

MARKETING ORIENTATION

SINGAPORE

THE POSITION BETWEEN SURVEY TWO AND SURVEY THREE

It is now proposed to examine more closely the gaps that exist between surveys two and three for each component. It is pertinent to examine these gaps from two directions:

1. Gaps across relative quadrants;
2. Gaps within relative quadrants.

1. Gaps across relative quadrants

Arising from the fact that the mean scores between survey three and survey two for belief and practice are different, map MO.5 uses indexes to compare the relative positions of each survey.

1.1 Between relative optimism and relative pessimism:

Statement 7

The issue of customer service debated above is clearly shown in map MO.5 and will be examined later in further detail as a statement of special interest.

1.2 Between relative frustration and relative pessimism:

Statement 30

The issue of the route to profit maximisation is clearly one for debate among students of marketing and their real world counterparts.

1.3 Between relative frustration and relative optimism:

Statement 33

Students preparing for their examinations feel that the knowledge upon how to apply the marketing concept in practice is inadequately used in practice. This may be because it is not provided on their course. Then the survey three respondents are much more likely to disagree with this standpoint and be more optimistic, even though a gap prevails between belief and practice in the real world.

2. Gaps within relative quadrants

2.1 Relative optimism:

Statements 24 and 28 have appeared connected in a twinning position and have produced very little difference in opinion, as can be seen clearly in map MO.5.

2.2 Relative pessimism:

The views for statement 29 are much more moderate among real world practitioners than among pre-examination students. Again the issue is profit determination, but among marketers qualified in their profession we should expect this statement to be defended even though there are other means of achieving corporate financial objectives.

2.3 Relative confusion:

The confusion that existed for statement 34 among pre-examination students has been modified by the real world marketing practitioners – and this position approaches the mean scores at the intersection of the x and y axes. The debate to occur between practitioners of marketing in the post qualified stage of their career development is concerning the integration of marketing across their organisations with the perception of this among those who have just completed their professional studies in marketing.

The impact of this programme of professional marketing education upon Singaporeans is not to be underestimated. At the pre-examination stage (survey two) views have become extreme in comparison with the views held at the outset of the course and indeed in comparison to those already in the real world of marketing practice. Once these pre-examination candidates have qualified, their marketing expectations of companies may be different from the organisations' current practices.

Singaporean employers need to be aware of the need to respond to change if the workings of professional marketing are to benefit their companies. If frustrations arise from the inability to put marketing orientation principles into practice, then the value of this marketing training will not be fully realised and discontentment may lead to higher job mobility in the marketing profession. The scale of this problem is not to be underestimated.

The position across the three surveys is summarised in map MO.6 in the main body of the thesis.

The general impression created is of a cascade down through the statements, where the conformity of viewpoint on belief is demonstrated on the y axis yet the gap between belief and practice is also clear from the width of the cascade at certain points on the x axis.

The disparity and hence the potential debate to be held between the longitudinal sample and their counterparts in the independent sample of post qualified practitioners concerns the large triangles, in particular statements 7, 33 and 29.

The smaller triangles represent conformity of viewpoint across the three surveys.

MARKETING ORIENTATIONSINGAPOREA PROFILE OF BELIEF IN SINGAPORE

To explore belief as a separate entity across the three surveys, map MO.7 conveys the profile of responses.

The mean scores for surveys one, two and three were 89%, 89% and 92% respectively, which demonstrates a high level of commitment to the belief in marketing orientation.

These high mean scores have nevertheless been influenced by the lower end scores achieved for selected statements; otherwise these means would have approached total agreement across all three surveys.

The components of this profile are indeed interesting to reflect upon. The blue line in map MO.7 represents the survey among post qualified marketing practitioners and, as can be seen, represents a more stable set of views with fewer extreme fluctuations than for surveys one and two. The maturity that comes with exposure to marketing principles has been reflected in the responses plotted in the map and provides a marked comparison to the views held by survey two respondents, which are more radical by comparison.

The red line is characterised by violent fluctuations in response to belief of certain dimensions of marketing orientation. It is quite revealing to discover that the impact of a course of professional marketing has produced more extreme viewpoints among some members than when they first started on the programme.

By tracing the green line, which represents those survey one respondents at the commencement of the course of study, it can be seen that in general terms they are less likely to believe the statements presented than those marketing practitioners who are already qualified. The post qualified marketer is more reluctant to believe in the concepts presented than the person about to embark upon the professional qualification course in marketing.

The views held also among survey one respondents are less subject to fluctuations in viewpoints than when the same respondents were researched at survey two.

The effect of the course in general terms, when we treat marketing orientation globally, is not really apparent because belief scores already run very high. Yet for individual statements that comprise the global viewpoint the course has changed the perspectives of the longitudinal sample during the time interval between the commencement of the course and the respective examinations.

The views held across the three surveys for each statement are also different – which raises the issue that a meaningful debate could be held to explore the differences displayed in the MO.7 map.

MARKETING ORIENTATIONSINGAPOREA PROFILE OF PRACTICE IN SINGAPORE

The immediate revelation in map MO.8 is just how it differs from map MO.7, which displays a profile of belief.

The range of viewpoints conveyed through the spread of data points on the map is remarkable.

Yet the mean scores achieved across all nine statements did not convey this picture.

S1 \bar{x} Practice - 76%

S2 \bar{x} Practice - 76%

S3 \bar{x} Practice - 69%

The more pessimistic view, i.e. the view of the real world of marketing practitioners, is shown clearly by the blue line, which appears consistently on the left of the profile.

It is clear that the real world view of the practice of marketing orientation is very different from that held by people commencing marketing diploma studies and following a course of education to the stage of sitting their final examinations.

Professionally qualified marketers have a less enthusiastic view of marketing in practice, it would appear; or they have reverted to marketing practices undertaken before qualifying as professional marketers.

The scores to the individual statements comprise a set of marked contrasts.

Survey one responses, the green line on map MO.8, echo the blue line survey three responses with a gap between each survey being maintained. The 5% difference in mean scores can be clearly observed, which demonstrates that there is a more optimistic view in general about the application of marketing orientation in practice among those embarking upon their marketing studies.

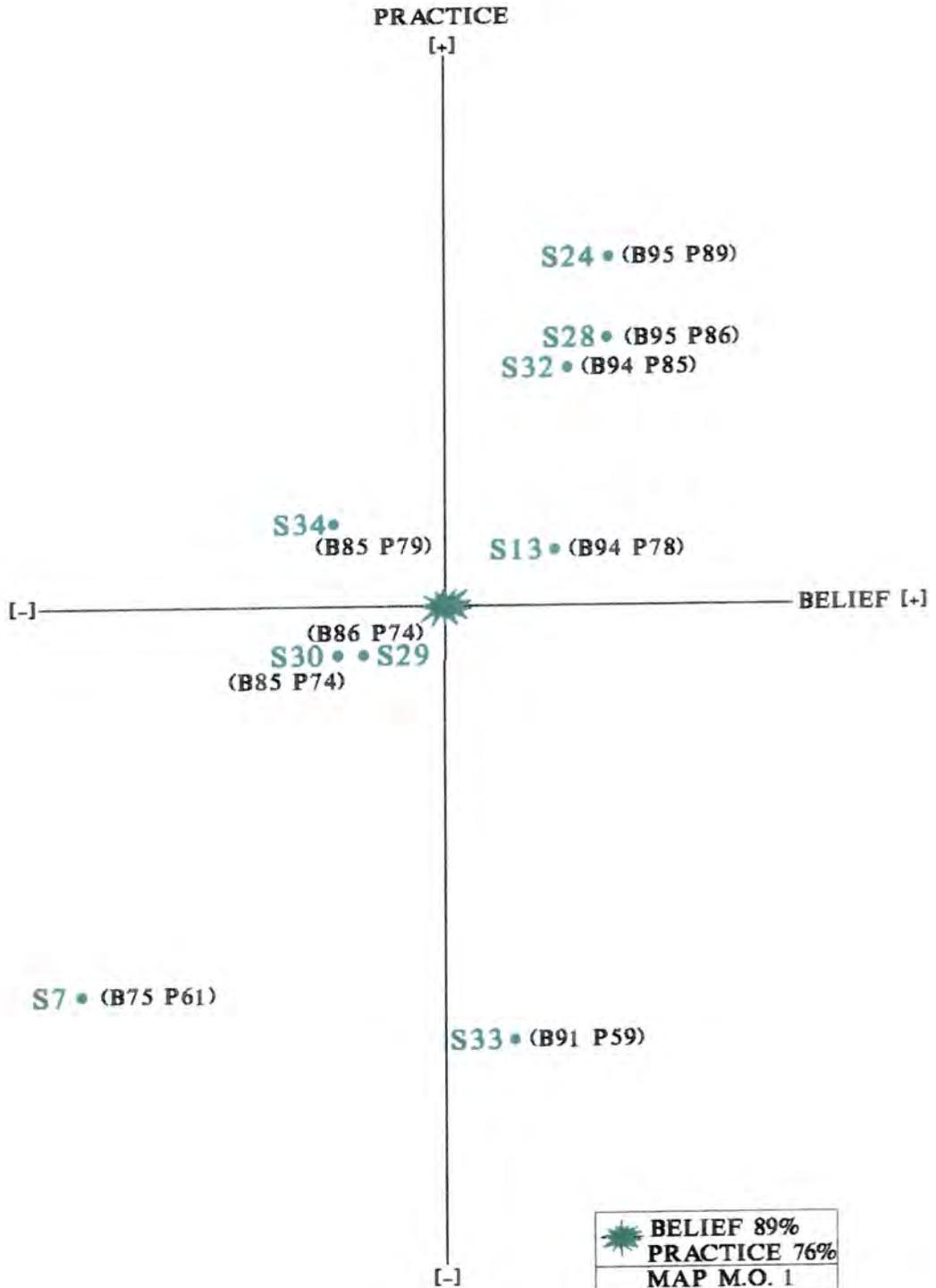
However, by the time newly acquired knowledge is then related to the same statements, a new set of perceptions has occurred. The red line in the profile oscillates around the green line, showing that the course has led to a more discerning body of people prior to their examinations. This discrimination has produced a set of responses that are either more or less optimistic than the views they previously held prior to the commencement of the course.

The support for marketing orientation in Singaporean companies is a key issue for which future research can be recommended and justified.

In Singapore, the strength of opinion in belief in marketing orientation has increased with exposure, yet the perceived ability to practise it has reduced with exposure – it is important to determine why.

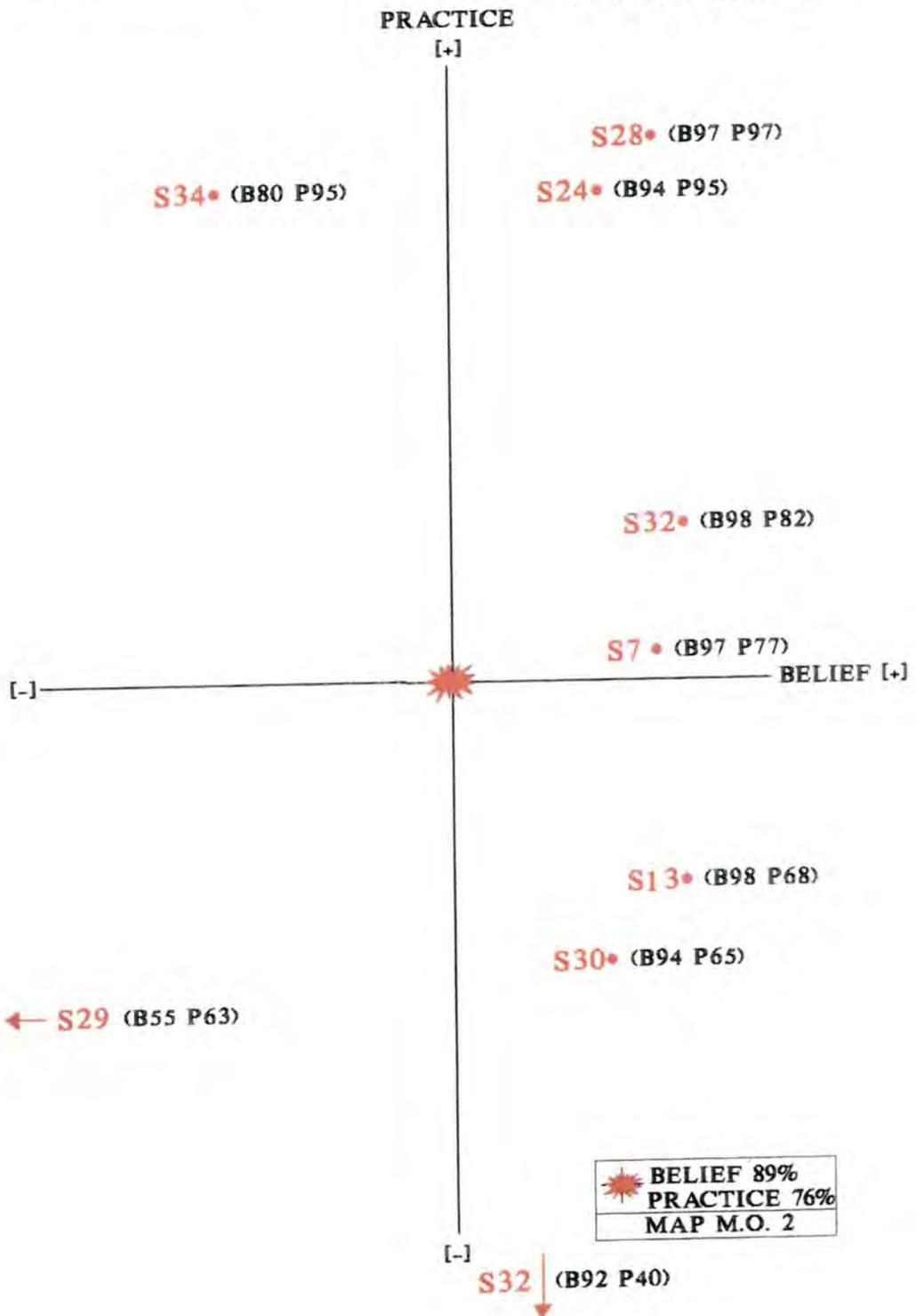
MARKETING ORIENTATION

SINGAPORE
SURVEY ONE
ALL STATEMENTS



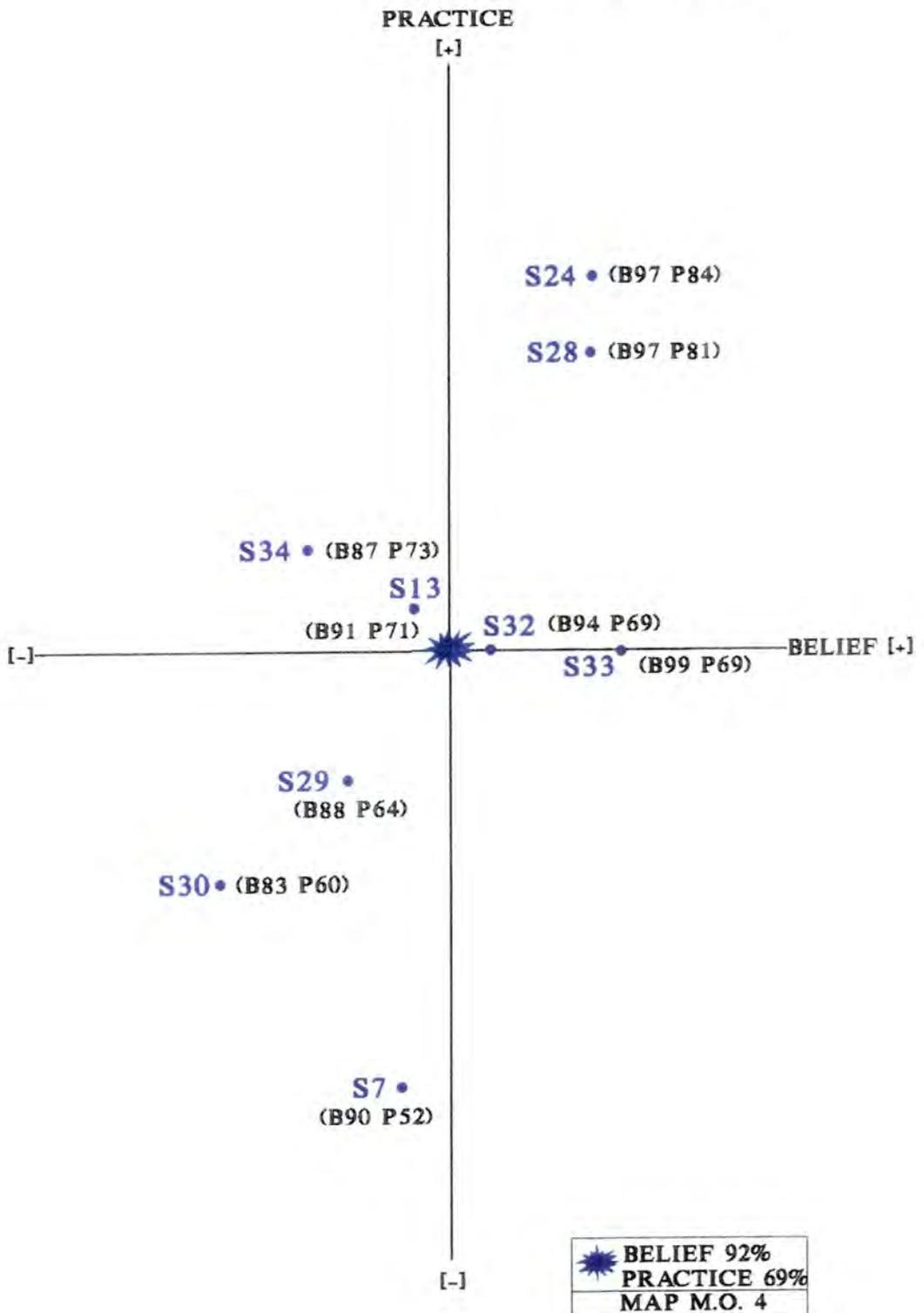
MARKETING ORIENTATION

SINGAPORE
SURVEY TWO
ALL STATEMENTS



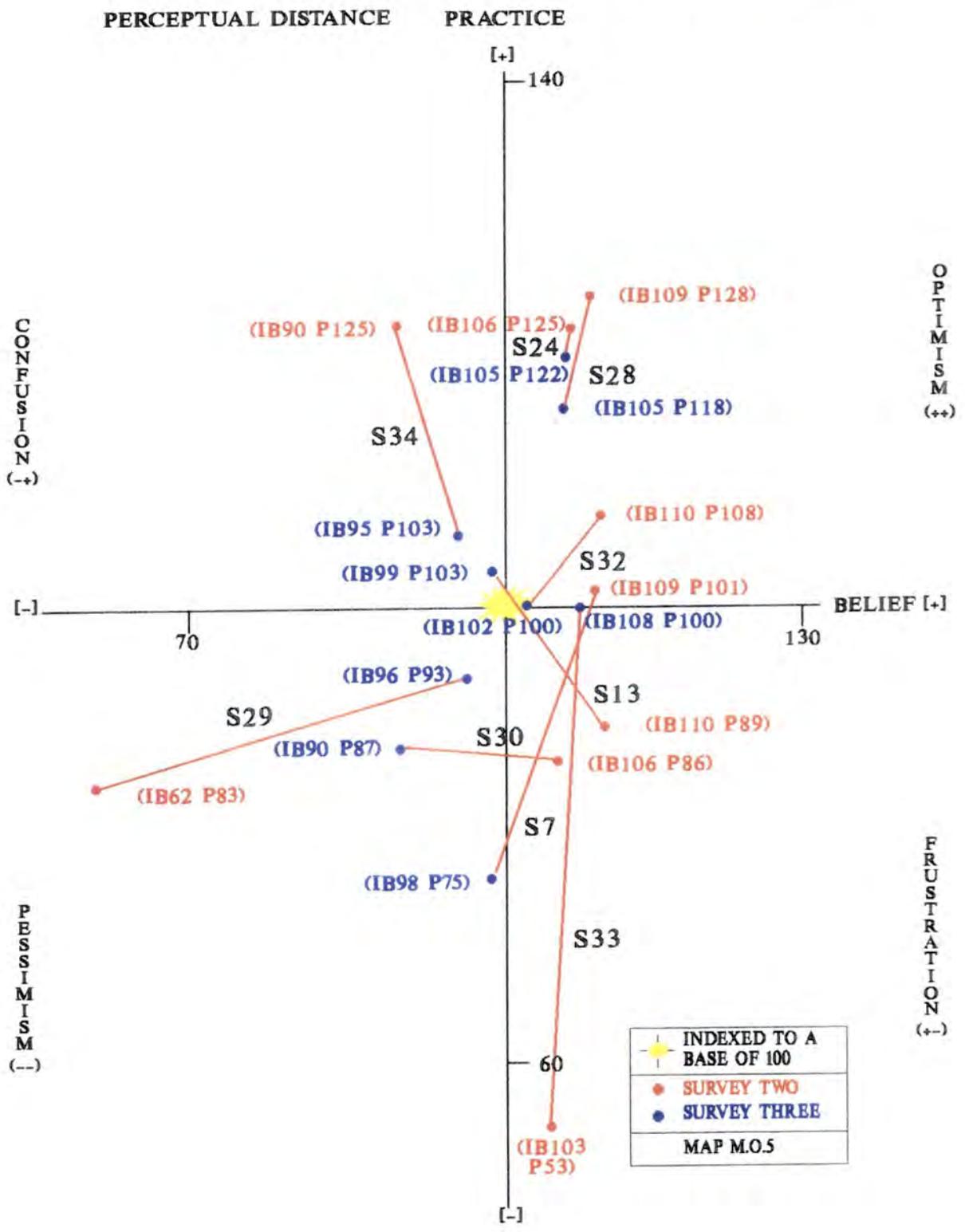
MARKETING ORIENTATION

SINGAPORE
SURVEY THREE
ALL STATEMENTS



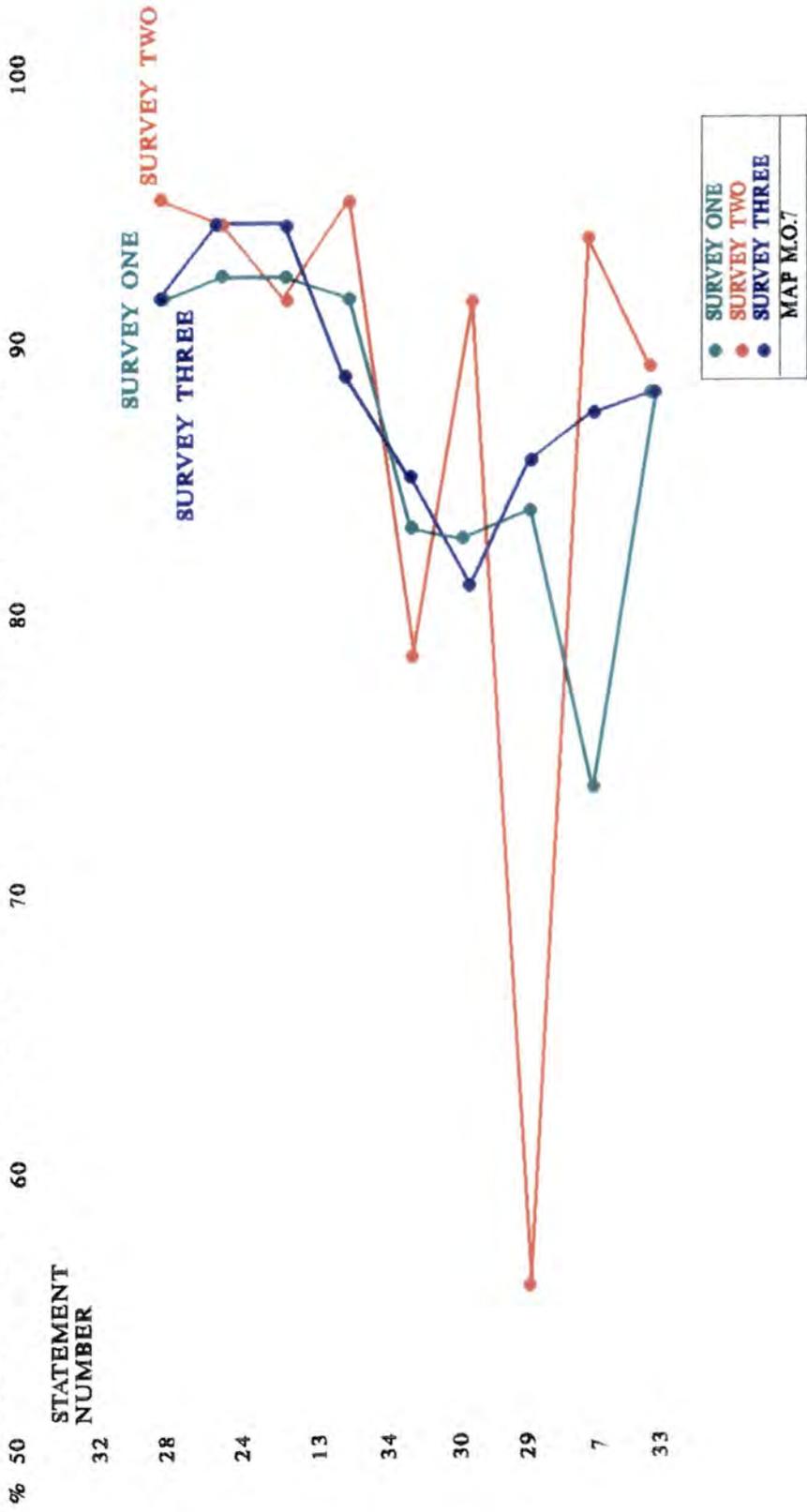
MARKETING ORIENTATION

SINGAPORE
BETWEEN SURVEYS TWO
AND THREE
ALL STATEMENTS



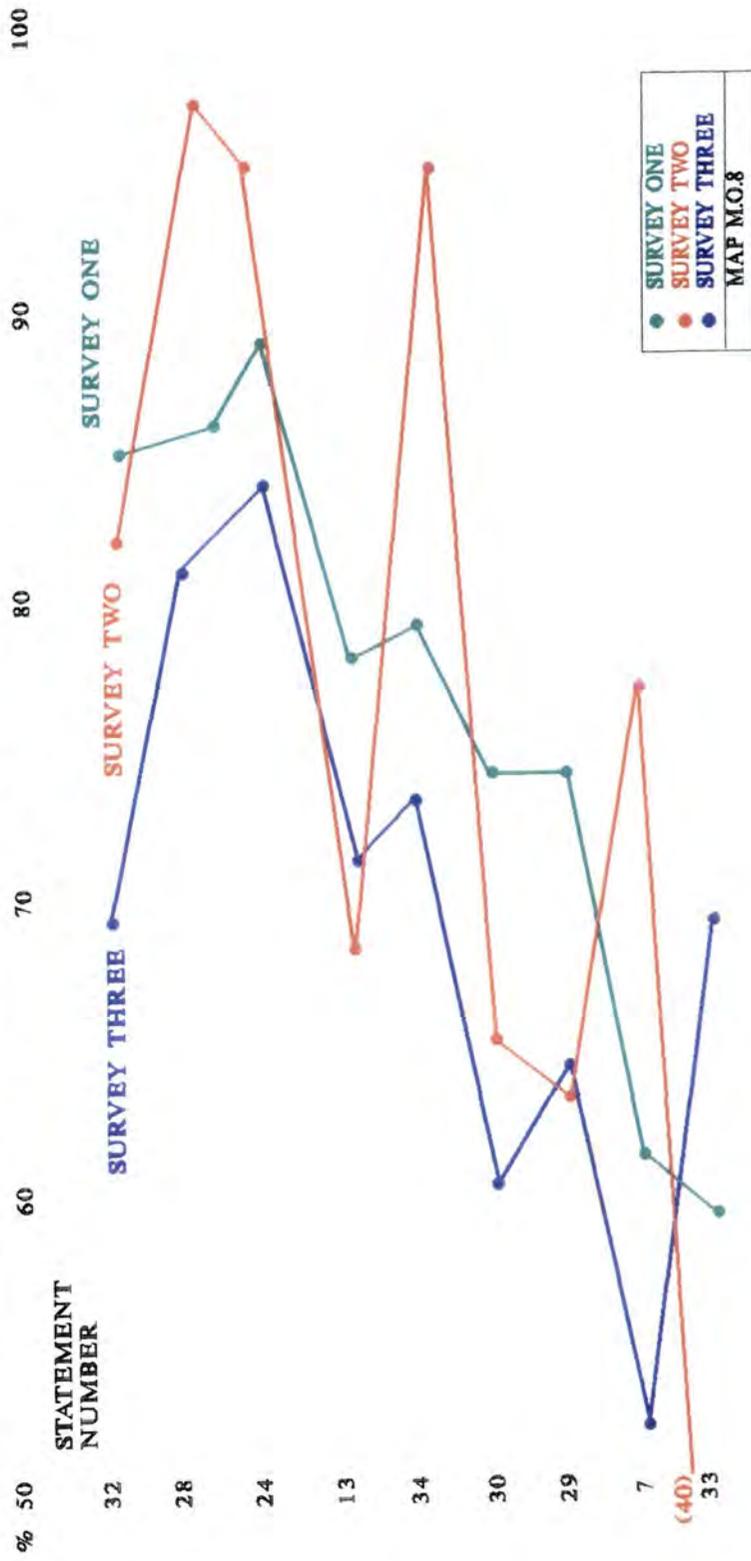
SINGAPORE

MARKETING ORIENTATION PROFILE OF BELIEF



SINGAPORE

MARKETING ORIENTATION PROFILE OF PRACTICE



MARKETING ORIENTATIONHONG KONG

Maps MO.1 and MO.2 record the position for surveys one and two, but as can be seen from map MO.3 in the main body of the thesis, there has been a dramatic shift in perception.

Increased % movement from survey one to survey two
application in practice

Relative optimism

Statement 24	+17
Statement 28	+18
Statement 32	+20
Statement 13	+10

This table above goes a long way to explaining the substantial movement in perception of application in practice as a result of the education process.

This remarkable effect, of course, does not relate to the real world position and can only be attributed to the professional marketing studies undertaken.

Yet within this position there has been one statement that has retained a position of relative frustration, statement 33:

"Knowledge of how to apply the marketing concept is not essential for effective marketing practice" (S33).

The effect of the course has been to increase the level of frustration for statement 33 because the gap has widened in survey two between the scores recorded for belief and practice. 98% of survey two respondents believed in statement 33, but just 67% claimed that they thought it applied in practice in Hong Kong companies.

This focuses upon the need for a clear knowledge base to be available on the course to achieve an informed understanding of how to apply the marketing concept in practice.

The research suggests that belief in fact is not matched by practice because the explicit knowledge needed to explain how the marketing concept is to be introduced and carried through is not provided in the programme.

MARKETING ORIENTATIONHONG KONGSURVEY THREE

The responses to survey three from real world post qualified marketing practitioners in Hong Kong for the nine statements on marketing orientation are displayed in map MO.4.

The collective mean scores for survey three respondents were recorded as follows:

S3 \bar{x} Belief - 91%

S3 \bar{x} Practice - 74%

The responses of survey three shown in map MO.4 show a continuum of response that stretches from the bi-polar extremes of relative optimism to relative pessimism.

Apart from one observation for relative frustration, there is no confusion in the minds of Hong Kong qualified respondents. In fact, a diagonal line at 45° to the intersection of the x and y axes would show little deviation. A straight line regression is implied by the appearance of the data. This implies also that as professionally qualified marketers are 'mellowed' by experience, clarity in perspective between belief and practice is attained.

Statement 32 is the most fundamental of all nine statements. It provides a clear definition of what actually comprises marketing orientation:

"Marketing orientation is the adopted attitudes, structures and behaviours of organisations to achieve profit by making what the customer wants rather than selling what the company makes".

Yet despite a 96% support for this individual statement, only 75% claim this is how it really works in Hong Kong. The essence is now to answer the question why? Survey four will provide further insights into this gap.

Statement 34 follows on from statement 32 in that it calls for integration to direct the organisation towards the profitable use of resources. Without statement 32 in place, statement 34 cannot work either. Indeed, it is the area of integration in which resistance may occur to frustrate the achievement of marketing orientation in practice.

Within the quadrant of relative pessimism it is now essential to reflect upon the recordings for statement 33.

Belief scores 81%, practice scores 46%, yielding a gap of 35%. The essence of the statement calls for a knowledge of how to apply the marketing concept. Again this may be a cause of reticence also in the minds of qualified practitioners. If the knowledge of how to achieve effective marketing orientation is not clear, the embarrassment and loss of face may inhibit the initiative being taken. There may be a lack of confidence to make the proposals that are necessary to bridge the gap between belief and practice – even among post qualified professionals.

MARKETING ORIENTATIONHONG KONGTHE POSITION BETWEEN SURVEY TWO AND SURVEY THREE

The perception of respondents to survey two can now be compared with real world marketing practitioners in Hong Kong. With reference to map MO.5, the potential tensions that now exist between the two groups can be seen by viewing the perceptual distance that prevails.

For specific statements these are as follows:

	Survey 2		Survey 3	
	Belief	Practice	Belief	Practice
Statement 33	98%	67%	81%	46%

This reveals:

1. a 17% gap between belief;
2. a 21% gap between practice perceptions;

placing the views of relative frustration of survey two respondents in the views of relative pessimism as far as survey three respondents are concerned.

	Survey 2		Survey 3	
	Belief	Practice	Belief	Practice
Statement 7	91%	80%	81%	81%

This reveals a 10% gap between belief across the two surveys on customer service policies and where they should be drawn up.

The issue on customer service has been an area of recurrent concern throughout the countries surveyed.

	Survey 2		Survey 3	
	Belief	Practice	Belief	Practice
Statement 29	84%	70%	58%	63%

This reveals:

1. a 26% gap between belief held in statement 29;
2. a 7% gap in perception of practice.

The realisation among post qualified marketing practitioners that companies need not be marketing oriented to achieve profits is really quite clear. Yet what does this reveal for the marketing profession in Hong Kong? Does this mean that qualified marketers are not all using marketing orientation to achieve profits? Yes, it clearly does. Now the issue to address is why? Again, survey four should provide enlightenment in this area.

	Survey 2		Survey 3	
	Belief	Practice	Belief	Practice
Statement 30	74%	79%	94%	69%

which reveals:

1. a 20% gap in belief;
2. a 10% gap in perception of practice.

Now the survey three respondents have a dilemma when the responses are compared with statement 29.

Statement 29 claims that companies must be marketing oriented to achieve profits and statement 30 claims that marketing orientation is the process which enables an organisation to achieve profit maximisation.

Clearly survey three respondents cannot refute statement 30, yet the ability to apply it in practice at 69% reflects the problems envisaged with the application of statement 29.

Clearly there is a residual reticence among Hong Kong qualified marketers to apply marketing orientation in their companies to achieve profit.

If marketing orientation is not viewed as a way to short term profit it may be rejected in favour of a sales oriented approach to business. This again is a further insight to the response to statement 32, implying that the economic climate and related macro environmental factors will influence a company's willingness to change business philosophy.

To summarise the position, there exist:

1. gaps across relative quadrants;
2. gaps within relative quadrants.

1. Gaps across relative quadrants

1.1 Between relative pessimism and relative frustration:

Statement 30 has been recorded in this group and the gap has been discussed above.

1.2 Between relative frustration and relative pessimism:

Statements 7 and 33 have been recorded and also discussed above.

2. Gaps within relative quadrants

2.1 Relative pessimism:

Statement 29 has a substantial gap and again has been discussed above.

2.2 Relative optimism:

Within this quadrant there are four statements to consider:

% of gap between surveys two and three

	Belief	Practice
Statement 24	+7	-4
Statement 28	+5	-7
Statement 13	+6	-2
Statement 32	+3	-16

This clearly shows that the gap between the positions recorded at surveys two and three shows that qualified marketing practitioners who are marketing in a Hong Kong marketing environment give greater support to the belief in these statements than the survey two respondents having just completed their course of study, yet they are less optimistic about the ability to apply them in practice. Their relative reticence is hence retained.

MARKETING ORIENTATION

HONG KONG

A PROFILE OF BELIEF IN HONG KONG

To explore belief as an independent variable across the three surveys, map MO.7 summarises the position.

The mean scores for belief in the nine statements of marketing orientation were identical at 86% for surveys one and two, and survey three produced a mean score of 91%.

The effect of this on the map which profiles all responses is that the blue line for survey three responses is positioned to the right of surveys one and two.

Only for statements 7 and 33 is there a shift in position to relative disbelief compared with the longitudinal sample presented in surveys one and two.

The views of survey three respondents are also less extreme than those for surveys one and two.

The opinions of those acquiring the qualification in surveys one and two start to break away from the views held of experienced qualified practitioners for statements 30, 29 and 33. The fact that the samples selected for surveys one and two are related and dependent and that survey three samples are independent is demonstrated by the separation in viewpoint.

The perceptual distance has nevertheless been mentioned for statements 32, 28 and 24.

Statement 29 has produced extreme reactions in the minds of respondents to surveys one and two, showing a huge perceptual gap between those in the real world of marketing practice. The issue again, culturally close to the Chinese, is that of how profit is made.

The overall impression created is that the belief held in marketing orientation is higher among those who have qualified than those still progressing through the professional marketing qualification.

MARKETING ORIENTATIONHONG KONGA PROFILE OF PRACTICE IN HONG KONG

Map MO.8 summarises the responses detailed from the three surveys conducted among Hong Kong nationals.

The mean scores across all statements for marketing orientation were as follows:

S1	Practice	-	70%
S2	Practice	-	83%
S3	Practice	-	74%

This shows a marked difference at different stages in the research programme between perceptions of marketing orientation in practice.

The spatial arrangement in map MO.8 demonstrates the relative disparity between the responses recorded.

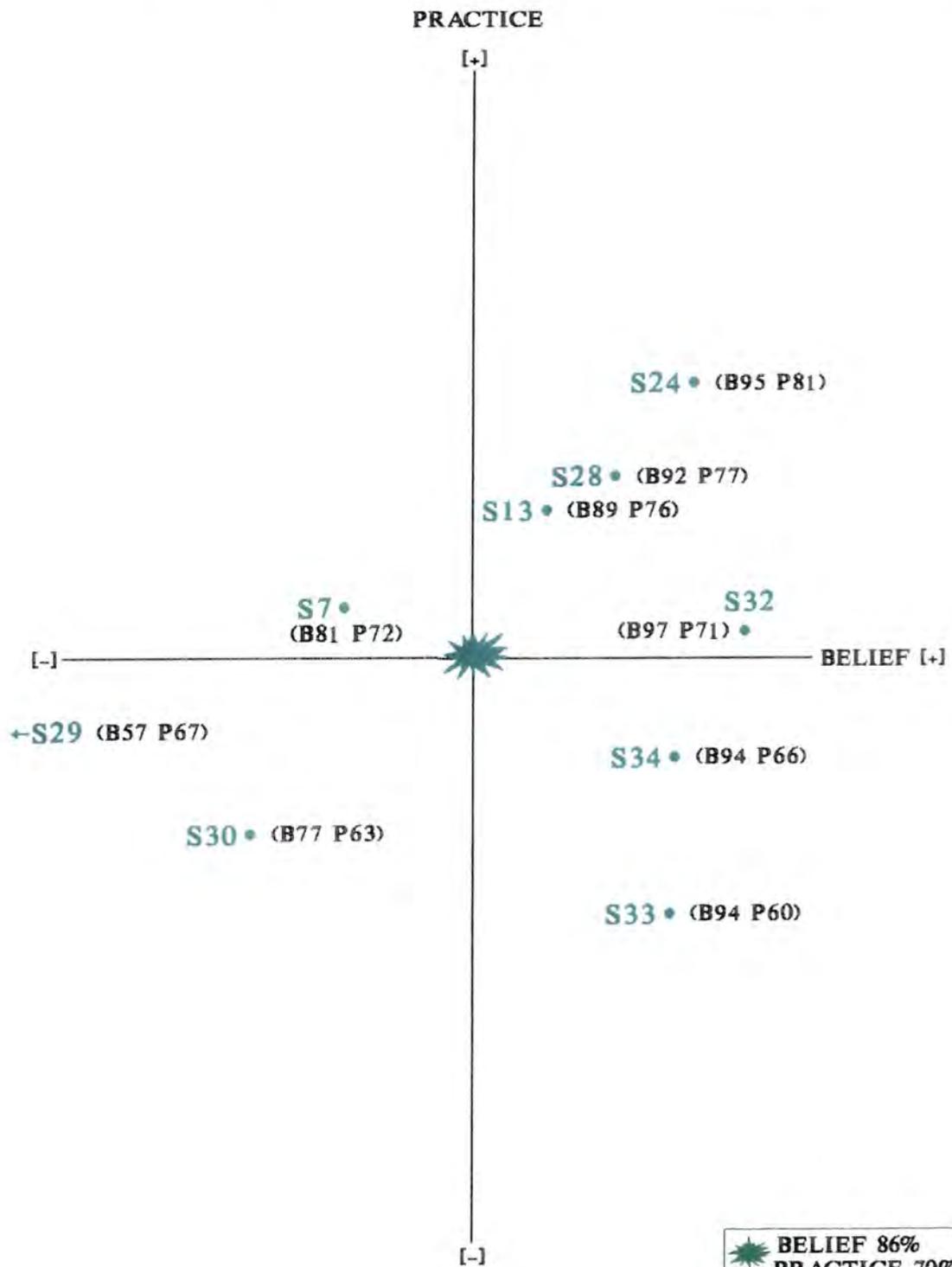
The gap which prevails between surveys one and two is most marked, as shown between the green and red lines.

Survey two respondents are consistently more optimistic about application in practice, not only in comparison with survey one recordings but also in comparison with the independent sample of post qualified Hong Kong marketing practitioners in survey three.

Generally, survey three respondents take a mediating position between survey one and survey two, showing that real world marketing practice is more likely at work than the views held by respondents at the beginning of their course of study but less at work than the views held by people having completed their course of study prior to their examinations.

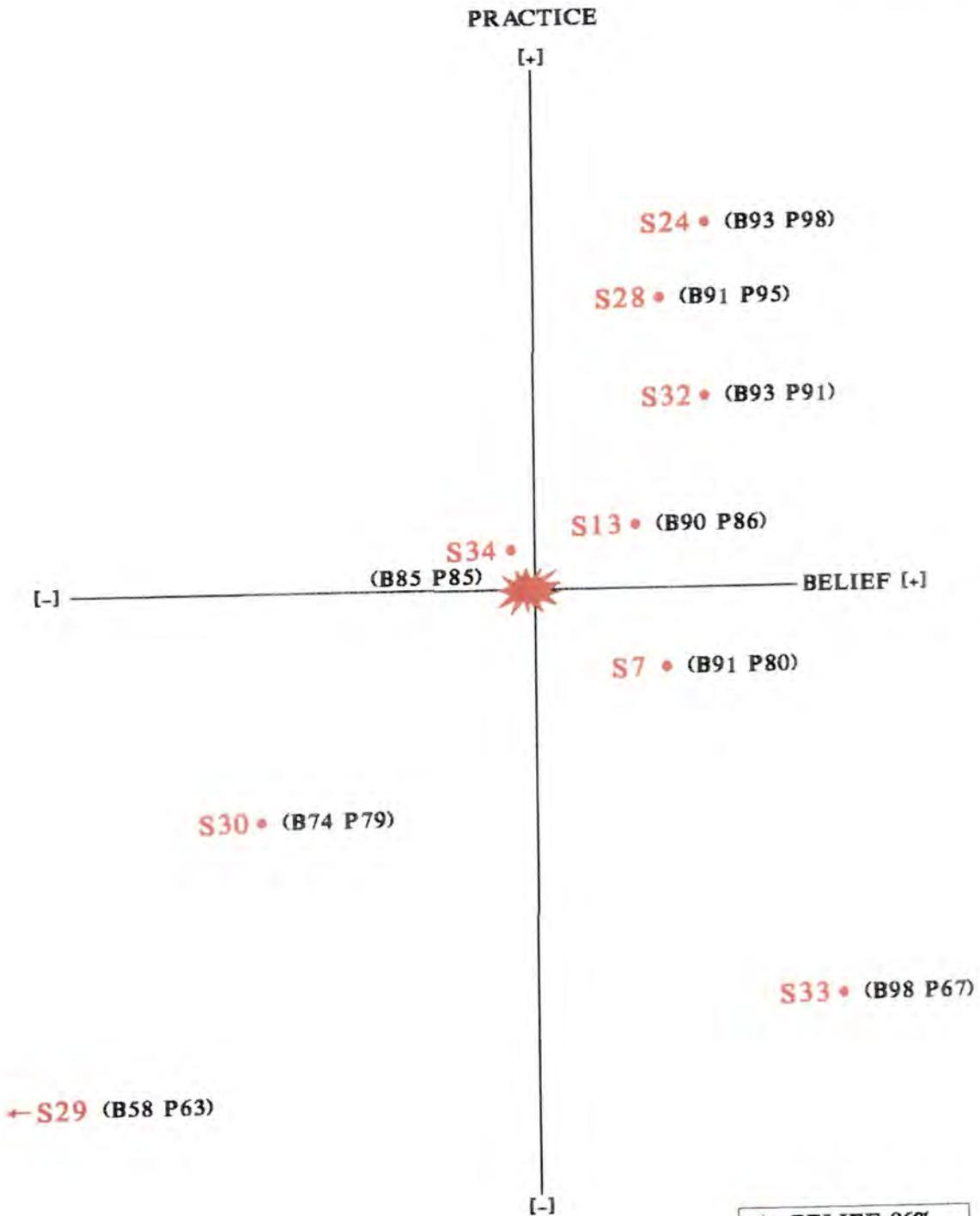
MARKETING ORIENTATION

HONG KONG
SURVEY ONE
ALL STATEMENTS



MARKETING ORIENTATION

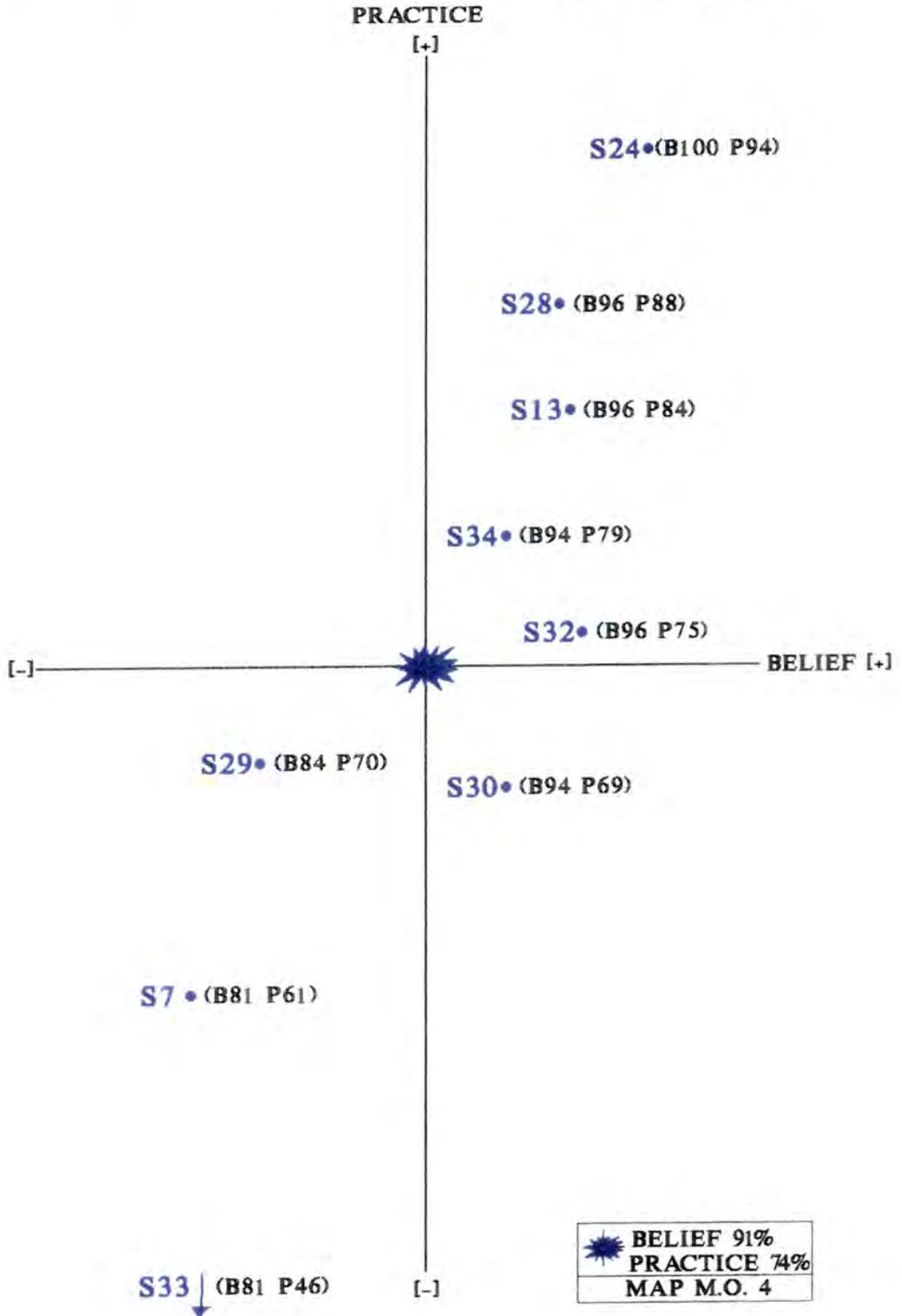
HONG KONG
SURVEY TWO
ALL STATEMENTS



 BELIEF 86%
 PRACTICE 83%
MAP M.O. 2

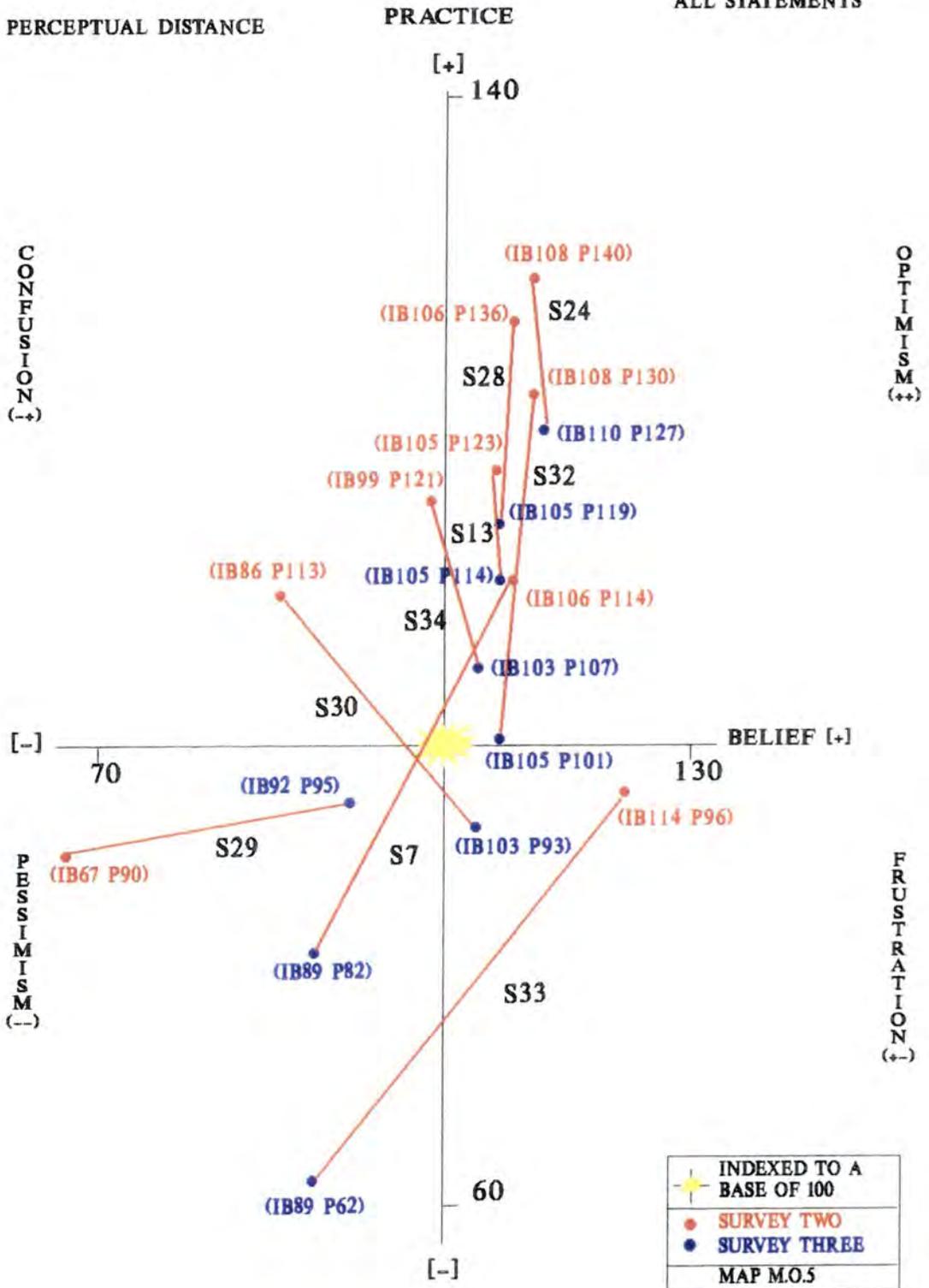
MARKETING ORIENTATION

HONG KONG
SURVEY THREE
ALL STATEMENTS

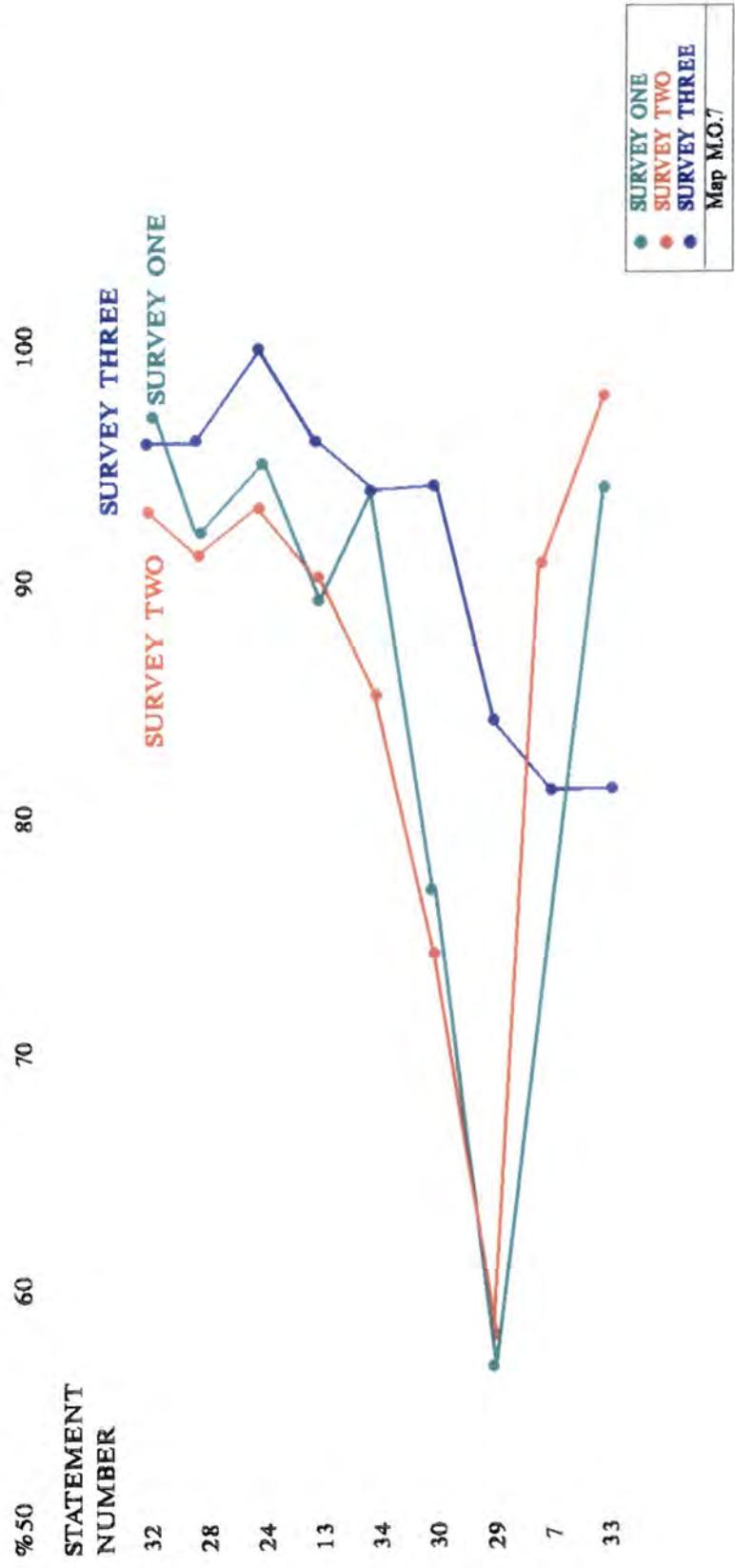


MARKETING ORIENTATION

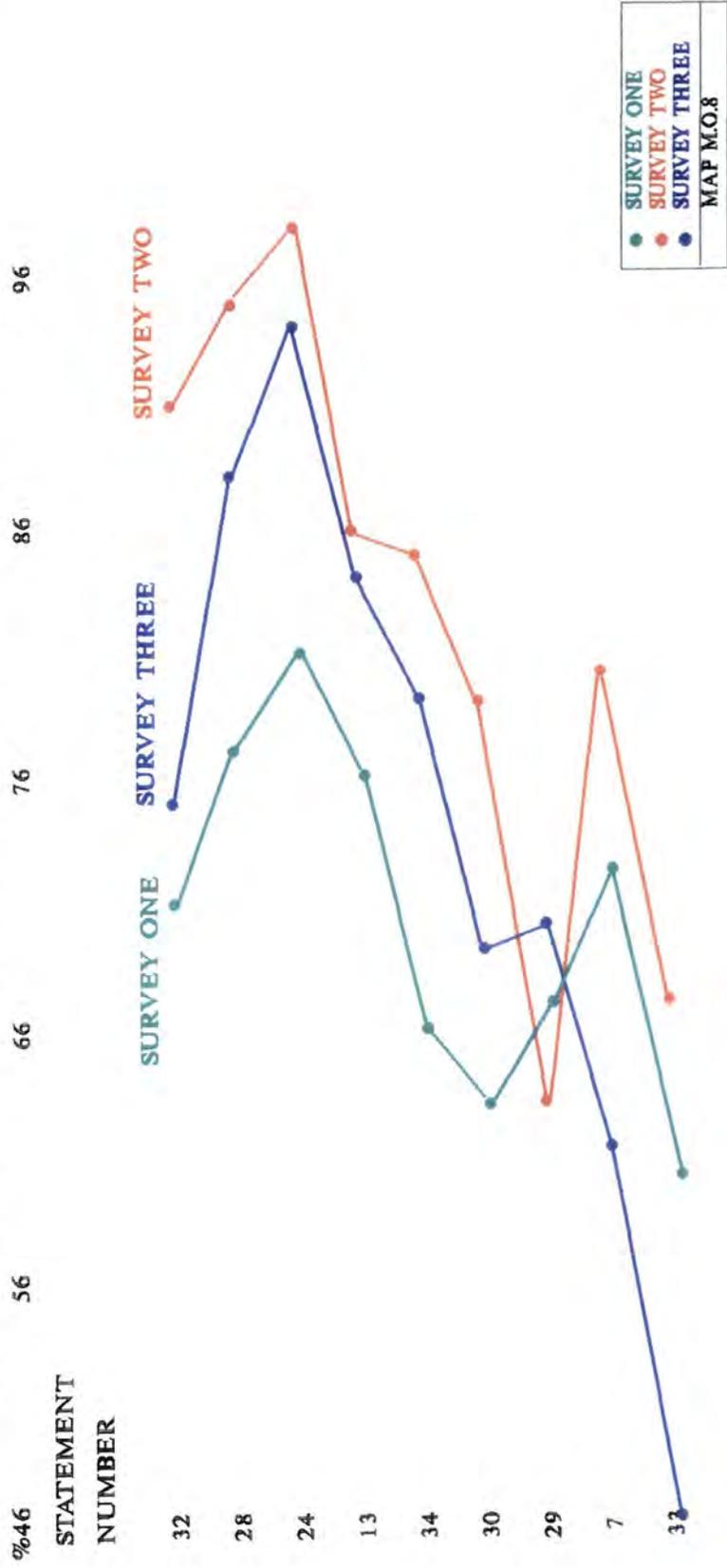
HONG KONG
BETWEEN SURVEY TWO
AND SURVEY THREE
ALL STATEMENTS



MARKETING ORIENTATION PROFILE OF BELIEF



MARKETING ORIENTATION PROFILE OF PRACTICE



MARKETING PLANNING

APPENDICES

- A. STATEMENTS OF SPECIAL INTEREST**
- B. COUNTRY STUDIES**



MARKETING PLANNING

APPENDICES

A. STATEMENTS OF SPECIAL INTEREST

APPENDICES

STATEMENT 22

APPENDIX MP.22.1

Adoption of statement 22 in practice
by company size globally and by country

MP22.1.1

Survey 3

Statement 22 – Global position

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample	% gap
Small companies with up to 200 employees	305	61.5	226	60.9	74.1	
Large companies with over 1,000 employees	191 ---	38.5	145	39.1	75.9	1.8
Missing	66 ---					
	562	100	371	100		

⌘ Belief in and application in practice = 74.8%

MP22.1.2

Survey 3

Statement 22 – United Kingdom

	Sample structure	%	Belief in and application in practice	%	% of sample	% gap
Small companies with up to 200 employees	88	50.9	49	45.0	55.7	
						14.9
Large companies with over 1,000 employees	85	49.1	60	55.0	70.6	
	-----	-----	---	-----		
	173	100	109	100		

\bar{x} Belief in and application in practice = 63.0%

MP22.1.3

Survey 3

Statement 22 – Nigeria

	Sample structure	%	Belief in and application in practice	%	% of sample	% gap
Small companies with up to 200 employees	88	80	73	80.2	83.0	
						1.2
Large companies with over 1,000 employees	22	20	18	19.8	81.8	
	-----	-----	---	-----		
	110	100	91	100		

\bar{x} Belief in and application in practice = 82.7%

MP22.1.4

Survey 3

Statement 22 – Malaysia

	Sample structure	%	Belief in and application in practice	%	% of sample	% gap
Small companies with up to 200 employees	60	57.1	52	59.8	86.7	
Large companies with over 1,000 employees	45	42.9	35	40.2	77.8	8.9
	-----	-----	-----	-----		
	105	100	87	100		

\bar{x} Belief in and application in practice = 82.9%

MP22.1.5

Survey 3

Statement 22 – Singapore

	Sample structure	%	Belief in and application in practice	%	% of sample	% gap
Small companies with up to 200 employees	46	82.1	34	79.1	73.9	
Large companies with over 1,000 employees	10	17.9	9	20.9	90.0	16.1
	---	-----	---	-----		
	56	100	43	100		

\bar{x} Belief in and application in practice = 76.8%

MP22.1.6

Survey 3

Statement 22 – Hong Kong

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample	% gap
Small companies with up to 200 employees	23	44.2	18	43.9	78.3	
Large companies with over 1,000 employees	29	55.8	23	56.1	79.3	1.0
	--- 52	----- 100	--- 41	----- 100		

× Belief in and application in practice = 78.8%

APPENDIX MP22.2

Statement 22 Belief in and application in practice
globally and by country for years of experience in direct selling

MP22.2.1

Survey 3

Statement 22 – Global position

Years of experience in direct selling

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	62	12.4	37	9.8	59.7
2 up to 5 years	128	25.5	97	25.7	78.8
5 up to 10 years	173	34.5	133	35.3	76.9
Over 10 years	138	27.6	110	29.2	79.7

	501				
Missing	61				
	---	-----	-----	-----	
	562	100	377	100	

\bar{x} Belief in and application in practice = 75.2%

MP22.2.2

Survey 3

Statement 22 – United Kingdom

Years of experience in direct selling

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	32	22.7	18	20.7	56.3
2 up to 5 years	39	27.7	25	28.7	64.1
5 up to 10 years	34	24.1	19	21.8	55.9
Over 10 years	36	25.5	25	28.7	69.4
	----	-----	---	-----	
	141	100	87	100	

\bar{x} Belief in and application in practice = 61.7%

MP22.2.3

Survey 3

Statement 22 – Nigeria

Years of experience in direct selling

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	4	3.3	3	3.0	75.0
2 up to 5 years	26	21.5	23	22.8	88.5
5 up to 10 years	44	36.4	34	33.7	77.3
Over 10 years	47	38.8	41	40.6	87.2
	----	-----	---	-----	
	121	100	101	100	

\bar{x} Belief in and application in practice = 83.5%

MP22.2.4

Survey 3

Statement 22 – Malaysia

Years of experience in direct selling

	Sample structure	%	Belief in and application in practice	%	% of sample
Up to 2 years	12	11.4	6	7.1	50.0
2 up to 5 years	27	25.7	22	26.2	81.5
5 up to 10 years	46	43.8	41	48.8	89.1
Over 10 years	20	19.1	15	17.9	75.0
	-----	-----	----	-----	
	105	100	84	100	

\bar{x} Belief in and application in practice = 80.0%

MP22.2.5

Survey 3

Statement 22 – Singapore

Years of experience in direct selling

	Sample structure	%	Belief in and application in practice	%	% of sample
Up to 2 years	5	5.8	4	5.9	80.0
2 up to 5 years	22	25.6	16	23.5	72.7
5 up to 10 years	38	44.2	31	45.6	81.6
Over 10 years	21	24.4	17	25.0	81.0
	----	-----	----	-----	
	86	100	68	100	

\bar{x} Belief in and application in practice = 79.1%

MP22.2.6

Survey 3

Statement 22 -Hong Kong

Years of experience in direct selling

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	9	18.8	6	16.2	66.7
2 up to 5 years	14	29.2	11	29.7	78.6
5 up to 10 years	11	22.9	8	21.6	72.7
Over 10 years	14	29.2	12	32.4	85.7
	-----	-----	-----	-----	
	48	100	37	100	

× Belief in and application in practice = 77.1%

APPENDIX MP22.3

Statement 22 Belief in and application in practice globally and by
country for years of experience in planning and controlling marketing operations

MP22.3.1

Survey 3

Statement 22 – Global position

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	121	24.2	85	22.2	70.2
2 up to 5 years	184	36.9	145	37.9	78.8
5 up to 10 years	146	29.3	117	30.5	80.1
Over 10 years	48	9.6	36	9.4	75.0

	499				
Missing	63				
	---	-----	-----	-----	
	562	100	383	100	

× Belief in and application in practice = 76.8%

MP22.3.2

Survey 3

Statement 22 – United Kingdom

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and application in practice	%	% of sample
Up to 2 years	46	32.4	25	27.2	54.3
2 up to 5 years	54	38.0	41	44.6	75.9
5 up to 10 years	30	21.1	20	21.7	66.7
Over 10 years	12	8.5	6	6.5	50.0
	----	-----	----	-----	
	142	100	92	100	

× Belief in and application in practice = 64.8%

MP22.3.3

Survey 3

Statement 22 – Nigeria

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and application in practice	%	% of sample
Up to 2 years	22	18.2	18	17.6	81.8
2 up to 5 years	38	31.4	34	33.3	89.5
5 up to 10 years	45	37.2	37	36.3	82.2
Over 10 years	16	13.2	13	12.7	81.3
	----	-----	----	-----	
	121	100	102	100	

× Belief in and application in practice = 84.3%

MP22.3.4

Survey 3

Statement 22 – Malaysia

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and application in practice	%	% of sample
Up to 2 years	24	23.5	18	22.0	75.0
2 up to 5 years	34	33.3	27	32.9	79.4
5 up to 10 years	35	34.4	30	36.6	85.7
Over 10 years	9	8.8	7	8.5	77.8
	-----	-----	-----	-----	
	102	100	82	100	

\bar{x} Belief in and application in practice = 80.4%

MP22.3.5

Survey 3

Statement 22 – Singapore

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and application in practice	%	% of sample
Up to 2 years	24	29.3	19	28.8	79.2
2 up to 5 years	36	43.9	29	43.9	80.6
5 up to 10 years	20	24.4	16	24.2	80.0
Over 10 years	2	2.4	2	3.0	100.0
	-----	-----	-----	-----	
	82	100	66	100	

\bar{x} Belief in and application in practice = 80.5%

MP22.3.6

Survey 3

Statement 22 - Hong Kong

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	5	9.6	5	12.2	100.0
2 up to 5 years	22	42.3	14	34.1	63.6
5 up to 10 years	16	30.8	14	34.1	87.5
Over 10 years	9	17.3	8	19.5	88.9
	-----	-----	---	-----	
	52	100	41	100	

× Belief in and application in practice = 78.8%

APPENDIX MP22.4

McNemar test on belief held in statement 22
across surveys one and two globally and by country

To examine the impact of the course upon participants' belief in the concept of marketing planning expressed in statement 22 by country, MP.22.4.2 to MP.22.4.6 display the individual recordings.

The results show that there has been no significant shift in belief as a result of a professional marketing education course.

This is confirmed globally in MP.22.4.1, where the degree of movement may be seen in boxes A and D. The minimal changes that have taken place have exactly cancelled out each other.

MP22.4.1

Change in belief in statement 22 from survey 1 to survey 2 – global

		Survey 2	
		Agree	Disagree
Survey 1	Disagree	23 A	1 B
	Agree	469 C	23 D

Cases 516;

Chi-square .0000;

Significance 1.0000

MP22.4.2

Change in belief in statement 22 from survey 1 to survey 2 - UK

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree 1	8 A	0 B
	Agree 5	132 C	9 D

Cases 149; (Binomial) 2-tailed P 1.000

MP22.4.3

Change in belief in statement 22 from survey 1 to survey 2 - Nigeria

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree 1	5 A	0 B
	Agree 5	76 C	3 D

Cases 84; (Binomial) 2-tailed P .7266

MP22.4.4

Change in belief in statement 22 from survey 1 to survey 2 - Malaysia

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree 1	3 A	0 B
	Agree 5	125 C	5 D

Cases 133; (Binomial) 2-tailed P .7266

MP22.4.5

Change in belief in statement 22 from survey 1 to survey 2 - Singapore

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree 1	2 A	0 B
	Agree 5	76 C	2 D

Cases 80; (Binomial) 2-tailed P 1.000

MP22.4.6

Change in belief in statement 22 from survey 1 to survey 2 - Hong Kong

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree 1	3 A	0 B
	Agree 5	62 C	5 D

Cases 70; (Binomial) 2-tailed P .7266

APPENDIX MP22.5

McNemar test on perception of application in practice of statement 22 across surveys one and two globally and by country

It is now necessary to apply the McNemar test to the responses recorded for perceived application in practice of statement 22. MP.22.5.1 reviews the position globally.

MP22.5.1

Change in perception of practice in statement 22 from survey 1 to survey 2 - global

		Survey 2	
		Does not apply	Applies
Survey 1	Applies	43 A	173 B
	Does not apply	24 C	63 D

Cases 303; Chi-square 3.4057; Significance 0.0650

This global result is confirmed across the five individual countries, as seen in tables 16.1 to 16.5.

MP22.5.2

Change in perception of practice in
statement 22 from survey 1 to survey 2 - UK

		Survey 2	
		Does not apply in practice	Applies in practice
Survey 1	Applies in practice	21 A	55 B
	Does not apply in practice	18 C	31 D

Cases 125; Chi-square 1.5577; Significance .2120

MP22.5.3

Change in perception of practice in
statement 22 from survey 1 to survey 2 - Nigeria

		Survey 2	
		Does not apply in practice	Applies in practice
Survey 1	Applies in practice	6 A	46 B
	Does not apply in practice	1 C	1 D

Cases 54; (Binomial) 2-tailed P .1250

MP22.5.4

Change in perception of practice in
statement 22 from survey 1 to survey 2 – Malaysia

		Survey 2	
		Does not apply in practice	Applies in practice
Survey 1	Applies in practice	11 A	48 B
	Does not apply in practice	0 C	15 D

Cases 74; (Binomial) 2-tailed P .5563

MP22.5.5

Change in perception of practice in
statement 22 from survey 1 to survey 2 – Singapore

		Survey 2	
		Does not apply in practice	Applies in practice
Survey 1	Applies in practice	4 A	16 B
	Does not apply in practice	1 C	5 D

Cases 26; (Binomial) 2-tailed P 1.0000

MP22.5.6

Change in perception of practice in
statement 22 from survey 1 to survey 2 - Hong Kong

		Survey 2	
		Does not apply in practice	Applies in practice
Survey 1	Applies in practice	3 A	21 B
	Does not apply in practice	1 C	8 D

Cases 33; (Binomial) 2-tailed P .2266

APPENDICES

STATEMENT 25

APPENDIX MP25.1

Adoption of statement 25 in practice
by company size globally and by country

MP25.1.1

Survey 3

Statement 25 – Global position

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample	% gap
Small companies with up to 200 employees	305	61.5	226	61.2	74.1	
Large companies with over 1,000 employees	191	38.5	143	38.8	74.9	
	---					0.8
	496					
Missing	66					
	---	-----	-----	-----		
	562	100	369	100		

⊗ Belief in and application in practice = 77.4%

MP25.1.2

Survey 3

Statement 25 - United Kingdom

	Sample structure	%	Belief in and application in practice	%	% of sample	% gap
Small companies with up to 200 employees	88	50.9	52	49.1	59.1	4.4
Large companies with over 1,000 employees	85	49.1	54	50.9	63.5	
	-----	-----	---	-----		
	173	100	106	100		

⌘ Belief in and application in practice = 61.3%

MP25.1.3

Survey 3

Statement 25 - Nigeria

	Sample structure	%	Belief in and application in practice	%	% of sample	% gap
Small companies with up to 200 employees	88	80	72	80.9	81.8	4.5
Large companies with over 1,000 employees	22	20	17	19.1	77.3	
	-----	-----	---	-----		
	110	100	89	100		

⌘ Belief in and application in practice = 80.9%

MP25.1.4

Survey 3

Statement 25 – Malaysia

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample	% gap
Small companies with up to 200 employees	60	57.1	49	55.7	81.7	
Large companies with over 1,000 employees	45	42.9	39	44.3	86.7	5.0
	-----	-----	-----	-----		
	105	100	88	100		

× Belief in and application in practice = 83.8%

MP25.1.5

Survey 3

Statement 25 – Singapore

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample	% gap
Small companies with up to 200 employees	46	82.1	33	76.7	71.7	
Large companies with over 1,000 employees	10	17.9	10	23.3	100	28.3
	---	-----	---	-----		
	56	100	43	100		

× Belief in and application in practice = 76.8%

MP25.1.6

Survey 3

Statement 25 – Hong Kong

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample	% gap
Small companies with up to 200 employees	23	44.2	20	46.5	87.0	
Large companies with over 1,000 employees	29	55.8	23	53.5	79.3	7.7
	--- 52	----- 100	--- 43	----- 100		

× Belief in and application in practice = 82.7%

APPENDIX MP25.2

Statement 25 Belief in and application in practice globally and by country for years of experience in direct selling

MP25.2.1

Survey 3

Statement 25 – Global position

Years of experience in direct selling

	Sample structure	%	Belief in and application in practice	%	% of sample
Up to 2 years	62	12.4	43	11.5	69.4
2 up to 5 years	128	25.5	94	25.1	73.4
5 up to 10 years	173	34.5	130	34.7	75.1
Over 10 years	138	27.6	108	28.8	78.3

	501				
Missing	61				
	---	-----	-----	-----	
	562	100	375	100	

× Belief in and application in practice = 74.9%

MP25.2.2

Survey 3

Statement 25 – United Kingdom

Years of experience in direct selling

	Sample structure	%	Belief in and application in practice	%	% of sample
Up to 2 years	32	22.7	18	21.4	56.3
2 up to 5 years	39	27.7	24	28.6	61.5
5 up to 10 years	34	24.1	19	22.6	55.9
Over 10 years	36	25.5	23	27.4	63.9
	-----	-----	-----	-----	
	141	100	84	100	

× Belief in and application in practice = 59.6%

MP25.2.3

Survey 3

Statement 25 – Nigeria

Years of experience in direct selling

	Sample structure	%	Belief in and application in practice	%	% of sample
Up to 2 years	4	3.3	3	3.0	75.0
2 up to 5 years	26	21.5	23	23.0	88.5
5 up to 10 years	44	36.4	35	35.0	79.5
Over 10 years	47	38.8	39	39.0	83.0
	-----	-----	-----	-----	
	121	100	100	100	

× Belief in and application in practice = 82.6%

MP25.2.4

Survey 3

Statement 25 – Malaysia

Years of experience in direct selling

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	12	11.4	9	10.3	75.0
2 up to 5 years	27	25.7	23	26.4	85.2
5 up to 10 years	46	43.8	39	44.8	84.8
Over 10 years	20	19.1	16	18.4	80.0
	-----	-----	-----	-----	
	105	100	87	100	

\bar{x} Belief in and application in practice = 82.9%

MP25.2.5

Survey 3

Statement 25 – Singapore

Years of experience in direct selling

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	5	5.8	4	6.2	80.0
2 up to 5 years	22	25.6	14	21.5	63.6
5 up to 10 years	38	44.2	30	46.2	78.9
Over 10 years	21	24.4	17	26.2	81.0
	-----	-----	-----	-----	
	86	100	65	100	

\bar{x} Belief in and application in practice = 75.6%

MP25.2.6

Survey 3

Statement 25 - Hong Kong

Years of experience in direct selling

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	9	18.8	9	23.1	100.0
2 up to 5 years	14	29.2	10	25.6	71.4
5 up to 10 years	11	22.9	7	17.9	63.6
Over 10 years	14	29.1	13	33.3	92.9
	---	-----	---	-----	
	48	100	39	100	

\bar{x} Belief in and application in practice = 81.3%

APPENDIX MP25.3

Statement 25 Belief in and application in
practice by years of experience in planning and
controlling marketing operations globally and by country

MP25.3.1

Survey 3

Statement 25 – Global position

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	121	24.2	86	22.5	71.1
2 up to 5 years	184	36.9	141	36.9	76.6
5 up to 10 years	146	29.3	117	30.6	80.1
Over 10 years	48	9.6	38	9.9	79.2

	499				
Missing	63				
	---	-----	-----	-----	
	562	100	382	100	

× Belief in and application in practice = 76.6%

MP25.3.2

Survey 3

Statement 25 – United Kingdom

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and application in practice	%	% of sample
Up to 2 years	46	32.4	25	27.8	54.3
2 up to 5 years	54	38.0	37	41.1	68.5
5 up to 10 years	30	21.1	20	22.2	66.7
Over 10 years	12	8.5	8	8.9	66.7
	-----	-----	-----	-----	
	142	100	90	100	

\bar{x} Belief in and application in practice = 63.4%

MP25.3.3

Survey 3

Statement 25 – Nigeria

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and application in practice	%	% of sample
Up to 2 years	22	18.2	19	19.0	86.4
2 up to 5 years	38	31.4	32	32.0	84.2
5 up to 10 years	45	37.2	36	36.0	80.0
Over 10 years	16	13.2	13	13.0	81.3
	-----	-----	-----	-----	
	121	100	100	100	

\bar{x} Belief in and application in practice = 82.6%

MP25.3.4

Survey 3

Statement 25 – Malaysia

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and application in practice	%	% of sample
Up to 2 years	24	23.5	20	23.8	83.3
2 up to 5 years	34	33.3	26	31.0	76.5
5 up to 10 years	35	34.4	31	36.9	88.6
Over 10 years	9	8.8	7	8.3	77.8
	-----	-----	-----	-----	
	102	100	84	100	

\bar{x} Belief in and application in practice = 82.4%

MP25.3.5

Survey 3

Statement 25 – Singapore

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and application in practice	%	% of sample
Up to 2 years	24	29.3	17	26.2	70.8
2 up to 5 years	36	43.9	30	46.2	83.3
5 up to 10 years	20	24.4	16	24.6	80.0
Over 10 years	2	2.4	2	3.1	100.0
	-----	-----	-----	-----	
	82	100	65	100	

\bar{x} Belief in and application in practice = 79.3%

MP25.3.6

Survey 3

Statement 25 –Hong Kong

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	5	9.6	5	11.6	100.0
2 up to 5 years	22	42.3	16	37.2	72.7
5 up to 10 years	16	30.8	14	32.6	87.5
Over 10 years	9	17.3	8	18.6	88.9
	-----	-----	-----	-----	
	52	100	43	100	

\bar{x} Belief in and application in practice = 82.7%

APPENDIX MP25.4

McNemar test of belief held in statement 25
across surveys one and two globally and by country

To examine the ability of the course to create change in belief in statement 25, globally and by country, tables MP.25.4.2 to MP.25.4.6 display the results.

MP25.4.1

Change in belief in statement 25 from survey 1 to survey 2 – global

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree	53 A	3 B
	Agree	444 C	29 D

Cases 529;

Chi-square 6.4512

Significance .0111

In the table, cells A and D are of interest as they denote changes that have taken place over time.

Of the 529 cases recorded 82 have changed their belief in statement 25. Approximately 10% of all cases have shifted from disagreement to agreement compared to 5% that initially agreed and changed to disagreement. The result has been a significance of .0111 at the 95% confidence level.

MP25.4.2

Change in belief in statement 25 from survey 1 to survey 2 – UK

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree 1	15 A	2 B
	Agree 5	130 C	10 D

Cases 157; (Binomial) 2-tailed P .4244

MP25.4.3

Change in belief in statement 25 from survey 1 to survey 2 – Nigeria

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree 1	12 A	0 B
	Agree 5	69 C	3 D

Cases 84; (Binomial) 2-tailed P .0352

MP25.4.4

Change in belief in statement 25 from survey 1 to survey 2 – Malaysia

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree 1	12 A	0 B
	Agree 5	121 C	4 D

Cases 137; (Binomial) 2-tailed P .0768

MP25.4.5

Change in belief in statement 25 from survey 1 to survey 2 – Singapore

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree 1	7 A	0 B
	Agree 5	69 C	4 D

Cases 80; (Binomial) 2-tailed P .5488

MP25.4.6

Change in belief in statement 25 from survey 1 to survey 2 - Hong Kong

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree 1	6 A	0 B
	Agree 5	56 C	10 D

Cases 72; (Binomial) 2-tailed P .4545.

APPENDIX MP25.5

McNemar test on perception of application in practice of
statement 25 across surveys one and two globally and by country

MP25.5.1

Change in perception of practice for
statement 25 from survey 1 to survey 2 – global

		Survey 2	
		Does not apply	Applies
Survey 1	Applies	46 A	170 B
	Does not apply	24 C	64 D

Cases 304; Chi-square 2.6273; Significance .1050

The impact of the course has been minimal in that a significant difference has not been produced.

MP.25.5.2 to MP.25.5.6, which convey the individual viewpoints of the five participating countries, support the global position in that none has achieved significant difference scores.

MP25.5.2

Change in perception of practice in
statement 25 from survey 1 to survey 2 - UK

		Survey 2	
		Does not apply in practice	Applies in practice
Survey 1	Applies in practice	21 A	56 B
	Does not apply in practice	18 C	32 D

Cases 127; Chi-square 1.8868; Significance .1696

MP25.5.3

Change in perception of practice in
statement 25 from survey 1 to survey 2 - Nigeria

		Survey 2	
		Does not apply in practice	Applies in practice
Survey 1	Applies in practice	13 A	31 B
	Does not apply in practice	2 C	11 D

Cases 57; (Binomial) 2-tailed P .8388

MP25.5.4

Change in perception of practice in
statement 25 from survey 1 to survey 2 – Malaysia

		Survey 2	
		Does not apply in practice	Applies in practice
Survey 1	Applies in practice	11 A	52 69
	Does not apply in practice	4 C	9 D

Cases 76; (Binomial) 2-tailed P .8238

MP25.5.5

Change in perception of practice in
statement 25 from survey 1 to survey 2 – Singapore

		Survey 2	
		Does not apply in practice	Applies in practice
Survey 1	Applies in practice	1 A	23 B
	Does not apply in practice	0 C	4 D

Cases 28; (Binomial) 2-tailed P .3750

MP25.5.6

Change in perception of practice in
statement 25 from survey 1 to survey 2 - Hong Kong

		Survey 2	
		Does not apply in practice	Applies in practice
Survey 1	Applies in practice	4 A	21 B
	Does not apply in practice	0 C	7 D

Cases 32; (Binomial) 2-tailed P .5488

APPENDICES

STATEMENT 40

More detailed information on the individual countries is available in appendix MP.40.1, an abstract of which is detailed below.

% adopting statement 40 in practice

	Small companies with less than 200 employees	Large companies with over 1,000 employees	% gap
UK	68.2	63.5	4.7
Nigeria	72.7	50.0	22.7
Malaysia	61.7	66.7	5.0
Singapore	67.4	50.0	17.4
Hong Kong	60.9	41.4	19.5

Each of the five participating countries is examined separately in appendix MP.40.3. The following abstract illustrates the findings.

% belief in and application in practice of statement 40
by years in planning and controlling marketing operations

Years experience	UK	Nig	Mal	Sing	HK
Up to 2	65.2	59.1	62.5	66.7	60.0
2 up to 5	72.2	71.1	67.6	55.6	54.5
5 up to 10	56.7	73.3	68.6	80.0	31.2
Above 10	75.0	50.0	77.8	50.0	66.7
% gap	18.3	23.3	15.3	30.0	35.5
Mean scores	66.9	66.9	67.6	64.6	50.0

With the pessimistic exception of Hong Kong, the mean scores for each country are similar. Of particular interest is the unusually optimistic outlook of the United Kingdom respondents, achieving joint second place with the Nigerian participants.

APPENDIX MP40.1

Adoption of statement 40 in practice by
company size globally and by country

MP40.1.1

Survey 3

Statement 40 – Global position

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample	% gap
Small companies with up to 200 employees	305	61.5	206	64.8	67.5	
Large companies with over 1,000 employees	191 ---	38.5	112	35.2	58.6	
	496					8.9
Missing	62					
	---	---	---	---		
Totals	562	100	318	100		

× Belief in and application in practice = 56.6%

MP40.1.2

Survey 3

Statement 40 – United Kingdom

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample	% gap
Small companies with up to 200 employees	88	50.9	60	52.6	68.2	
Large companies with over 1,000 employees	85	49.1	54	47.4	63.5	4.7
Totals	173	100	114	100		

× Belief in and application in practice = 65.9%

MP40.1.3

Survey 3

Statement 40 – Nigeria

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample	% gap
Small companies with up to 200 employees	88	80	64	85.3	72.7	
Large companies with over 1,000 employees	22	20	11	14.7	50.0	22.7
Totals	110	100	75	100		

× Belief in and application in practice = 68.2%

MP40.1.4

Survey 3

Statement 40 – Malaysia

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample	% gap
Small companies with up to 200 employees	60	57.1	37	55.2	61.7	
Large companies with over 1,000 employees	45	42.9	30	44.8	66.7	5.0
Totals	105	100	67	100		

× Belief in and application in practice = 63.8%

MP40.1.5

Survey 3

Statement 40 – Singapore

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample	% gap
Small companies with up to 200 employees	46	82.1	31	86.1	67.4	
Large companies with over 1,000 employees	10	17.9	5	13.9	50.0	17.4
Totals	56	100	36	100		

× Belief in and application in practice = 64.3%

MP40.1.6

Survey 3

Statement 40 – Hong Kong

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample	% gap
Small companies with up to 200 employees	23	44.2	14	53.8	60.9	
Large companies with over 1,000 employees	29	55.8	12	46.2	41.4	19.5
Totals	52	100	26	100		

× Belief in and application in practice = 50.0%

APPENDIX MP40.2

Belief in and application in practice of statement
40 by years in direct selling globally and by country

MP40.2.1

Survey 3

Statement 40 – Global position

Years of experience in direct selling

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	62	12.4	43	13.1	69.4
2 up to 5 years	128	25.5	90	27.5	70.3
5 up to 10 years	173	34.5	109	33.3	60.0
Over 10 years	138	27.6	85	26.0	61.6

	501				
Missing	61				
	---	----	----	----	
	562	100	327	100	

\bar{x} Belief in and application in practice = 69.0%

MP40.2.2

Survey 3

Statement 40 – United Kingdom

Years of experience in direct selling

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	32	22.7	24	25.5	75.0
2 up to 5 years	39	27.7	32	34.0	82.1
5 up to 10 years	34	24.1	18	19.1	52.9
Over 10 years	36	25.5	20	21.3	55.6
Totals	141	100	94	100	

̄ Belief in and application in practice = 66.7%

MP40.2.3

Survey 3

Statement 40 – Nigeria

Years of experience in direct selling

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	4	3.3	4	4.9	100.0
2 up to 5 years	26	21.5	19	23.2	73.1
5 up to 10 years	44	36.4	28	34.1	63.6
Over 10 years	47	38.8	31	37.8	66.0
Totals	121	100	82	100	

̄ Belief in and application in practice = 67.8%

MP40.2.4

Survey 3

Statement 40 – Malaysia

Years of experience in direct selling

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	12	11.4	6	8.7	50.0
2 up to 5 years	27	25.7	18	26.1	66.7
5 up to 10 years	46	43.8	30	43.5	65.2
Over 10 years	20	19.1	15	21.7	75.0
	-----	-----	-----	-----	
	105	100	69	100	

× Belief in and application in practice = 65.7%

MP40.2.5

Survey 3

Statement 40 – Singapore

Years of experience in direct selling

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	5	5.8	3	5.3	60.0
2 up to 5 years	22	25.6	15	26.3	68.2
5 up to 10 years	38	44.2	26	45.6	68.4
Over 10 years	21	24.4	13	22.8	61.9
	-----	-----	-----	-----	
	86	100	57	100	

× Belief in and application in practice = 66.3%

MP40.2.6

Survey 3

Statement 40 -Hong Kong

Years of experience in direct selling

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	9	18.8	6	24.0	66.7
2 up to 5 years	14	29.2	6	24.0	42.9
5 up to 10 years	11	22.9	7	28.0	63.6
Over 10 years	14	29.2	6	24.0	42.9
	---	----	---	----	
	48	100	25	100	

× Belief in and application in practice = 52.1%

APPENDIX MP40.3

Adoption of statement 40 by years of experience in planning and controlling marketing operations globally and by country

MP40.3.1

Survey 3

Statement 40 – Global position

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	121	24.2	77	23.8	63.6
2 up to 5 years	184	36.9	121	37.3	65.8
5 up to 10 years	146	29.3	95	29.3	65.1
Over 10 years	48	9.6	31	9.6	64.6

	499				
Missing	63				
	---	-----	-----	-----	
	562	100	324	100	

× Belief in and application in practice = 64.9%

MP40.3.2

Survey 3

Statement 40 – United Kingdom

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	46	32.4	30	31.6	65.2
2 up to 5 years	54	38.0	39	41.1	72.2
5 up to 10 years	30	21.1	17	17.9	56.7
Over 10 years	12	8.5	9	9.5	75.0
	---	----	---	----	
	142	100	95	100	

× Belief in and application in practice = 66.9%

MP40.3.3

Survey 3

Statement 40 – Nigeria

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	22	18.2	13	16.0	59.1
2 up to 5 years	38	31.4	27	33.3	71.1
5 up to 10 years	45	37.2	33	40.7	73.3
Over 10 years	16	13.2	8	9.9	50.0
	---	----	---	----	
	121	100	81	100	

× Belief in and application in practice = 66.9%

MP40.3.4

Survey 3

Statement 40 – Malaysia

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	24	23.5	15	21.7	62.5
2 up to 5 years	34	33.3	23	33.3	67.6
5 up to 10 years	35	34.4	24	34.8	68.6
Over 10 years	9	8.8	7	10.1	77.8
	--- 102	----- 100	--- 69	----- 100	

× Belief in and application in practice = 67.6%

MP40.3.5

Survey 3

Statement 40 – Singapore

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	24	29.3	16	30.2	66.7
2 up to 5 years	36	43.9	20	37.7	55.6
5 up to 10 years	20	24.4	16	30.2	80.0
Over 10 years	2	2.4	1	1.9	50.0
	--- 82	----- 100	--- 53	----- 100	

× Belief in and application in practice = 64.6%

MP40.3.6

Survey 3

Statement 40 – Hong Kong

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	5	9.6	3	11.5	60.0
2 up to 5 years	22	42.3	12	46.2	54.5
5 up to 10 years	16	30.8	5	19.2	31.2
Over 10 years	9	17.3	6	23.1	66.7
	-----	-----	-----	-----	
	52	100	26	100	

\bar{x} Belief in and application in practice = 50.0%

APPENDIX MP40.4

McNemar test on belief held in statement 40
across surveys one and two globally and by country

The McNemar test has been used upon recorded data for belief in statement 40 from survey one and survey two respondents to detect any changes that have taken place.

Table MP.40.4.1 conveys the global situation.

MP40.4.1

Change in belief in statement 40 from survey 1 to survey 2 – global

		Survey 2	
		Agree	Disagree
Survey 1	Disagree	36 A	3 B
	Agree	422 C	30 D

Cases 491;

Chi-square .3788;

Significance .5383

MP40.4.2

Change in belief in statement 40 from survey 1 to survey 2 - UK

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree 1	17 A	1 B
	Agree 5	123 C	8 D

Cases 149; (Binomial) 2-tailed P .1078

MP40.4.3

Change in belief in statement 40 from survey 1 to survey 2 - Nigeria

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree 1	2 A	1 B
	Agree 5	57 C	9 D

Cases 69; (Binomial) 2-tailed P .0654

MP40.4.4

Change in belief in statement 40 from survey 1 to survey 2 – Malaysia

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree 1	10 A	1 B
	Agree 5	108 C	7 D

Cases 126; (Binomial) 2-tailed P .6291

MP40.4.5

Change in belief in statement 40 from survey 1 to survey 2 – Singapore

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree 1	2 A	1 B
	Agree 5	75 C	2 D

Cases 80; (Binomial) 2-tailed P 1.000

MP40.4.6

Change in belief in statement 40 from survey 1 to survey 2 - Hong Kong

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree 1	1 A	0 B
	Agree 5	62 C	2 D

Cases 65; (Binomial) 2-tailed P 1.000

APPENDIX MP40.5

McNemar test on change in perception of practice held for statement 40 between surveys one and two globally and by country

MP40.5.1

Change in perception of practice for statement 40 from survey 1 to survey 2 - global

		Survey 2	
		Agree	Disagree
Survey 1	Disagree	49 A	114 B
	Agree	45 C	75 D

Cases 283;

Chi-square 5.0403;

Significance .0248

MP40.5.2

Change in perception of practice in
statement 40 from survey 1 to survey 2 - UK

		Survey 2	
		Does not apply in practice	Applies in practice
Survey 1	Applies in practice	26 A	26 B
	Does not apply in practice	32 C	33 D

Cases 117; Chi-square .6102; Significance .4347

MP40.5.3

Change in perception of practice in
statement 40 from survey 1 to survey 2 - Nigeria

		Survey 2	
		Does not apply in practice	Applies in practice
Survey 1	Applies in practice	10 A	22 B
	Does not apply in practice	4 C	15 D

Cases 51; (Binomial) 2-tailed P .4244

MP40.5.4

Change in perception of practice in
statement 40 from survey 1 to survey 2 – Malaysia

		Survey 2	
		Does not apply in practice	Applies in practice
Survey 1	Applies in practice	6 A	39 69
	Does not apply in practice	2 C	22 D

Cases 69; (Binomial) 2-tailed P .0046

MP40.5.5

Change in perception of practice in
statement 40 from survey 1 to survey 2 – Singapore

		Survey 2	
		Does not apply in practice	Applies in practice
Survey 1	Applies in practice	3 A	10 B
	Does not apply in practice	1 C	10 D

Cases 24; (Binomial) 2-tailed P .0923

MP40.5.6

Change in perception of practice in
statement 40 from survey 1 to survey 2 - Hong Kong

		Survey 2	
		Does not apply in practice	Applies in practice
Survey 1	Applies in practice	9 A	17 B
	Does not apply in practice	4 C	2 D

Cases 32; (Binomial) 2-tailed P .0654

Common optimistic statements of marketing planning
for belief and practice by country for all surveys

		←		Survey one		Survey two		Survey
				Belief	Practice	Belief	Practice	
Belief	Practice							
<u>United Kingdom</u>								
Statements	1	81	64	87	75	82	66	
	3	86	77	83	75	90	68	
	9	90	67	94	67	91	62	
	10	88	69	89	73	92	69	
	22	94	59	93	68	96	68	
	25	90	61	91	68	93	66	
	27	96	70	91	73	94	71	
<u>Nigeria</u>								
Statements	3	96	90	100	90	93	86	
	9	87	95	94	91	91	79	
	10	98	93	89	84	90	77	
	22	95	93	97	85	93	85	
	27	86	89	90	90	97	88	
<u>Malaysia</u>								
Statements	3	91	88	98	90	94	81	
	9	91	91	97	94	91	78	
	10	94	90	99	94	95	81	
	22	97	81	96	87	96	83	
	25	95	82	97	80	90	85	
	27	95	93	99	90	97	88	

.... continued

Common optimistic statements of marketing planning
for belief and practice by country for all surveys (continued)

		Survey one		Survey two		Survey three	
		Belief	Practice	Belief	Practice	Belief	Practice
<u>Singapore</u>							
Statements	10	90	82	100	89	95	69
	22	100	80	100	85	98	82
	25	92	89	93	97	89	77
	27	94	81	98	95	97	78
<u>Hong Kong</u>							
Statements	1	85	83	88	83	92	85
	3	96	93	96	85	96	89
	10	95	86	100	95	96	70
	22	98	71	95	88	98	83
	25	89	72	83	90	94	88
	27	97	88	98	95	92	89

Common pessimistic statements of marketing
planning for belief and practice by country for all surveys

		Survey one		Survey two		Survey three	
		Belief	Practice	Belief	Practice	Belief	Practice
<u>United Kingdom</u>							
Statements	12	9	16	15	18	10	27
	36	59	48	49	27	47	48
<u>Nigeria</u>							
Statements	12	40	20	27	29	18	24
	36	13	20	37	41	37	30
<u>Malaysia</u>							
Statements	12	33	12	16	22	19	23
	36	54	50	71	43	36	32
<u>Singapore</u>							
Statements	12	14	11	75	30	43	48
	36	33	15	47	41	46	39
<u>Hong Kong</u>							
Statements	12	21	24	12	17	17	13
	36	35	47	52	48	38	38

MARKETING PLANNING

APPENDICES

B. COUNTRY STUDIES



MARKETING PLANNINGTHE UNITED KINGDOMSURVEYS 1 AND 2

The collective responses from the pre-course and pre-examination respondents are displayed in maps MP.1 and MP.2.

According to the distribution of the 11 statements on these maps certain dimensions of marketing planning are more readily accepted by UK companies than others.

In relative terms, statements 12 and 36 have remained in the pessimism quadrant across the two surveys. These statements claim:

"Formal marketing planning guarantees success" (S12).

"Market segmentation is feasible to apply in all markets" (S36).

Respondents produced the following scores for the aforementioned statements:

	Survey 1		Survey 2	
	Belief	Practice	Belief	Practice
Statement 12	9%	16%	59%	48%
Statement 36	15%	18%	49%	27%

The majority of statements, seven in total, retained positions of relative optimism. The reason behind this high concentration of statements in the optimism quadrant may be partly pragmatic. The extremely negative views toward statements 36 and 12 has lowered the mean scores and thus positioned so many statements in the quadrant of relative optimism.

It is encouraging that the marketing education acquired between survey one and survey two has had a positive impact upon two of the most fundamental of the marketing planning statements. These are statements 22 and 25:

"Marketing planning is the blueprint in a marketing oriented company of the action to be taken to establish a company's target markets, setting

objectives to achieve in these markets and specifying how the marketing mix will be used to achieve the objectives over distinct time periods" (S22).

"The design and implementation of a strategic marketing plan is the key to successful marketing" (S25).

The scores outlined were as follows:

	Survey 1		Survey 2	
	Belief	Practice	Belief	Practice
Statement 22	94%	59%	93%	68%
Statement 25	90%	61%	91%	68%

The impact of professional marketing education has been to heighten the perception of the application of these statements in practice and thereby reduce the gap perceived between belief and practice.

MARKETING PLANNINGUNITED KINGDOMSURVEY 3

The 11 marketing planning statements are recorded in map MP.4 for survey three UK respondents. This map reveals that, in common with the preceding two surveys, there is no relative confusion among these marketing practitioners in the United Kingdom for any of the 11 statements of marketing planning. Among this sample is a high degree of polarisation into the two categories of either relative optimism or relative pessimism.

Survey three respondents have expressed extreme pessimism toward statement 12, and certain pessimism for statement 36. The remaining nine statements are clustered in a position of relative optimism, indicating that the various aspects of marketing planning which they contain are viewed as an homogenous group.

Statement 22 is a definitive marketing planning statement:

"Marketing planning is the blueprint in a marketing oriented company of the action to be taken to establish a company's target markets, setting objectives to accomplish in these markets and specifying how the marketing mix will be used to achieve the objectives over distinct time periods" (S22).

It outlines in detail the processes involved in marketing planning. It is therefore important to review the relative position on map MP.4. Of all statements it has provoked the strongest support in terms of belief at 96%, yet only 68% of survey three claimed that it applies in practice, revealing a gap of 28% between belief and practice.

A similar perceptual gap exists for statement 25:

"The design and implementation of a strategic marketing plan is the key to successful marketing" (S25).

	Belief	Practice	Gap
Statement 25	93%	66%	27%

These two statements embrace the foundations of marketing planning and the other statements depend on them. Within the UK these large perceptual distances recorded are disturbing. They indicate that a large number of UK organisations are, as yet, not committed to the practice of marketing planning.

In the main body of the thesis these two statements are reviewed separately and the gaps explored in greater detail. In addition, survey four provides some insight into the causes behind these results and offers possible solutions to improve the level of marketing planning in UK companies.

MARKETING PLANNINGUNITED KINGDOMTHE POSITION BETWEEN SURVEY TWO AND SURVEY THREE

Map MP.5 examines relationships between the two surveys for the responses received to the individual statements.

As observed in map MP.3, many of the perceptual differences between the UK surveys occur within the relative quadrants and not across them. There are only two exceptions to this – in statement 31 and statement 40.

1. Gaps across quadrants

In both cases, qualified marketing practitioners have a far more optimistic view, which demonstrates that the support shown for these statements is stronger amongst the real practitioners of marketing.

2. Gaps within relative quadrants

2.1 Relative pessimism:

Statement 36

This statement refers to market segmentation and its feasibility for application in all markets. The length of the red line in map MP.5 which joins the two points together reflects different perceptions of UK respondents to the two surveys.

	% gap between survey 2 and survey 3	
	Belief	Practice
Statement 36	-2	+21

Although the post-qualified practitioners of marketing are pessimistic about application of statement 36 in practice, they are much less so than their pre-examination counterparts. This means that exposure to marketing experience as a practising CIM Diplomate has made survey three respondents more confident about the use of market segmentation techniques in the United Kingdom.

Statement 12

"Formal marketing planning guarantees success" (S12).

This deserves particular attention due to the extreme negative response that it has provoked. The scores were as follows:

	Survey 1		Survey 2	
	Belief	Practice	Belief	Practice
Statement 12	15%	18%	10%	27%

When these results are examined in the context of the other marketing planning statements (of which all except number 36 received a favourable response), it is evident that whilst these practitioners acknowledge the significant contribution of marketing planning they also acknowledge that it is not an automatic guarantee of success.

2.2 Relative optimism

The general trend for the statements which remain within the quadrant of relative optimism is a stronger belief shown toward marketing planning by post-qualified individuals. However this greater optimism is not matched in the claimed practice of marketing planning in United Kingdom employing organisations.

This is not an encouraging finding. There is an obvious reluctance among UK companies to commit fully to strategic marketing planning. This implies that pre-examination respondents upon qualifying will encounter a greater degree of resistance toward the practice of marketing planning than they had previously anticipated.

MARKETING PLANNINGUNITED KINGDOMA PROFILE OF BELIEF IN THE UNITED KINGDOM

Belief in marketing planning as exemplified by the level of agreement shown toward the 11 statements is examined separately. Map MP.7 provides a profile of responses from the three surveys.

As can be observed, the mean scores achieved for belief in marketing planning are remarkably similar across all three surveys, the score being retained at 79%. The implications of these concordant responses are twofold. Firstly, the educational process experienced from survey one to survey two has had little impact upon the aggregate opinions of the marketing planning concepts explored in this research programme. Secondly, these views differ very little from the real world beliefs of survey three's qualified practitioners of marketing.

This homogeneity of opinion among the UK participants also occurred for the belief held in marketing orientation, where the mean belief scores remain at a constant 85%.

It is quite astonishing that these respondents should have such similar levels of belief toward marketing orientation and marketing planning at the three different stages in their development as qualified marketers.

MARKETING PLANNINGUNITED KINGDOMA PROFILE OF PRACTICE IN THE UNITED KINGDOM

Map MP.8 demonstrates the extent to which the respondents claim that marketing planning is practised in UK companies. This practice, or perceived practice, is now explored as a separate issue across all surveys and for the 11 statements.

At an aggregate level the viewpoints toward the practice of marketing planning as a general theme are similar throughout the research:

S1	Practice	-	58%
S2	Practice	-	59%
S3	Practice	-	61%

These mean scores have been influenced by a wide range of values which vary from 16% to 77%.

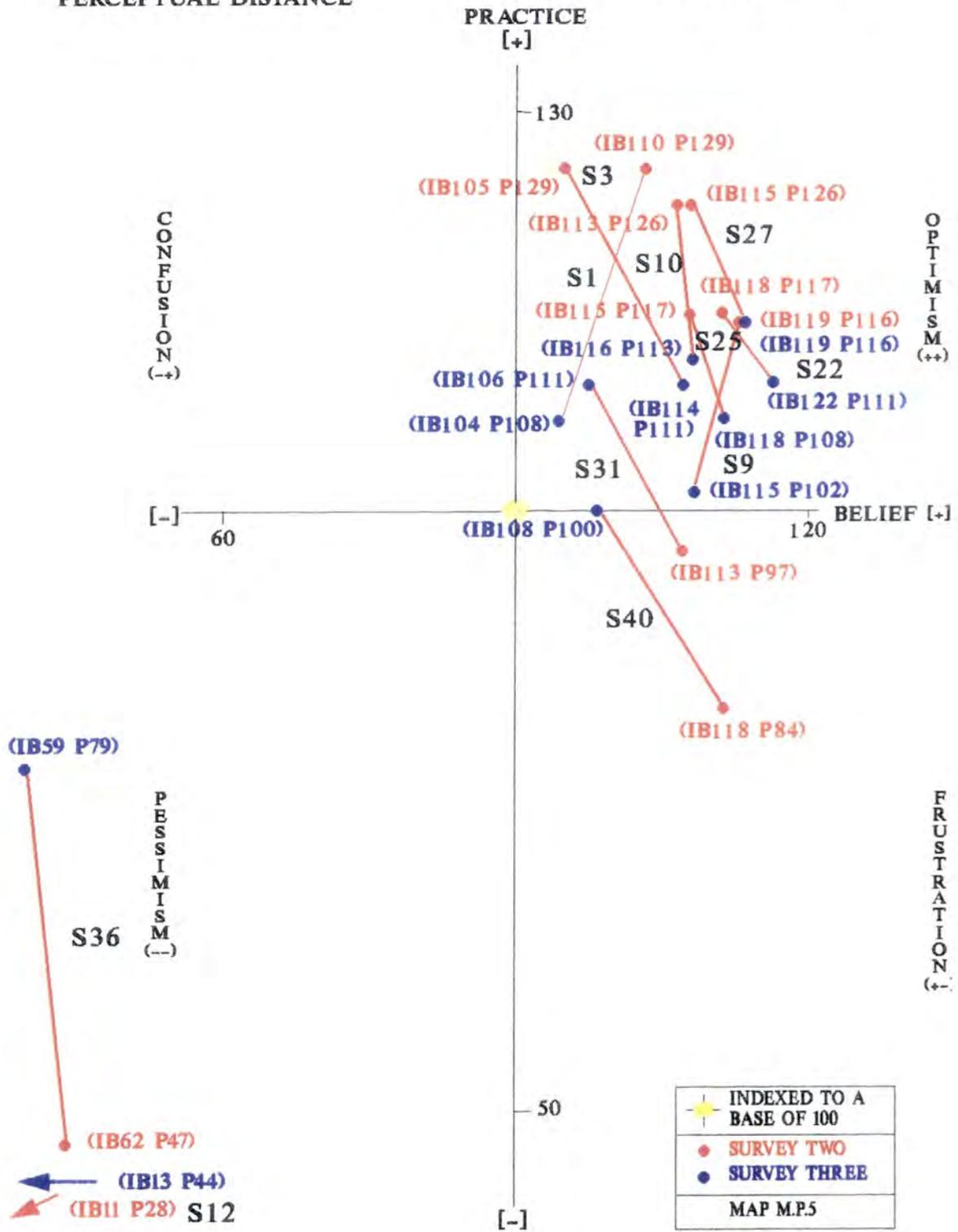
The statement which has achieved the lowest values for all three surveys is 12. Apparently respondents do not believe formal marketing planning to be a guarantee of success in their national organisations.

From map MP.8 it can be seen that in certain cases the red line, which represents pre-examination candidates, is more extreme than the respondents from surveys one and two, which demonstrates that newly acquired marketing knowledge leads to a modified perception about the application of marketing planning in practice.

MARKETING PLANNING

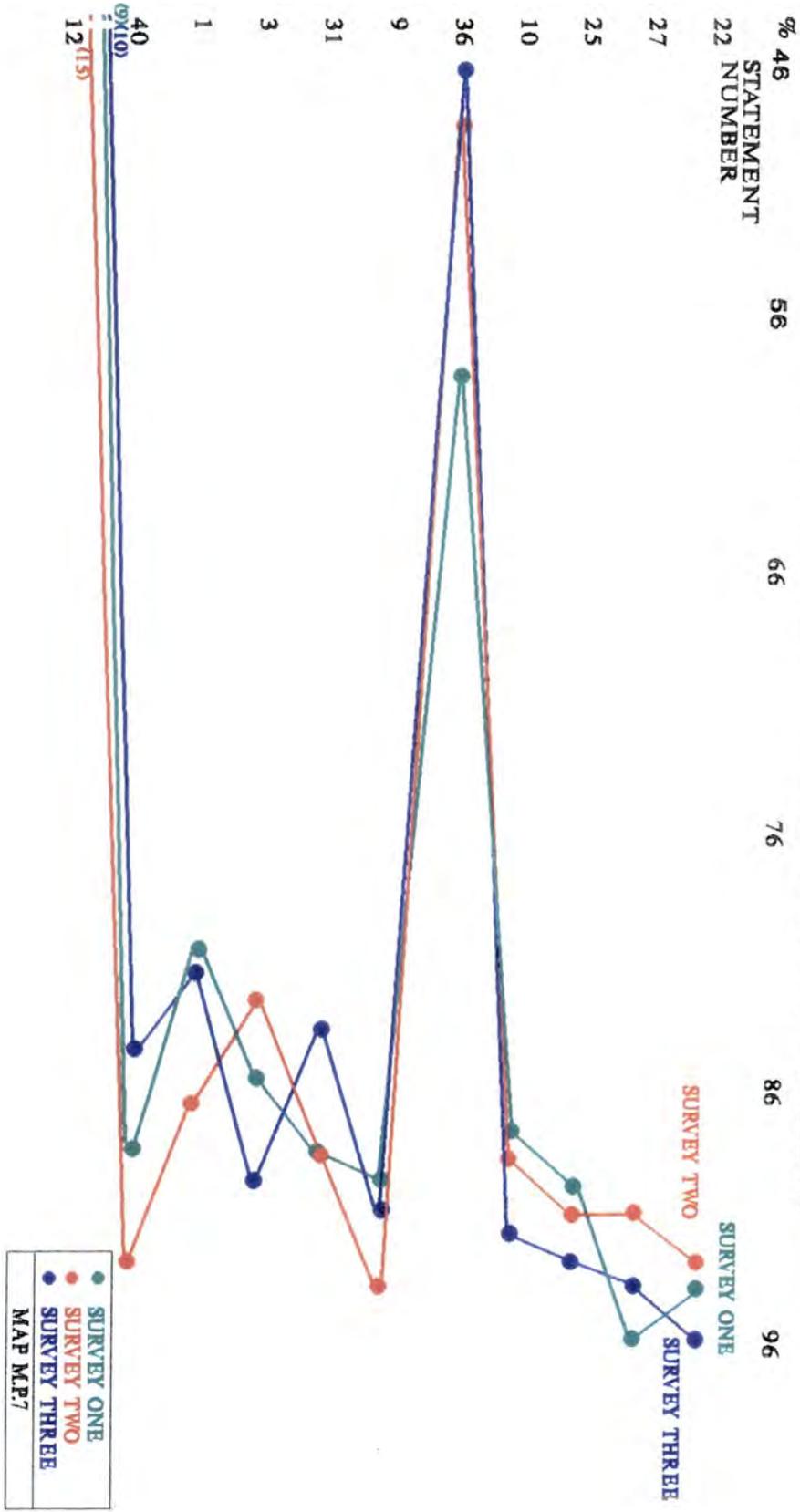
UNITED KINGDOM
BETWEEN SURVEY TWO
AND THREE
ALL STATEMENTS

PERCEPTUAL DISTANCE



MARKETING PLANNING PROFILE OF BELIEF

UNITED KINGDOM

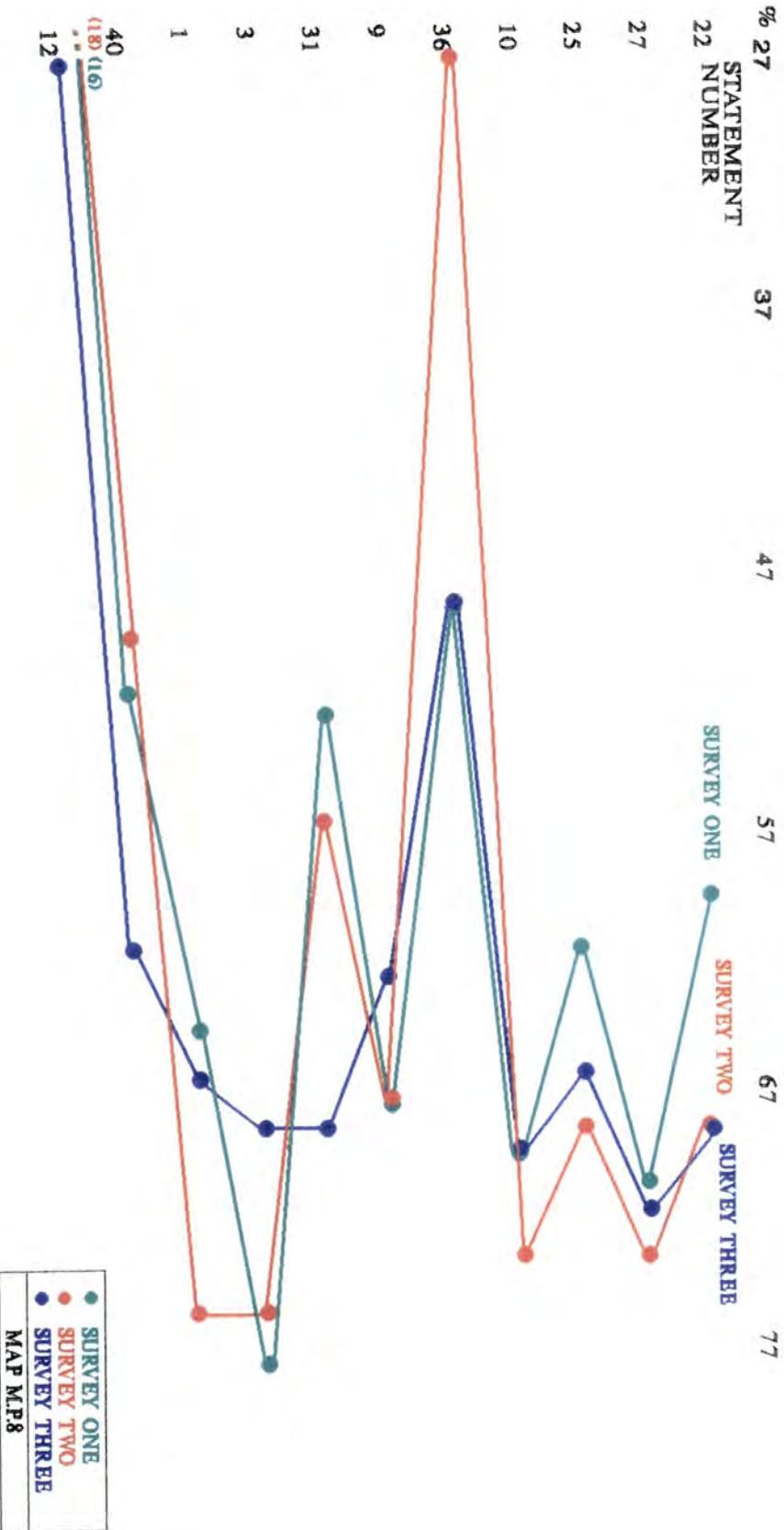


● SURVEY ONE
 ● SURVEY TWO
 ● SURVEY THREE
 MAP M.P.7

MARKETING PLANNING

PROFILE OF PRACTICE

UNITED KINGDOM



MARKETING PLANNINGNIGERIA

Nigerian pre-course and pre-examination responses are displayed in maps MP.1 and MP.2 respectively, where the mean scores achieved are classified into quadrants of relative optimism, pessimism, frustration and confusion.

A comparison of maps MP.1 and MP.2 shows a cluster of statements 1, 22, 10 and 3 at the pre-course stage, yet it has dispersed of the pre-examination stage, implying that the course has rendered these concepts more distinct yet disparate in the minds of the course participants. There exists an apparent ambiguity among Nigerians because this effect is reversed with regard to the marketing orientation statements.

The impact of the movements arising from the course of marketing education undertaken is conveyed in map MP.3 in the main body of the thesis.

The most noteworthy movements are the following:

1. Statement 25 has shifted from a position of relative optimism to one of relative frustration.

	Survey 1		Survey 2	
	Belief	Practice	Belief	Practice
Statement 25	89%	82%	98%	73%

The CIM Diploma course has caused its Nigerian examination candidates to support more fully the idea that strategic marketing planning is the key to successful marketing whilst simultaneously losing confidence in its acceptance within Nigerian companies.

2. The reverse situation is observed for statement 40. After the course of professional marketing education respondents are more certain that Nigerian companies use analytical models and techniques in marketing planning, yet their personal support through belief in statement 40 has weakened at the same time.
3. The pessimistic positions of statements 36 and 12 were retained.

MARKETING PLANNINGNIGERIASURVEY THREE

Nigeria post-qualified survey responses are conveyed in map MP.4. This reveals a cluster of statements in the quadrant of relative optimism with very little perceptual space between them in terms of belief. This implies that these statements are viewed as a homogeneous unit by Nigerian marketing practitioners.

There is another group of statements located near the belief axis. These have provoked a sense of frustration in that the gap between belief and practice is wider than between the aggregate means.

In contrast to these two groups of statements, the quadrant of relative pessimism contains statements 36 and 12, both isolated from the mean values and the other statements. Also, although not visible on the graph, statements 36 and 12 are situated at some distance from each other; the latter has provoked a far more pessimistic response.

Opinions conform with pre-course and pre-examination survey maps, where no statements at all are situated in the quadrant of relative confusion. This confirms that Nigerian actual or aspiring professionally qualified marketers do not display relative 'confusion' toward any aspect of marketing planning considered in this research programme.

MARKETING PLANNING

NIGERIA

THE POSITION BETWEEN SURVEY TWO AND SURVEY THREE

Map MP.5 conveys the perceptual distances that exist between survey two, pre-examination candidates, and survey three, post-qualified respondents.

Of the 11 statements, seven displayed gaps within quadrants and four statements spanned more than one quadrant.

1. Gaps between quadrants

1.1 Between relative optimism and relative frustration:

Statements 1 and 40

Although both statements span two quadrants, map MP.5 shows clearly that the extent of the perceptual distance between the two sample surveys is far greater for statement 1.

'Real world' Nigerian practise of statements 1 and 40 is less well perceived than by the survey two respondents. The effect of the course has produced heightened perceptions in the cases of these two statements.

1.2 Between relative frustration and relative optimism:

Statement 25

This statement is discussed more fully in the main body of the research.

1.3 Norming on belief with pessimism in practice to norming on practice with optimism in belief:

Statement 31

Regarding statement 31, which is concerned with distributor/dealer relations and their role in marketing strategy, the post-qualified response is far more optimistic than that of the pre-examination candidates, obviously as a result of real world exposure.

	% gap between survey 2 and survey 3	
	Belief	Practice
Statement 31	+13	+6

Although the survey two respondents have completed the CIM Diploma course up to the examination stage, many remain unconvinced that "planning for distributor/dealer relations is an essential part of marketing strategy."

It may be assumed that post-qualified experience is necessary for their support of this aspect of marketing planning to reach the level of their survey three counterparts.

2. Gaps within quadrants

2.2 Relative optimism:

There are five statements to consider within the quadrant of relative optimism. A high level of support is displayed by both pre-examination candidates (survey two) and post-qualified Nigerian practitioners (survey three).

Statement 22 is the most fundamental of these statements because it provides a detailed and accurate description of the marketing planning process:

"Marketing planning is the blueprint in a marketing oriented company of the action to be taken to establish a company's target markets, setting objectives to achieve in these markets and specifying how the marketing mix will be used to achieve the objectives over distinct time periods" (S22).

Almost all survey two and survey three respondents agreed with the statement and 85% of each survey claimed that it also applies in practice in Nigerian organisations. This is a most encouraging finding and contrasts sharply with the UK results, where just 68% of survey two and survey three believe that statement 22 applies within organisations in the United Kingdom. This will be explained further in the section containing statements of special cross-cultural interest.

2.2 Relative pessimism

Within this quadrant two statements achieved consistently low scores across both dimensions of belief and practice. These were statement 36 and statement 12.

	Survey 2		Survey 3	
	Belief	Prctice	Belief	Practice
Statement 36	37%	30%	37%	41%
Statement 12	27%	29%	18%	24%

This pessimism is apparent and consistent within all five participating countries, with the isolated exception of Singapore survey two respondents.

MARKETING PLANNING

NIGERIA

A PROFILE OF BELIEF IN NIGERIA

Map MP.7 has been compiled to explore belief in marketing planning among Nigerian nationals as an independent variable.

The aggregate mean scores for belief in the general theme of marketing planning vary by only 1% across the surveys:

S1 \bar{x} Belief - 79%

S2 \bar{x} Belief - 80%

S3 \bar{x} Belief - 79%

These mean scores have been achieved by a combination of values, some extreme, as can be seen in map MP.7.

A general pattern is followed by the three survey groups for all 11 statements: for some statements support is strongest at the pre-course stage; for others the post-qualified practitioners show the greatest commitment; in the remaining cases the highest levels of agreement are shown by the survey two respondents.

No one survey group can be claimed as more or less optimistic than the others, but apart from the extreme cases, the level of support as manifest through belief is high.

MARKETING PLANNINGNIGERIAA PROFILE OF PRACTICE IN NIGERIA

To explore application of marketing planning in practice map MP.8 records all responses from surveys one, two and three.

At the aggregate level the mean scores for marketing planning differed between surveys by a range of percentage points between survey one and survey three.

S1	Practice	-	74%
S2	Practice	-	73%
S3	Practice	-	68%

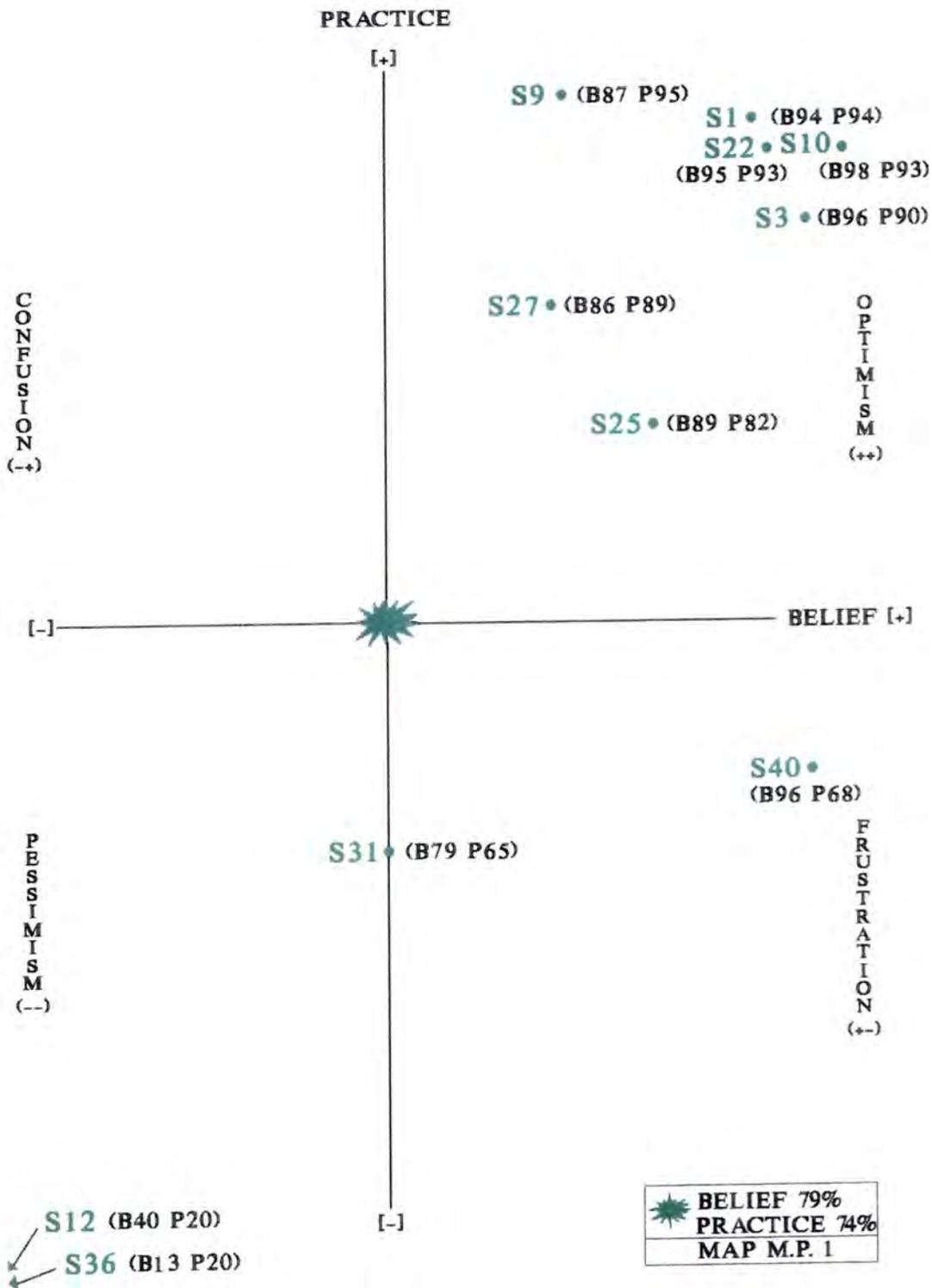
These values have been calculated using a wide range of scores for the 11 statements; at the most pessimistic a score of 20% was recorded, and at the most optimistic point a result of 95% was achieved.

The perceived and claimed application in practice of these marketing planning statements varies a great deal; much more so than respondents' beliefs in the same statements.

The opinions are generally optimistic and, if the extremely low scores attributed to statements 36 and 12 are excluded, the scores for the other nine statements are never lower than 62%.

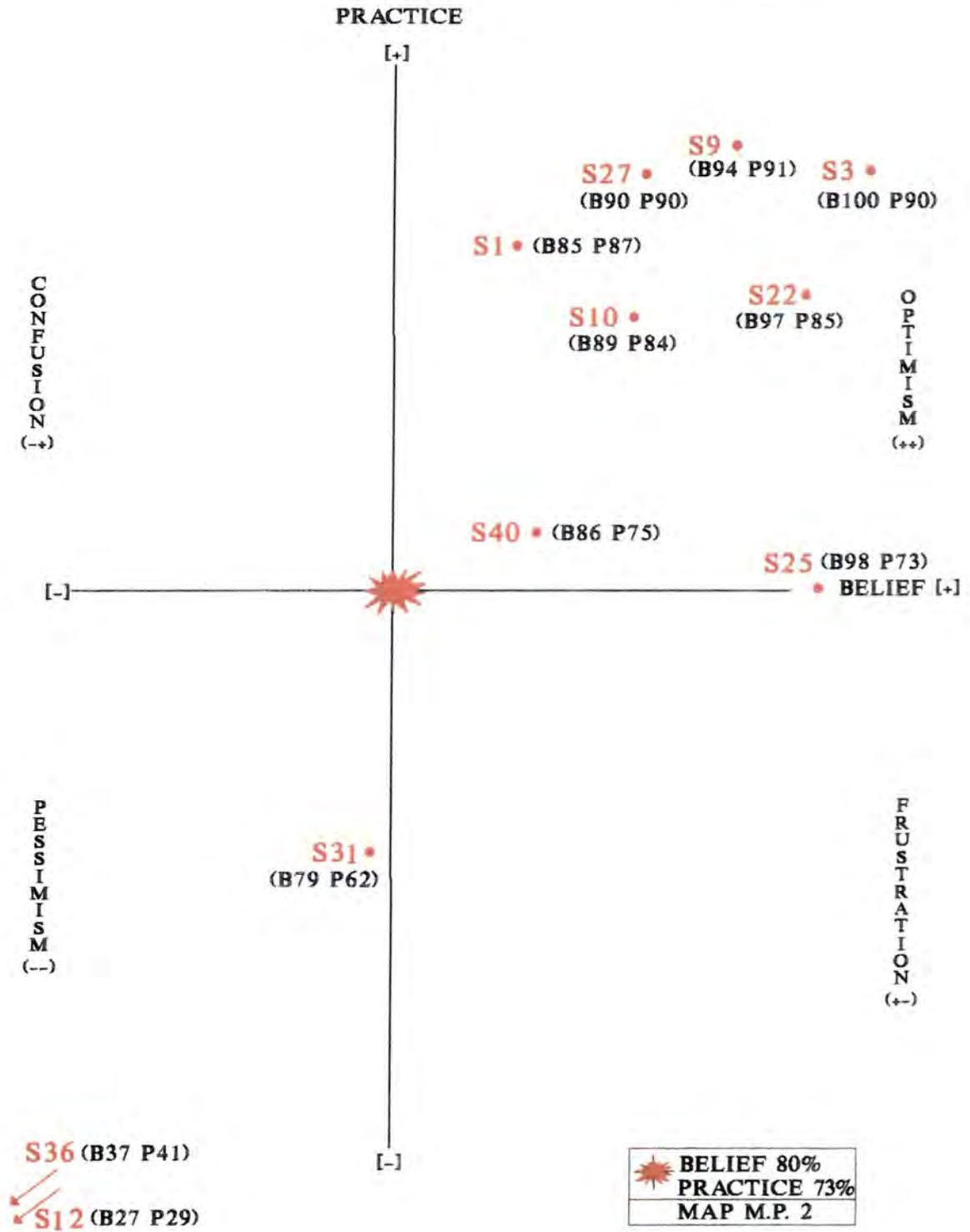
MARKETING PLANNING

NIGERIA
SURVEY ONE
ALL STATEMENTS



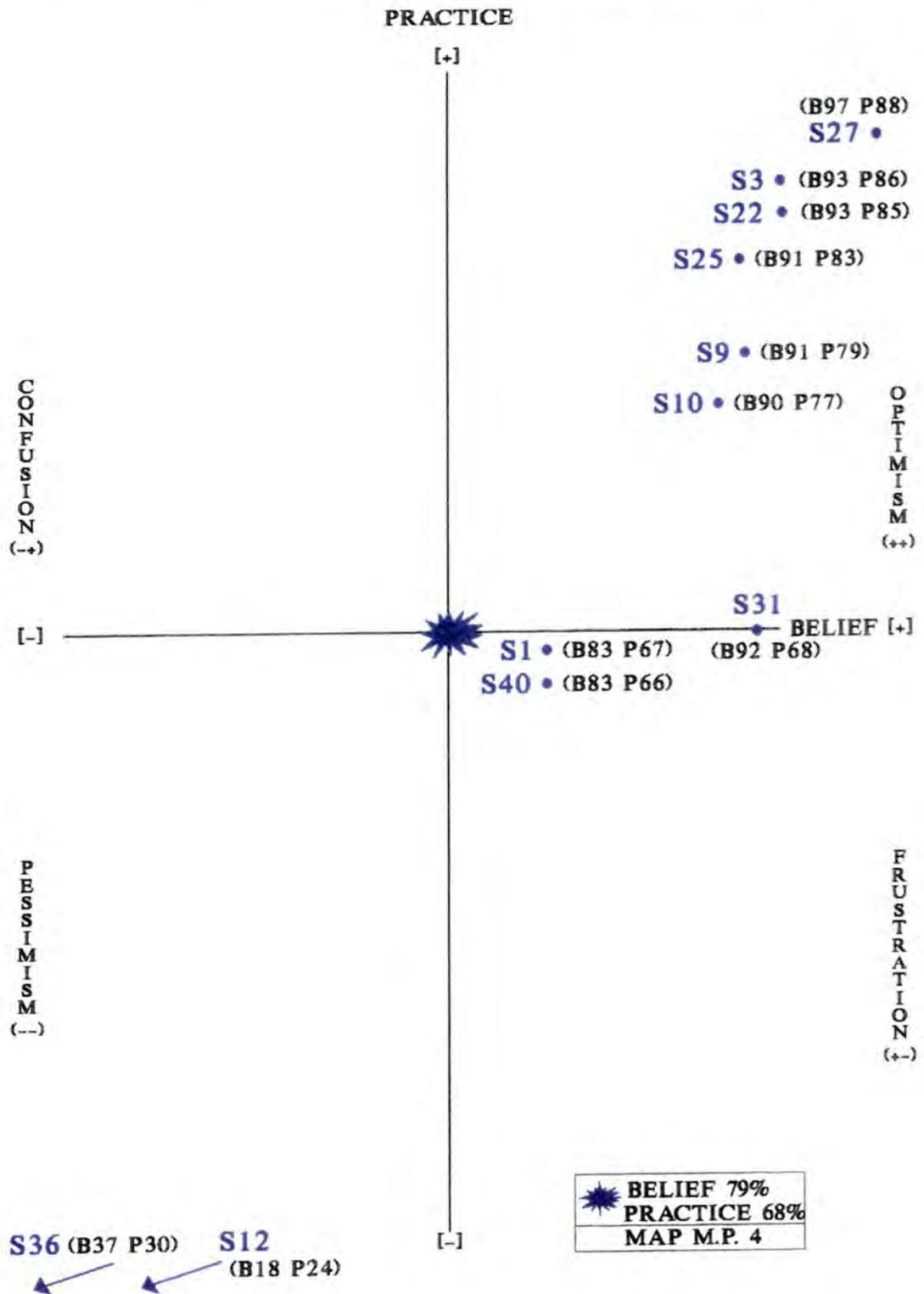
MARKETING PLANNING

NIGERIA
SURVEY TWO
ALL STATEMENTS



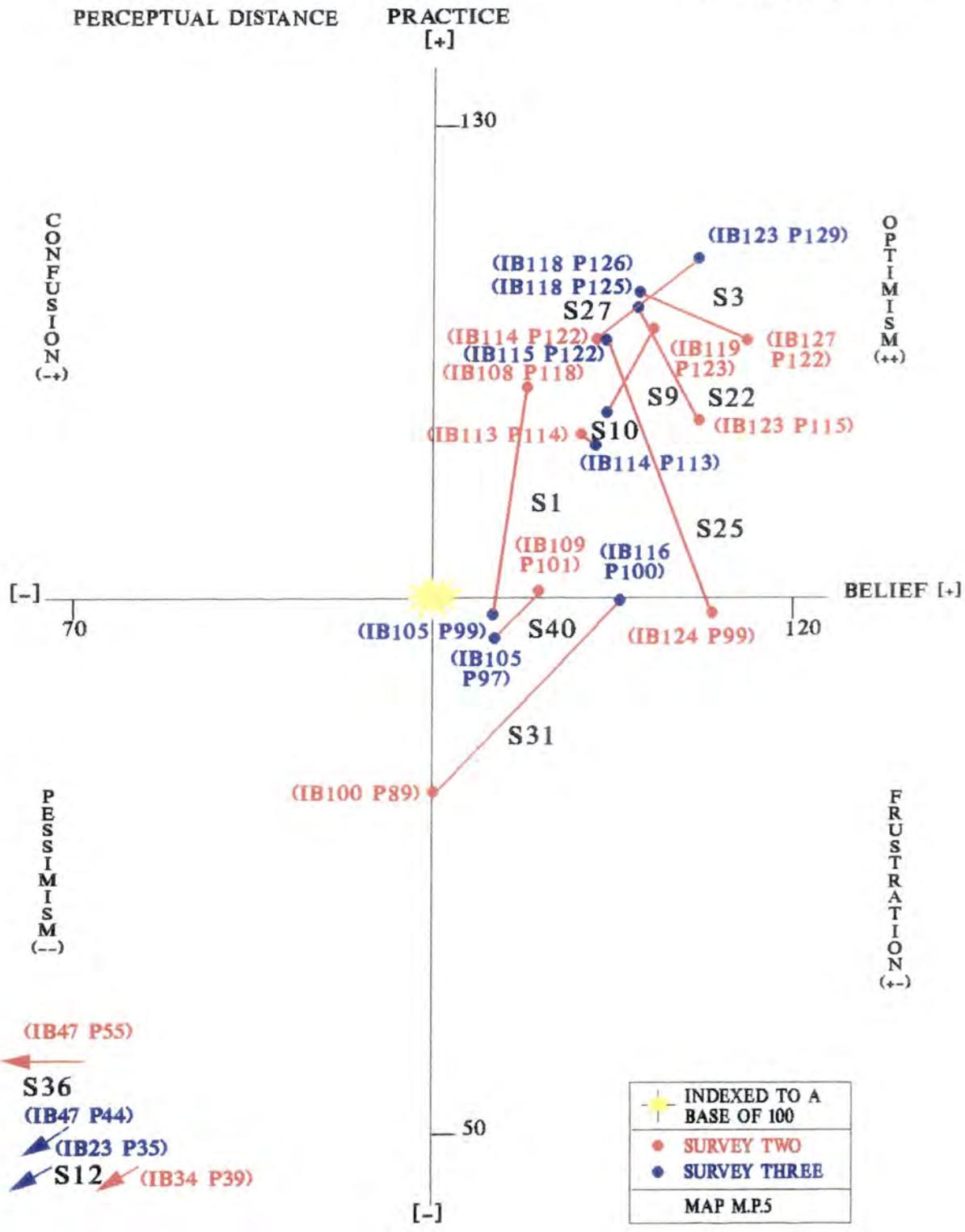
MARKETING PLANNING

NIGERIA
SURVEY THREE
ALL STATEMENTS



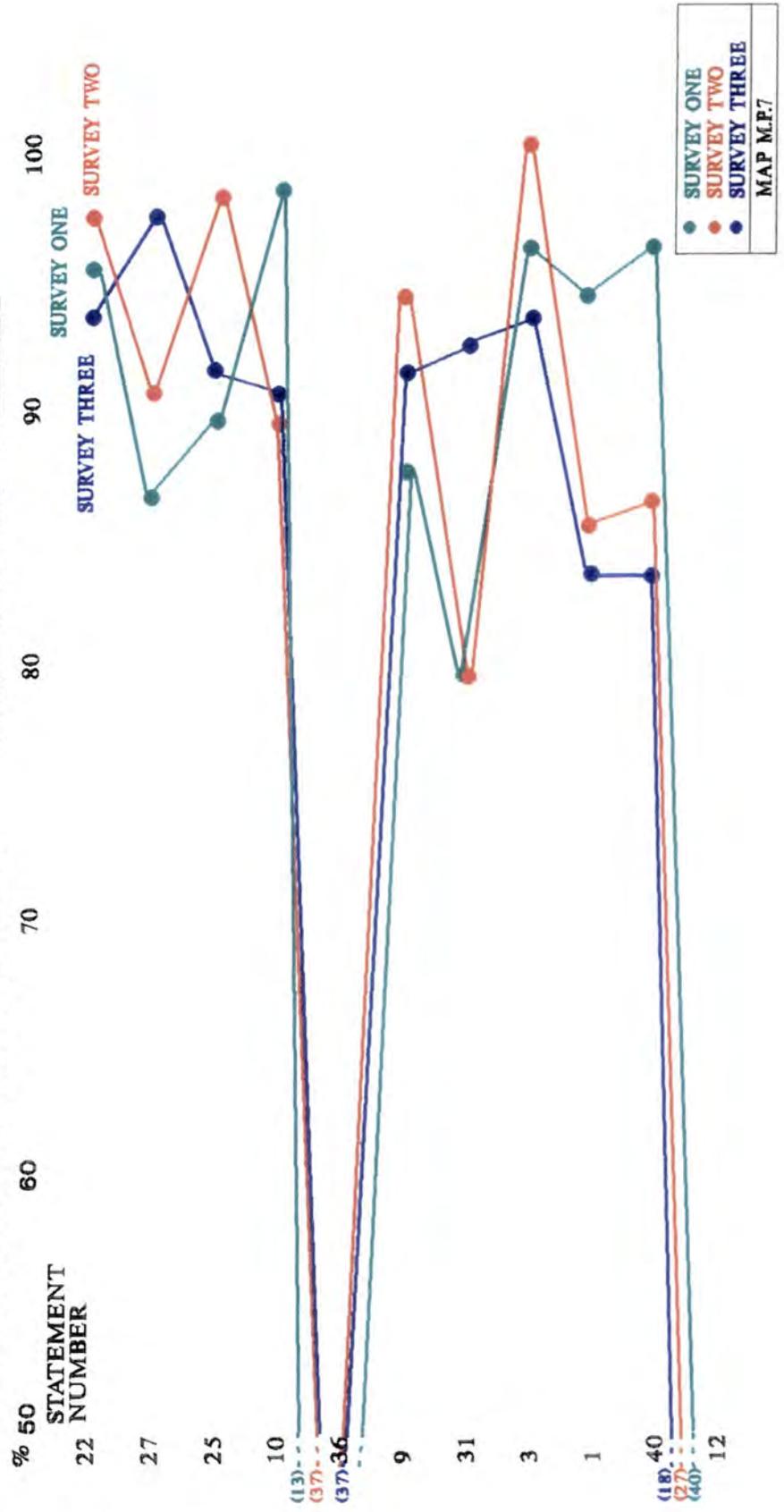
MARKETING PLANNING

NIGERIA
BETWEEN SURVEY TWO
AND SURVEY THREE
ALL STATEMENTS



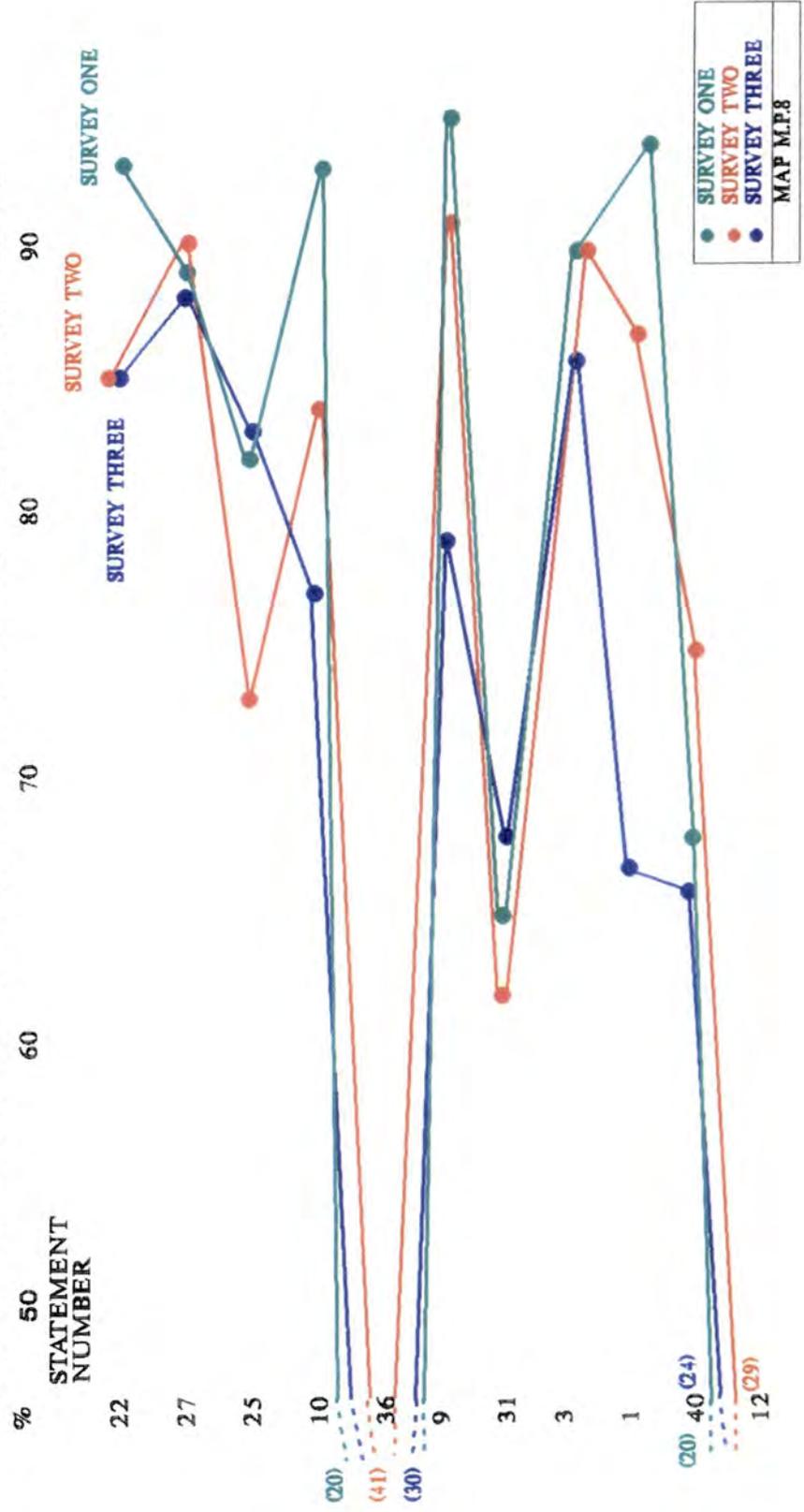
NIGERIA

MARKETING PLANNING PROFILE OF BELIEF



NIGERIA

MARKETING PLANNING PROFILE OF PRACTICE



MARKETING PLANNING

MALAYSIA

The individual statements have produced a different set of responses from survey one, prior to attending a course in professional marketing education and survey two, after having attended said course.

Maps MP.1 and MP.2 display these statements positioned in relation to the mean belief and practice scores achieved by both surveys.

In both maps there is a high concentration of statements in the quadrant of relative optimism due not only to the high scores they produced but also to the extremely low scores of statements 12 and 36 in the relative pessimism category.

The movements that took place as a result of the course of study undertaken by participants are discussed using map MP.3 in the main body of the research.

It is worth noting that no statement was positioned in the quadrant of relative confusion in either map MP.1 or MP.2. This means that none of the statements achieved a score which was less than the mean practice score but greater than the mean belief score.

MARKETING PLANNINGMALAYSIASURVEY THREE

This group consists of marketers working in Malaysian organisations who have already qualified from the Chartered Institute of Marketing's Diploma course. Their answers are taken to represent the actual practice of marketing in Malaysia.

Map MP.4 conveys their collective responses in relation to two mean scores:

S3 \bar{x} Belief	-	81%
S3 \bar{x} Practice	-	69%

When these scores are examined alongside those of the survey one and survey two respondents it is clear that the real world situation is less optimistic than they anticipate.

Firstly, the post-qualified practitioners show less personal support for the general concept of marketing planning and they are also less confident as to its practise in Malaysian organisations. These scores are closer to those achieved by the respondents at the pre-course stage, suggesting that by survey two they have perhaps become over-confident as a result of their recent education.

There is a gap between belief in and the practice of marketing planning of 12 percentage points. This perceptual distance implies that the participants are unable to put into practice knowledge gained or confirmed whilst on the CIM Diploma course. They are either facing resistance to the implementation of marketing planning technique and concepts, or are not sufficiently skilled to do so.

The findings from survey four will help determine wherein the problem lies and consequently provide guidelines to a possible solution.

Map MP.4 positions the statements in only three of four quadrants. As was the case with the two samples yet to graduate, none of the statements falls into the category of relative confusion. Also there is a clustering of statements in the optimism quadrant

indicating a certain consensus of opinion toward seven of the 11 statements. The possible reason for this concentration of statement in one area has already been explained; it is due to the extremely low scores achieved by the two statements positioned in the quadrant of pessimism.

MARKETING PLANNINGMALAYSIATHE POSITION BETWEEN SURVEY TWO AND SURVEY THREE

The mean scores of surveys two and three are:

Survey 2		Survey 3	
Belief	Practice	Belief	Practice
87%	75%	81%	69%

The mean belief and practice scores of the post-qualified surveys are 6% lower in both cases than the pre-examination figures. Map MP.5 explores the differences relative to each of the marketing planning statements.

Of the 11 selected statements, nine remained within the same quadrants for surveys two and three.

The vast majority of these statements are situated in the quadrant of relative pessimism. These statements are perceived in a similar way by the pre-examination respondents acquiring marketing status and the practitioners of marketing who have already been granted it. This is seen in the small perceptual distance lines between the two positions.

1. Gaps within quadrants

1.1 Relative optimism:

	% gap between survey 2 and survey 3	
	Belief	Practice
Statement 10	-4	-13
Statement 27	-2	-2
Statement 3	-4	-9
Statement 22	0	-4
Statement 25	-7	+5
Statement 9	-6	-16
Statement 1	-4	0

The above table of figures shows clearly that most of the seven relative optimistic statements follow the same pattern as the two sets of mean scores; that is, they display a greater pessimism in belief and practice among the post-qualified marketing practitioners.

Statement 22, which defines the whole process of marketing planning, is of particular interest. Evidently slightly fewer companies in the real world of Malaysian business follow the concepts set out in this statement than is expected by the pre-examination respondents. Support for this statement is very strong within both surveys.

It is interesting to note that statements nine and 10, which both refer to target markets in marketing planning, achieve much lower practice scores among the post-qualified participants.

Apparently, organisations in Malaysia are less inclined to attribute to target marketing the importance it deserves. However, having said this, 78% and 81% of survey three respondents said that statements nine and 10 respectively apply in practice.

1.2 Relative pessimism:

Statements 12 and 36

Although both surveys are very pessimistic regarding their own belief in and the practice of statement 12, the pre-examination respondents are twice as likely as their post-qualified counterparts to agree with statement 36.

	Survey 2		Survey 3	
	Belief	Practice	Belief	Practice
Statement 36	71%	43%	36%	32%
Statement 12	16%	22%	19%	23%

The survey three respondents who have had post-qualified experience in the Malaysian business world are not convinced that "market segmentation is feasible to apply in all markets."

Judging from the three separate responses to this statement, the longitudinal survey participants have become very enthusiastic as to the value of market segmentation as a result of the educational processes undergone. 71% believe it to be universally applicable.

If the survey three response is taken to represent the real world of Malaysian business, the candidates about to qualify will experience some resistance if they intend to implement their ideas regarding market segmentation.

MARKETING PLANNINGMALAYSIAA PROFILE OF BELIEF IN MALAYSIA

The topic of belief in marketing planning across the three participating Malaysian groups is now examined as a separate issue.

The mean scores for marketing planning vary from survey to survey:

S1	\bar{x}	Belief	-	84%
S2	\bar{x}	Belief	-	87%
S3	\bar{x}	Belief	-	81%

The figures show that, as a general theme, the pre-examination respondents have shown the most enthusiasm, more so than at their pre-course stage, with the practitioners of marketing the least supportive of marketing planning.

This order is followed in the responses to many of the individual statements. As is clearly observable in the profile map, the red points generally lie toward the right hand side of the chart, reflecting the greater optimism of the pre-examination respondents.

In terms of the range of responses given for the 11 statements, the highest score achieved was 99% and the lowest 16%. This represents a distance between the most and least enthusiastic values of 83 percentage points.

This very wide range is due to the very low agreement rate for statement 12; if this and statement 36 were excluded from the research, the level of conformity between the statements and across the surveys would be high.

MARKETING PLANNINGMALAYSIAA PROFILE OF PRACTICE IN MALAYSIA

Map MP.8 conveys the respondents' perception of the practice of marketing planning in Malaysia. This aspect of practice is now explored as a separate topic.

The level of optimism toward the adoption of marketing planning concepts and techniques varies from one survey to the next in much the same way as the belief scores:

S1	\bar{x}	Practice	-	71%
S2	\bar{x}	Practice	-	75%
S3	\bar{x}	Practice	-	69%

This ranking is vaguely followed for the individual statements although the positions are reversed in a few cases. When the survey positions for statements 22, 27 and 25, the differences between the responses are minimal. This is not the situation for the other statements, however, and the extent to which the participants claim that the statements apply in practice differs a great deal from survey to survey.

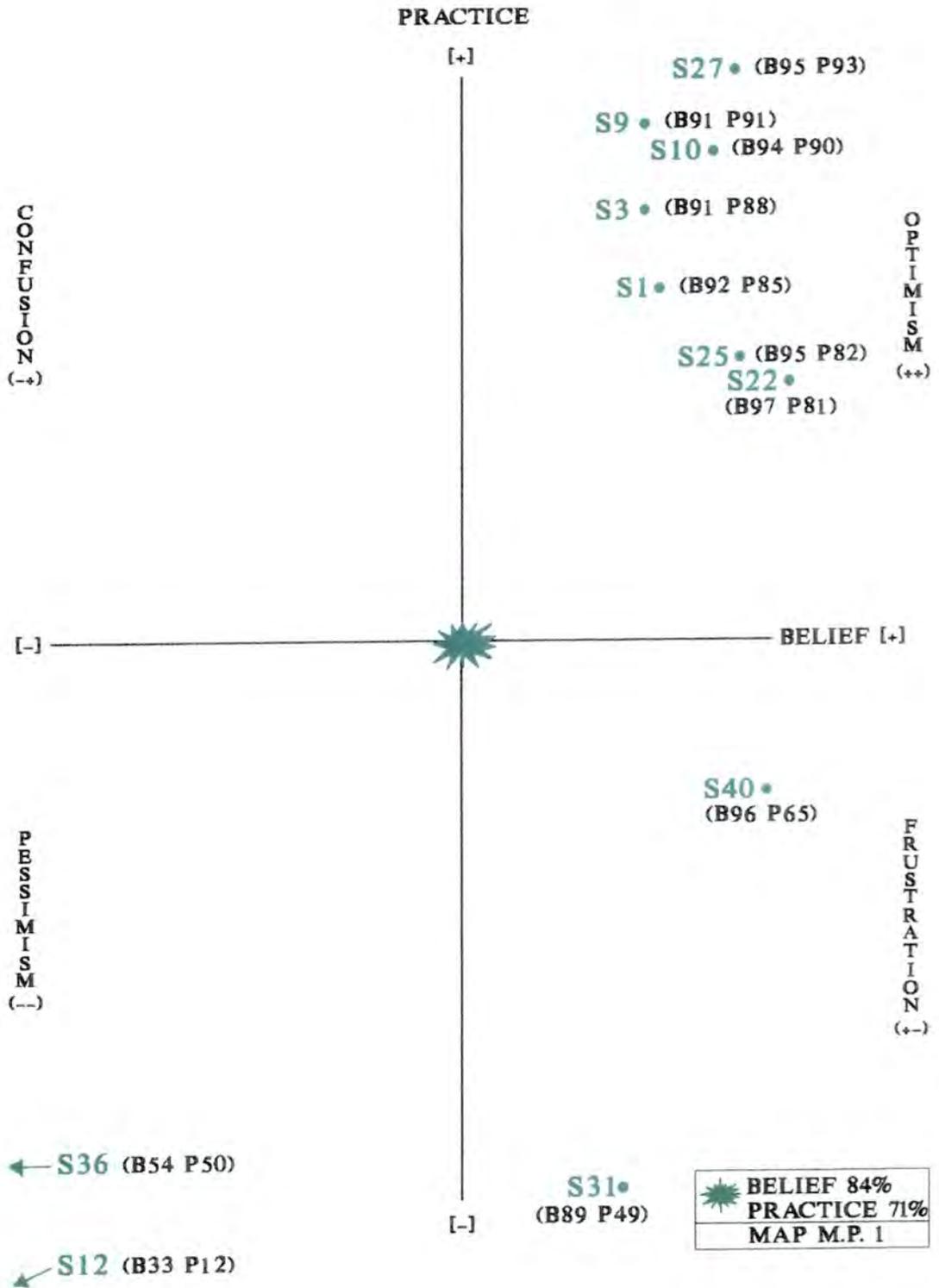
Also, the responses to the individual statements vary to a greater extent than the equivalent belief scores. These two facts mean that the pattern of responses is rather an erratic one in comparison to map MP.7.

At the highest point reached the percentage of respondents who claimed application in practice of a statement was 94%. At the other end of the scale the lowest score achieved was only 12%; this constitutes a range of 82 points.

This very wide range is due to the lack of confidence expressed in the practice of statement 12. However, statements 36 and 31 have elicited results that also deviate, to a lesser extent, from the majority of the statements.

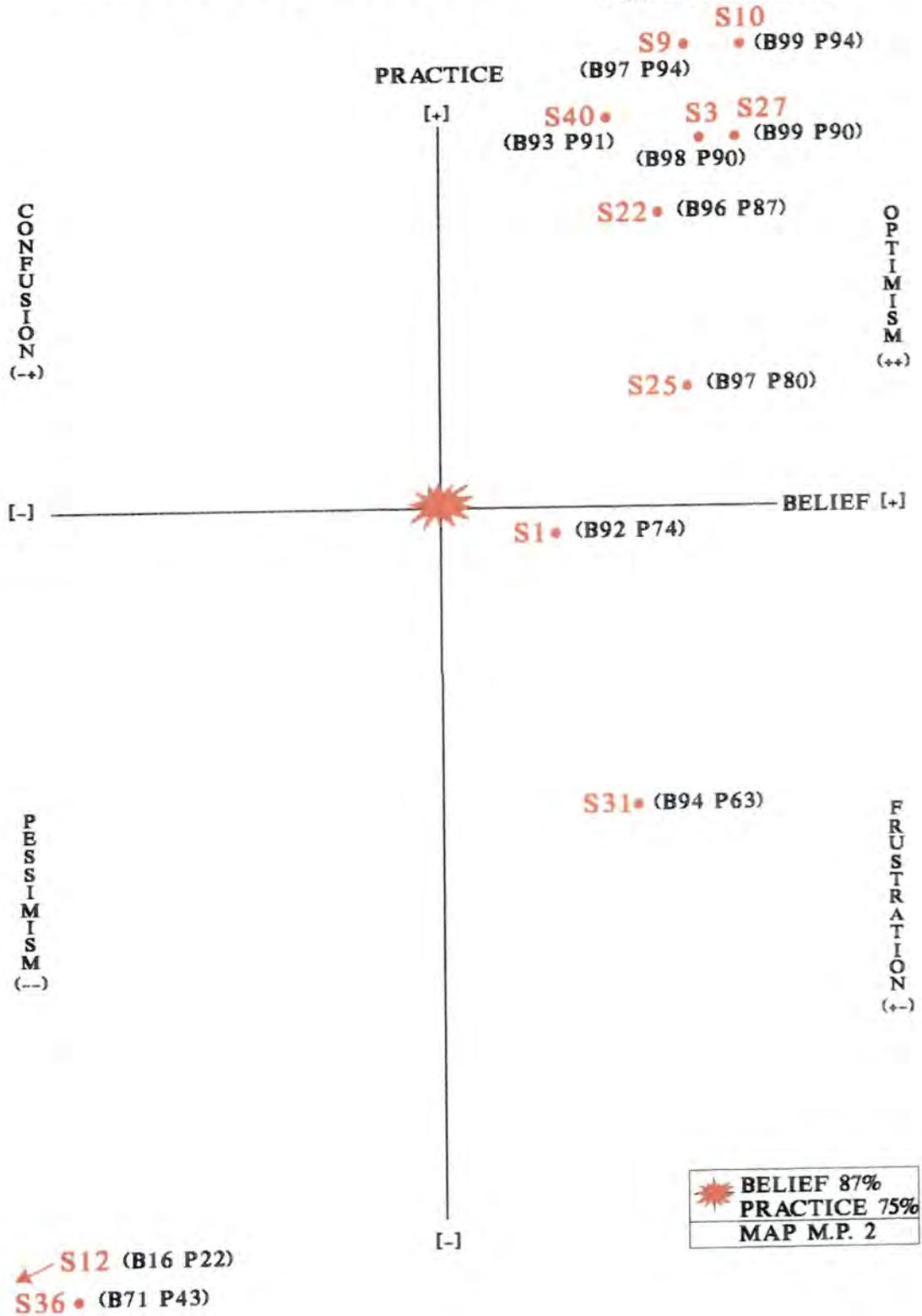
MARKETING PLANNING

MALAYSIA
SURVEY ONE
ALL STATEMENTS



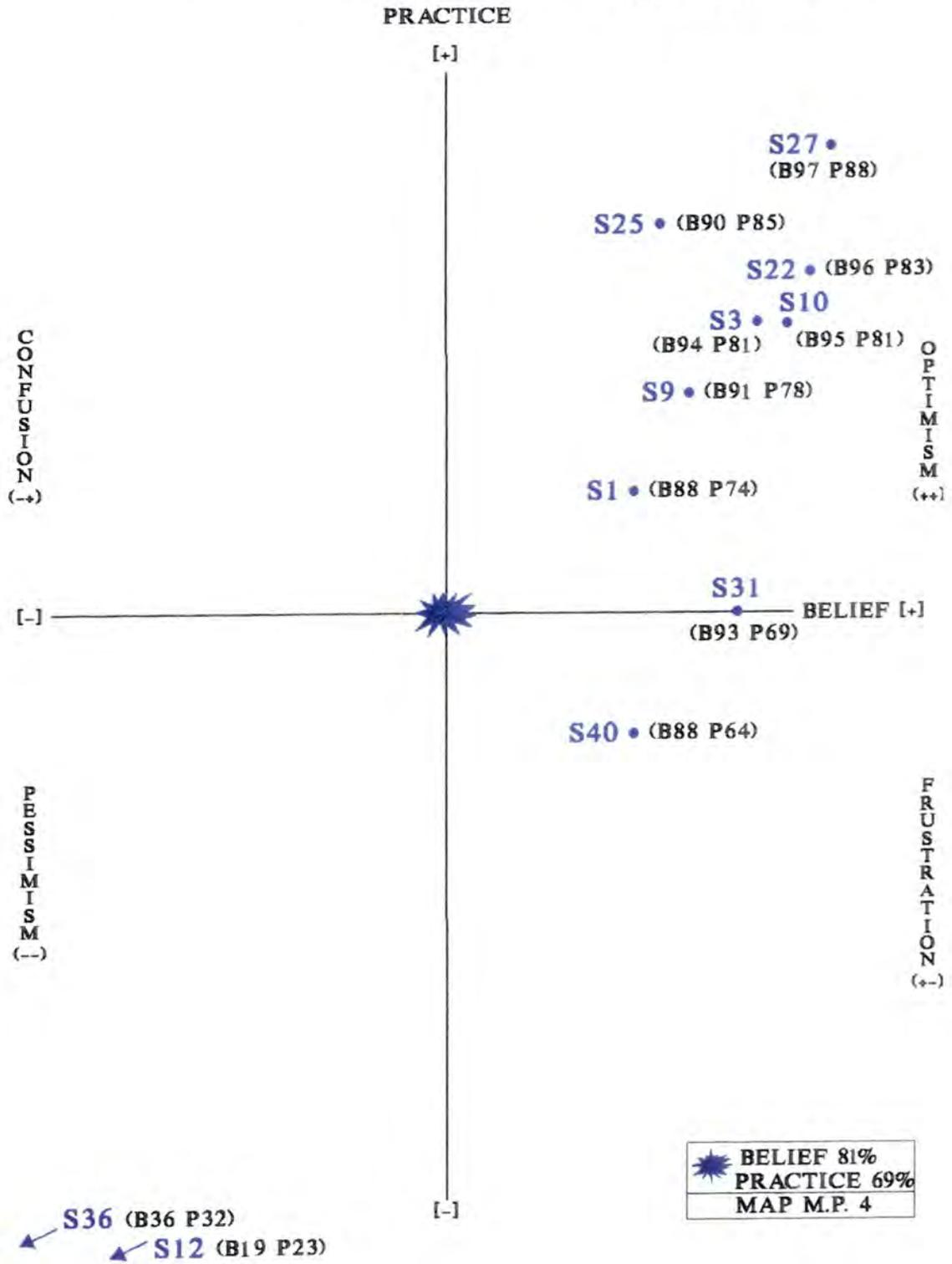
MARKETING PLANNING

MALAYSIA
SURVEY TWO
ALL STATEMENTS



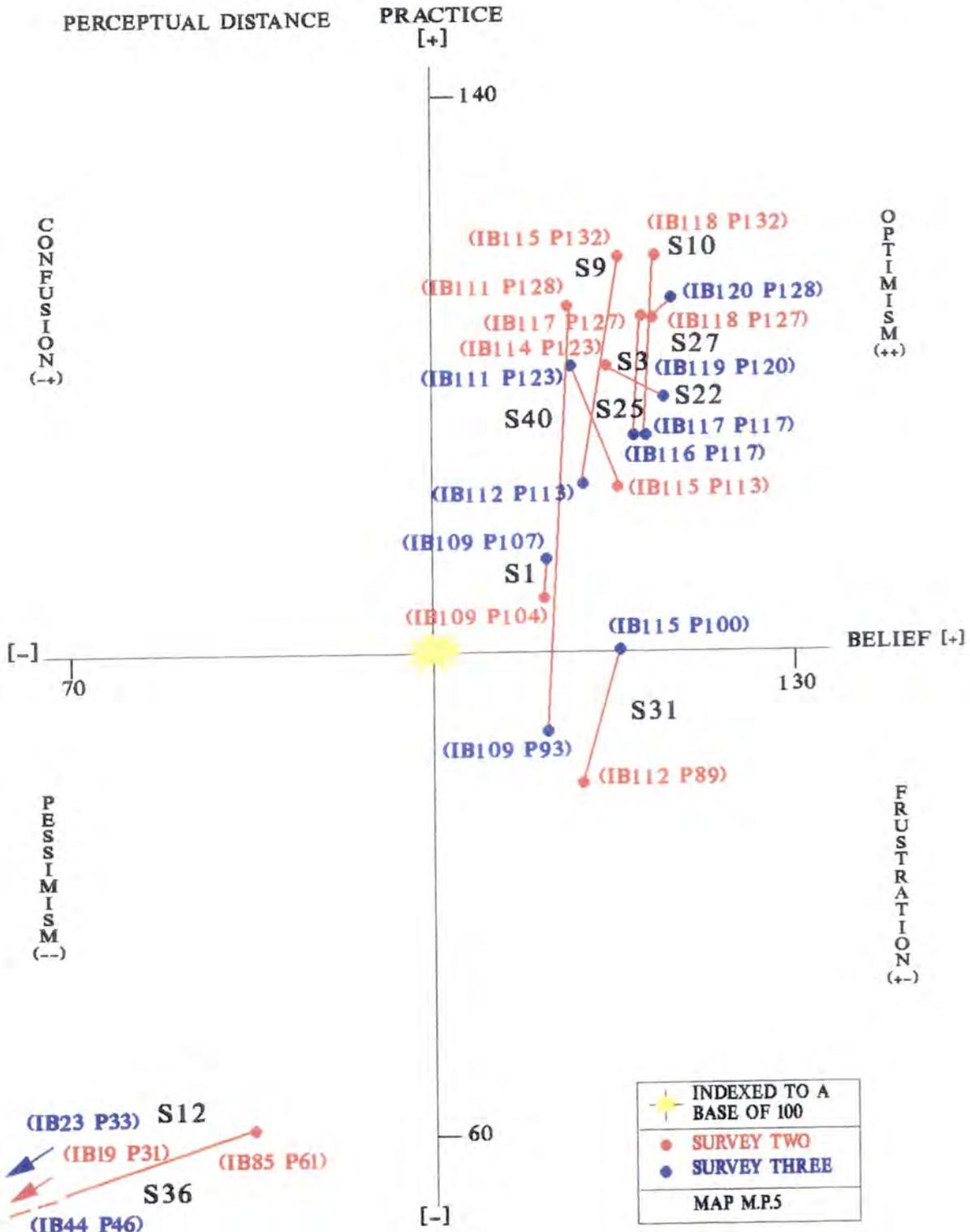
MARKETING PLANNING

MALAYSIA
SURVEY THREE
ALL STATEMENTS

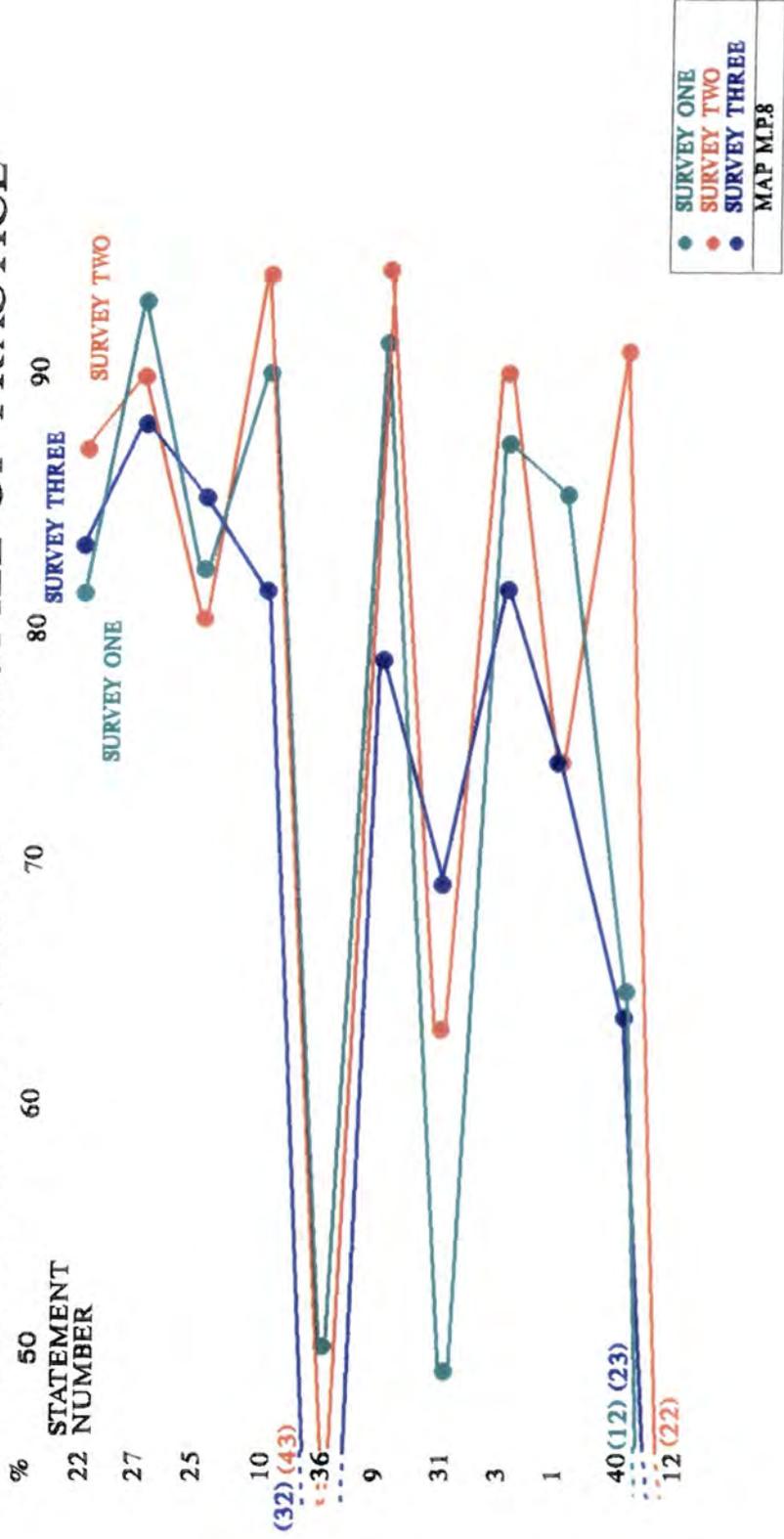


MARKETING PLANNING

MALAYSIA
 BETWEEN SURVEY TWO
 AND SURVEY THREE
 ALL STATEMENTS

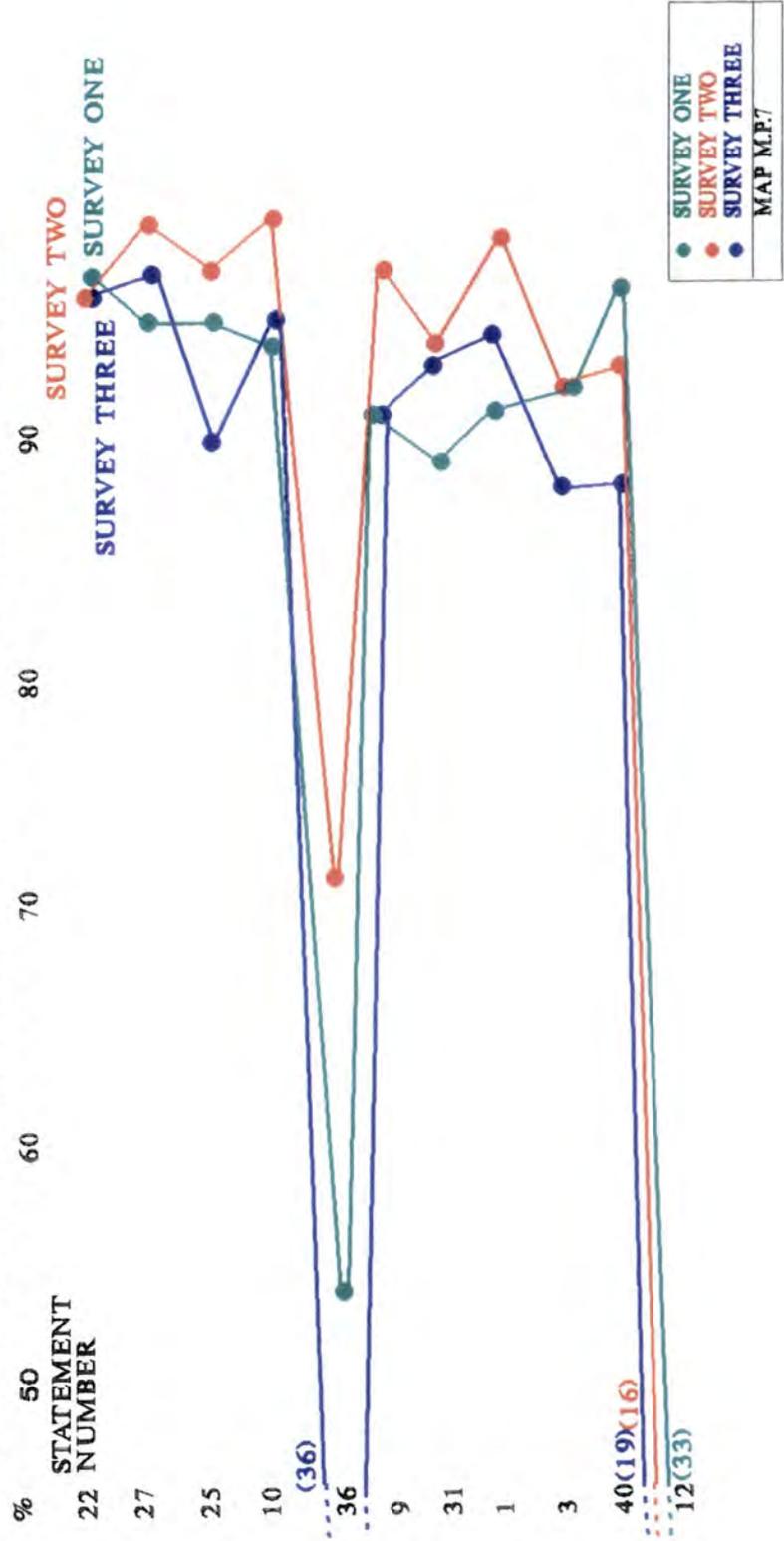


MARKETING PLANNING PROFILE OF PRACTICE



MALAYSIA

MARKETING PLANNING PROFILE OF BELIEF



MARKETING PLANNINGSINGAPORE

The collective responses of the Singaporean samples, before and after attending a course of professional marketing education, are conveyed in maps MP.1 and MP.2 respectively.

Map MP.1 shows a polarisation of viewpoints toward the extreme corners of the relative optimism and pessimism quadrants. At this stage, prior to a formal marketing education, the participants have expressed very strong views about most of the statements concerned.

An examination of map MP.3 contained within the main body of the thesis reveals that undergoing a course of professional marketing education has had a definite impact upon the Singaporeans' attitudes toward marketing planning. They have become extremely committed to marketing planning; nine of the 11 statements have achieved belief scores of 90% and over. The only two that did not attain this level of agreement, statements 36 and 12, are discussed in the main body of work.

Of particular interest is the 100% agreement from both surveys expressed toward statement 22, the most fundamental of all the marketing planning statements:

"Marketing planning is the blueprint in a marketing oriented company of the action to be taken to establish a company's target markets, setting objectives to accomplish in these markets and specifying how the marketing mix will be used to achieve the objectives over distinct time periods" (S22).

Evidently those Singaporeans yet to achieve professional marketing status are aware of exactly what marketing planning entails even before they have embarked upon their marketing education. The course undertaken has served to affirm their preconceptions.

The enthusiasm toward marketing planning shown by these respondents at the pre-examination stage is clearly manifest in their perceived practice of statement 25:

"The design and implementation of a strategic marketing plan is the key to successful marketing" (S25).

As many as 97% of survey two respondents claimed that this statement applies within Singaporean firms, a figure which is doubtless based more on enthusiasm than fact according to survey three.

MARKETING PLANNINGSINGAPORESURVEY THREE

The collective responses to the 11 marketing planning statements given by the post-qualified practitioners of marketing in Singapore are conveyed in map MP.4. Each is positioned in relation to the mean scores for belief (84%) and practice (68%), which lie at the intersection of the axes.

The map displays a clustering of statements in the relative optimism quadrant. The close proximity of statements 9 and 31 is particularly telling as both refer to the significance of distribution to the marketing plan.

The perceptual distance between the mean scores is 16%, a figure which is by far exceeded for statement 40.

	Belief	Practice	Gap
Statement 40	94%	63%	31%

The support for statement 40, which refers to analytical methods in marketing planning, runs high amongst the marketing practitioners. They are less enthusiastic regarding its practise, however, and this gap indicates that this is an areaa fraught with tension and frustration for this group of Singaporean marketers.

It is encouraging that statement 22, the quintessential marketing planning statement, has achieved the highest levels of support in belief and practice of any of the 11 selected statements. The figures show virtually total agreement with the idea that:

"Marketing planning is the blueprint in a marketing oriented company of the action to be taken to establish a company's target markets, setting objectives to accomplish in these markets and specifying how the marketing mix will be used to achieve the objectives over distinct time periods" (S22).

Furthermore, the participants of survey three claim that this definition of marketing planning is applied in 82% of their employing organisations in Singapore.

The scores achieved for statement 12:

"Formal marketing planning guarantees success" (S12)
are unusually high for a statement that is consistently positioned in the quadrant of relative pessimism. Of all the post-qualified practitioners of marketing interviewed for this research the Singaporeans are by far the most optimistic regarding this statement. More Singaporean companies than any of the others view formal marketing plans as an assurance of successful business practice.

MARKETING PLANNINGSINGAPORETHE POSITION BETWEEN SURVEY TWO AND SURVEY THREE

An examination of the relative positions of survey two and survey three regarding the individual marketing planning statements shows that certain gaps exist between the two groups. These gaps are of two types – gaps across quadrants and gaps within them.

1. Gaps across relative quadrants

1.1 From relative frustration to relative optimism:

Statements 9 and 31

The similarity of the scores attributed to both statements across both surveys is, perhaps, reflective of their subject matter. Both statements concern the role of distribution in marketing planning.

Support for the statements is very high (never less than 91%) among both the respondents acquiring professional marketing status and those who have already achieved it. The pre-examination participants, however, anticipate greater resistance in practice to these statements than is encountered by the graduates currently employed in Singaporean organisations.

1.2 From relative optimism to relative frustration:

Statement 40

"An appreciation and an understanding of analytical models and techniques is relevant to marketing planning" (S40).

The scores for this statement were as follows:

	Survey 2		Survey 3	
	Belief	Practice	Belief	Practice
Statement 40	98%	76%	94%	63%

The participants across both surveys are highly in favour of using analytical models and techniques when preparing marketing plans. However, the figures indicate that many survey two respondents will face obstacles when attempting to do so if employed by a Singaporean company.

1.3 From relative optimism on belief and norming on practice to relative frustration:

Statement 1

The practically universal agreement with statement one shown by the pre-examination respondents is not matched by their post-qualified counterparts. However, 80% of survey three did agree that:

"Marketing communications designed for actual and potential customers are detailed in the marketing plan."

Apparently, the organisations that employ these participants are rather less supportive; hence its position in the quadrant of relative frustration.

2. Gaps within relative quadrants

2.1 Relative optimism:

Statements 25, 22, 27, 3 and 10

Map MP.5 clearly shows that the respondents about to graduate from this professional marketing course are overly optimistic about the state of marketing planning within Singaporean organisations. According to the post-qualified position many will receive an unpleasant shock upon securing employment.

Having said this, it is encouraging to note that 82% of survey three respondents claim that statement 22, the definitive marketing planning statement which underpins all the others, applies in practice in their employing companies.

2.2 Relative pessimism:

Statements 36 and 12

Both statements return to their positions of relative pessimism despite the astonishingly high numbers of survey two respondents who agree with statement 12.

MARKETING PLANNINGSINGAPOREA PROFILE OF BELIEF IN SINGAPORE

The Singaporean belief in marketing planning is now explored as a separate issue. Map MP.7 conveys the position in terms of the level of agreement expressed by the three surveys toward the 11 statements.

The mean scores for belief in marketing planning differ substantially from group to group:

S1	̄	Belief	-	80%
S2	̄	Belief	-	90%
S3	̄	Belief	-	84%

This order of optimism, with the pre-examination respondents in the lead, clearly indicates that the marketing course undertaken has had a beneficial effect upon the candidates' already positive opinions toward marketing planning. These Singaporean individuals were evidently very receptive to the teachings of the Chartered Institute of Marketing's curriculum on this subject.

The mean scores are influenced by a set of sometimes extreme values. The 11 sets of responses range quite dramatically from 100% to 14%. It should be noted, however, that this wide range of 86 percentage points is partly due to the very negative reaction of the pre-course respondents to statement 12, only 14% of whom agreed that:

"Formal marketing planning guarantees success."

This contrasts dramatically with the inordinate amount of enthusiasm shown toward this statement after exposure to the Diploma course. No other group even comes close to the 75% of Singaporean pre-examination respondents who agreed with this statement.

MARKETING PLANNINGSINGAPOREA PROFILE OF PRACTICE IN SINGAPORE

The extent to which marketing planning as a generalised concept is practised, or perceived to be practised, in Singaporean businesses is reflected by the mean practice score of each survey. These are:

S1	Practice	-	67%
S2	Practice	-	73%
S3	Practice	-	68%

Map MP.8 conveys the positions of the three surveys regarding the application in practice of the 11 marketing planning statements individually.

The mean scores show that the survey two participants are the most optimistic regarding the adoption of marketing planning within Singaporean organisations. The pre-course and post-qualified respondents share the same view overall toward the practice of marketing planning.

A comparison of the mean scores and a study of map MP.8 reveals a course of significant findings.

Firstly, if the responses of the survey three respondents are regarded as indicative of the true situation of Singaporean business practice, then it would appear that the respondents of survey two are overly optimistic. This group of participants have just completed a course of professional marketing education with examinations pending and their enthusiasm may be seen as slightly misplaced. Nevertheless, this is preferable to a lack of enthusiasm and confidence at this stage in their career development.

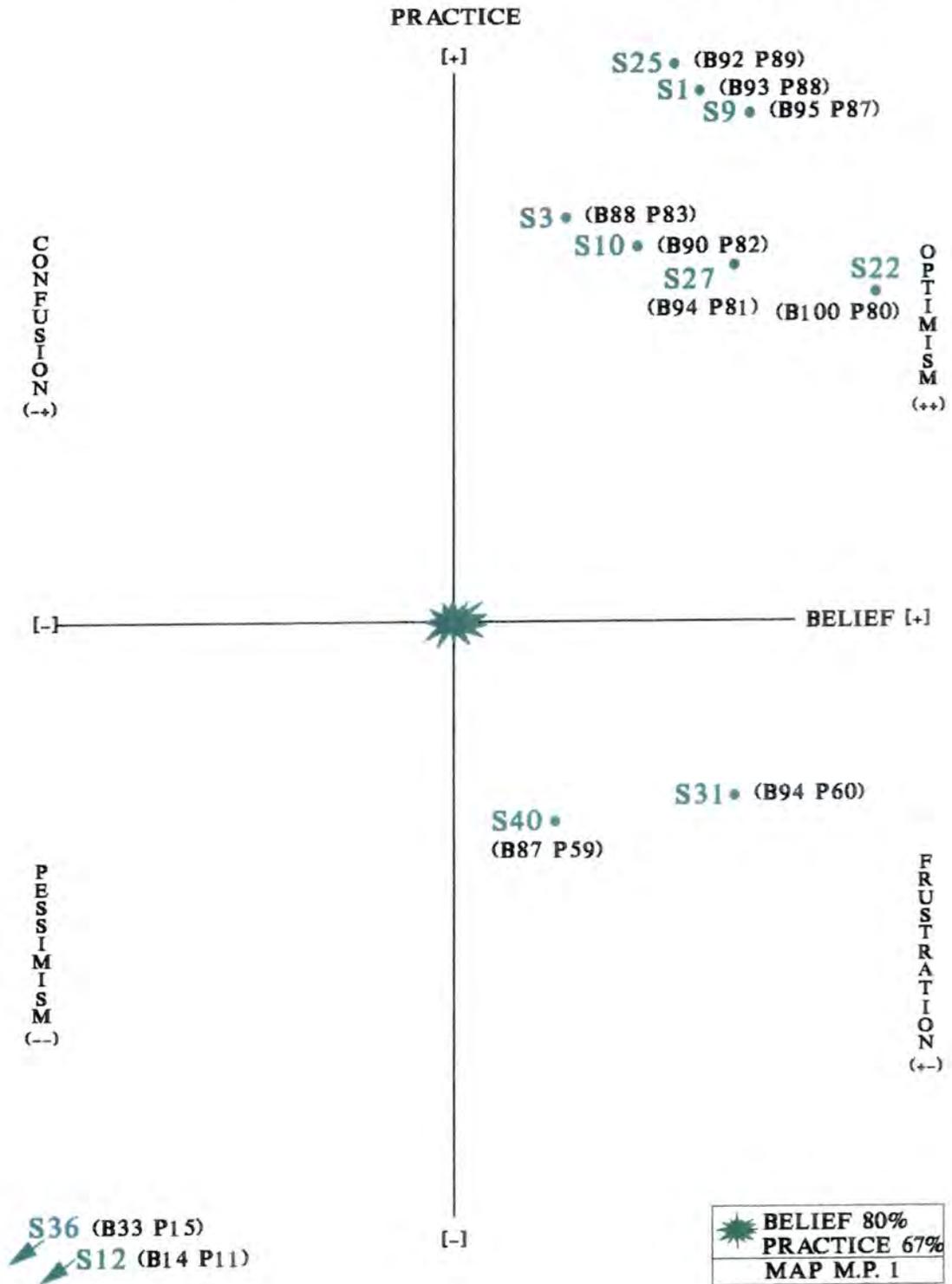
The proximity of the mean practice scores of surveys one and three is somewhat misleading as the two groups feel very differently on a number of issues as the profile map clearly demonstrates.

The range of responses matches that of belief at 86 percentage points. The highest score achieved was the pre-examination support of statement 25 at 97% and the lowest was the pre-course response to statement 12.

The erratic nature of this profile map indicates that, firstly, the practice of marketing planning in Singapore is viewed quite differently among the three groups. Secondly, each of the marketing planning statements is practised, or perceived to be practised, to varying extents.

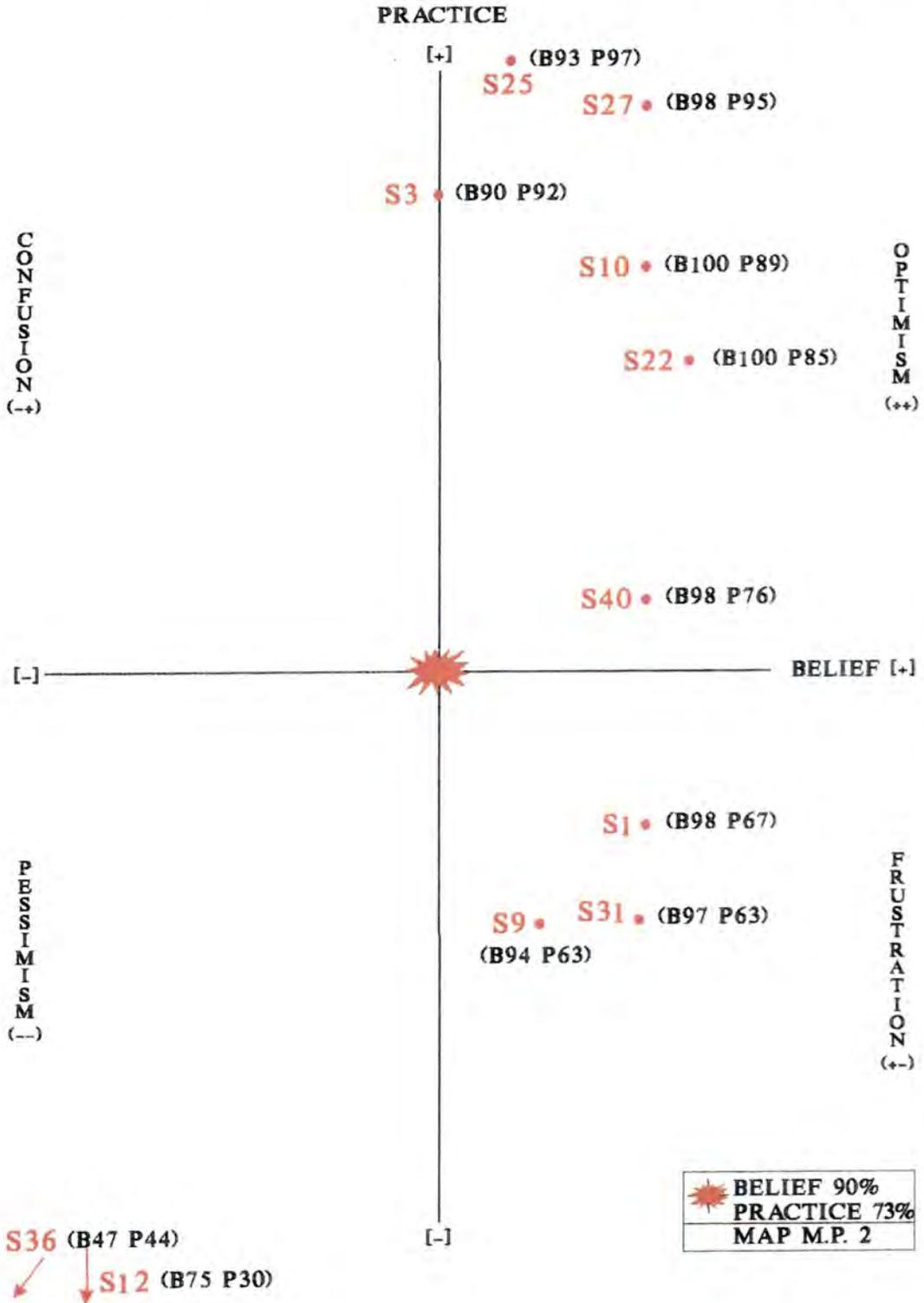
MARKETING PLANNING

SINGAPORE
SURVEY ONE
ALL STATEMENTS



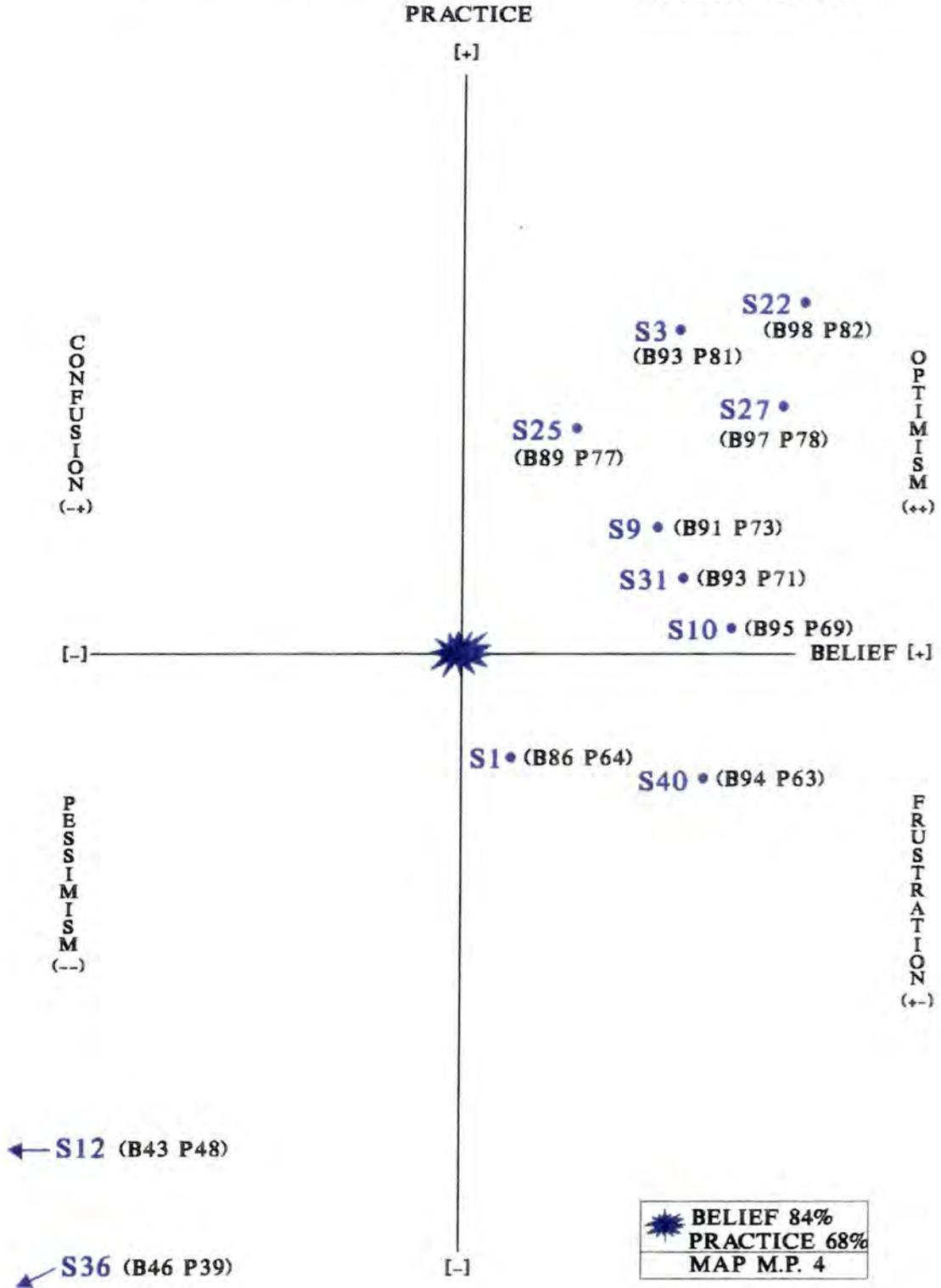
MARKETING PLANNING

SINGAPORE
SURVEY TWO
ALL STATEMENTS



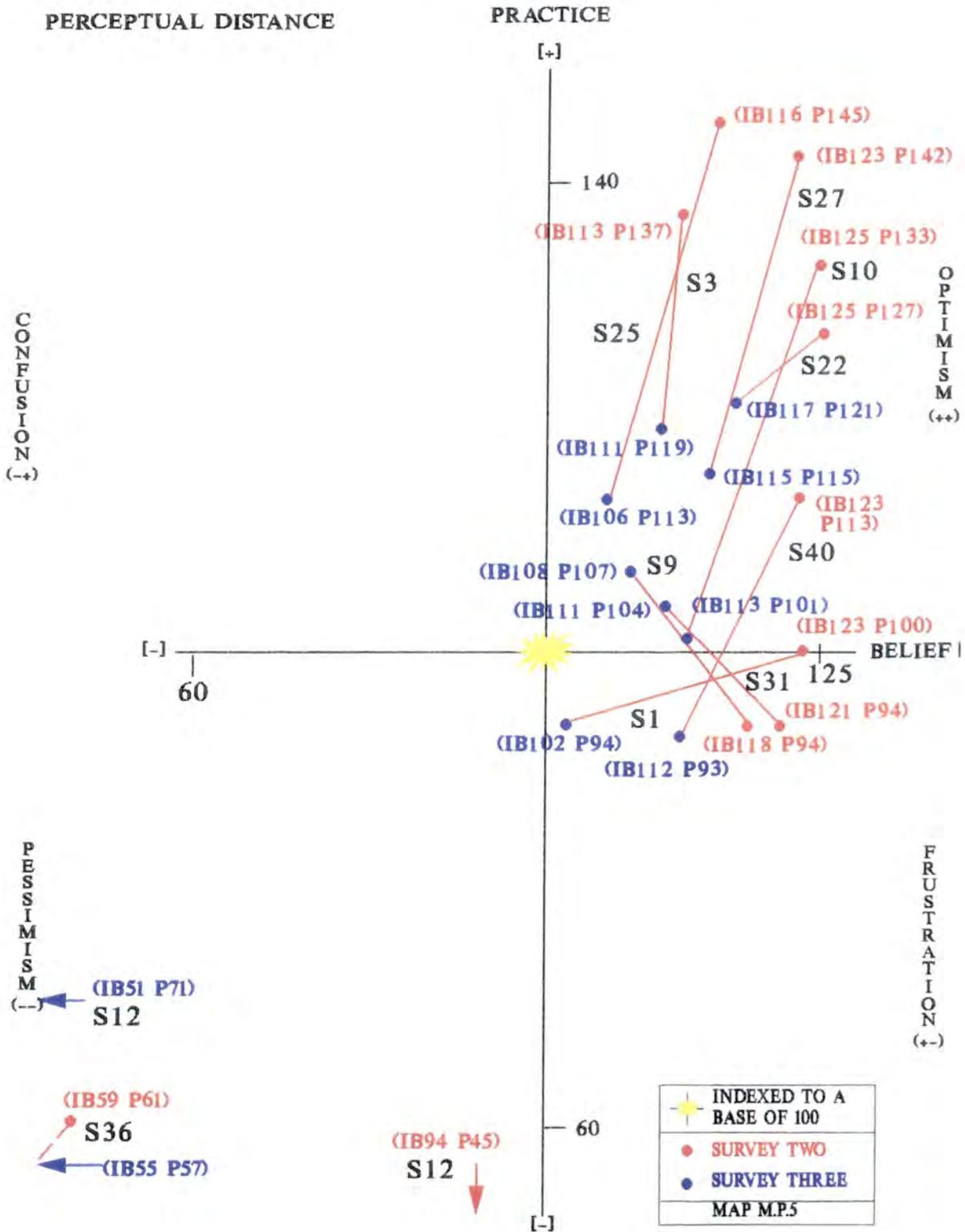
MARKETING PLANNING

SINGAPORE
SURVEY THREE
ALL STATEMENTS



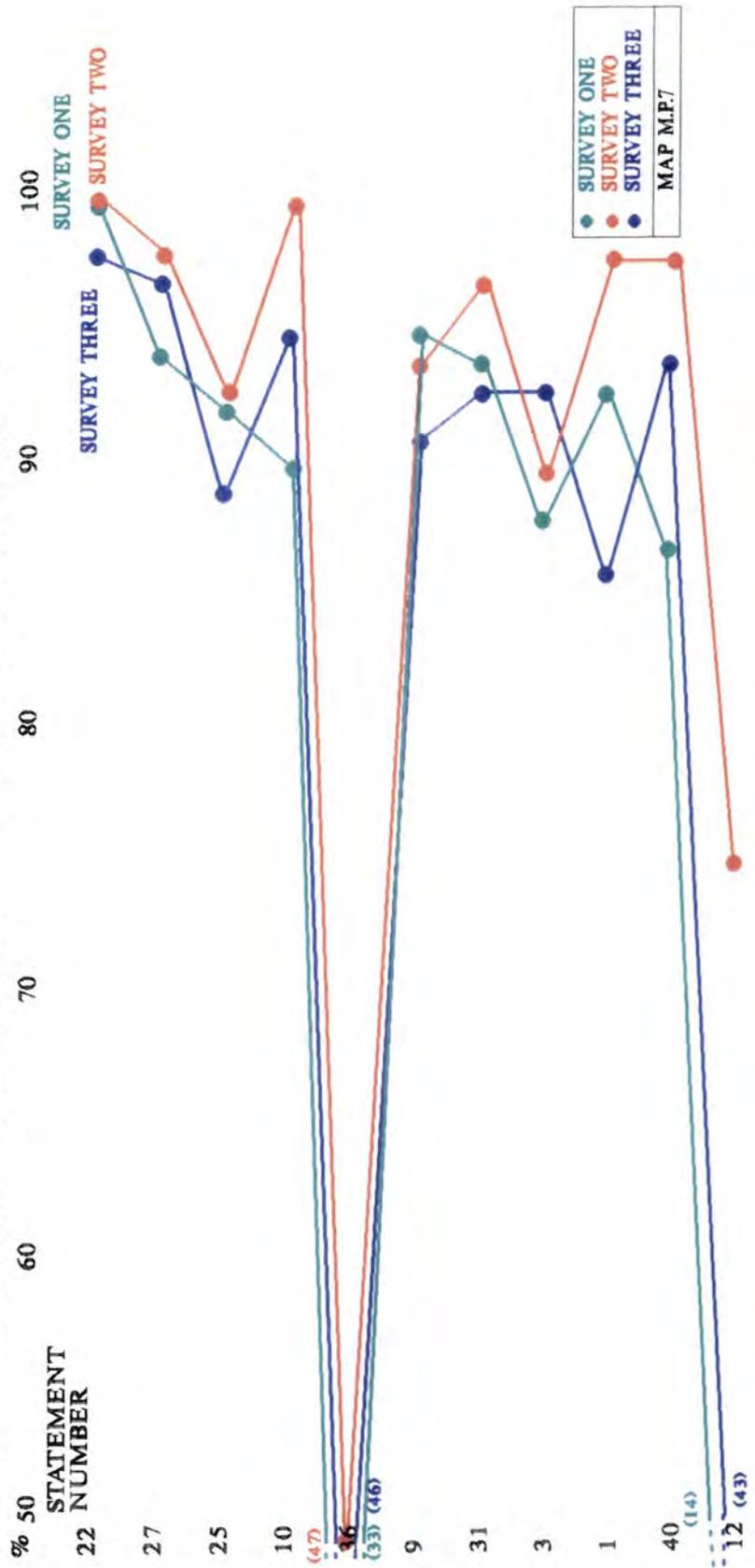
MARKETING PLANNING

SINGAPORE
BETWEEN SURVEY TWO
AND SURVEY THREE
ALL STATEMENTS



SINGAPORE

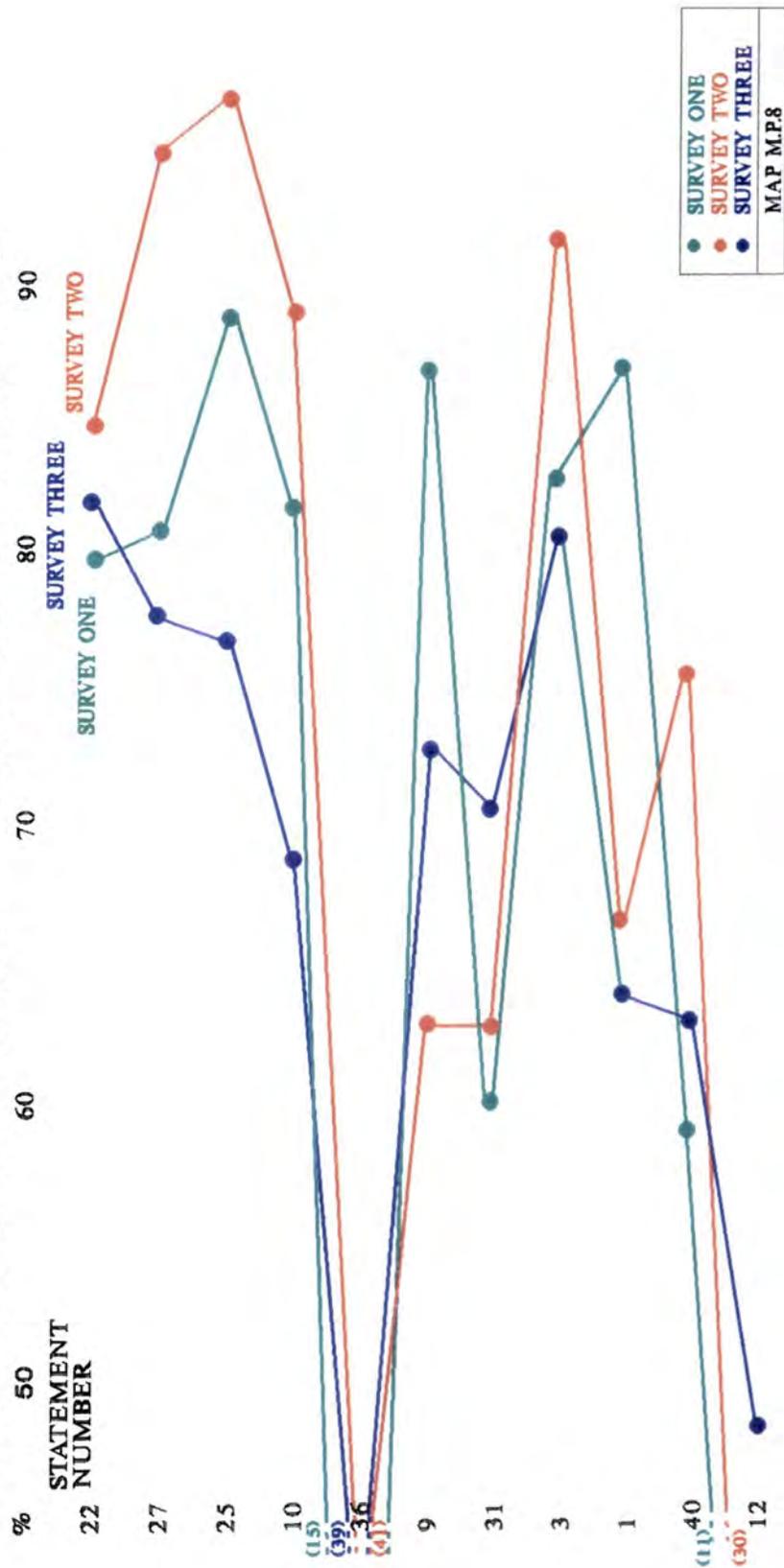
MARKETING PLANNING PROFILE OF BELIEF



● SURVEY ONE
 ● SURVEY TWO
 ● SURVEY THREE
 --- MAP M.P.7

SINGAPORE

MARKETING PLANNING PROFILE OF PRACTICE



MARKETING PLANNINGHONG KONGTHE POSITION BETWEEN SURVEY TWO AND SURVEY THREE

The perceptions held by respondents prior to obtaining qualified status are compared to the actual practice of marketing planning in Hong Kong. Map MP.5 compares surveys two and three.

The statements which represent the greatest difference between the perceptions of the two groups will now be discussed individually.

	% gap between survey 2 and survey 3	
	Belief	Practice
Statement 10	-4	-25

The marketing practitioners are much less convinced that Hong Kong organisations follow statement 10 than are their pre-examination counterparts:

"The marketing planner matches products or services to target markets"
(S10).

This is obviously a weak area in the marketing plans of Hong Kong organisations.

	Gaps between survey 2 and survey 3	
	Belief	Practice
Statement 40	-14	-14

The participants of survey two are far more enthusiastic than the post-qualified respondents for the analytical approach to marketing planning expressed in statement 40:

"An appreciation and an understanding of analytical models and techniques is relevant to marketing planning" (S40).

Evidently such techniques are far less widely used in Hong Kong organisations than is anticipated by the pre-examination respondents:

	Gaps between survey 2 and survey 3	
	Belief	Practice
Statement 36	-14	-10

Although the perceptual gaps between the two surveys are substantial they were insufficient to move this statement from its position of relative pessimism. The post-qualified practitioners of marketing are less certain of the universal applicability of market segmentation than are survey two respondents. Market segmentation is an area of some controversy in marketing and divergent views are to be expected.

MARKETING PLANNING

HONG KONG

SURVEY THREE

The responses given by survey three participants toward 11 marketing planning statements are displayed in map MP.4.

The clustering of statements in the optimism quadrant is very pronounced, more so than in the corresponding maps for surveys one and two. One of the most penetrating findings of the Hong Kong study is the almost total support for the statements contained within this quadrant. Seven of the 11 statements have achieved levels of agreement of between 92% and 98%.

One of these statements is number 22, which provides a most detailed and accurate description of the marketing planning process:

"Marketing planning is the blueprint in a marketing oriented company of the action to be taken to establish a company's target markets, setting objectives to accomplish in these target markets and specifying how the marketing mix will be used to achieve the objectives over distinct time periods."

It is most reassuring to observe 98% of all the practitioners of marketing in Hong Kong involved in this research are in agreement with this most fundamental of statements. Unfortunately, the practical application of this statement does not match the belief score, indicating that some Hong Kong companies are as yet not fully committed to marketing planning. Similar scores have been recorded for statement 25, another key marketing planning statement.

Of particular interest is the post-qualified reaction to statement 40:

"An appreciation and an understanding of analytical models and techniques is relevant to marketing planning" (S40).

Map MP.4 shows its position as one of relative frustration. Despite strong support for the statement at 81% only 46% of respondents claim that it is practised within their organisations, producing a gap of 35%. It is clear that many Hong Kong organisations are unwilling or unable to make use of the more scientific methods of marketing planning.

MARKETING PLANNINGHONG KONG

The response to 11 selected statements given by the longitudinal surveys at the pre-course and pre-examination level are recorded in maps MP.1 and MP.2 respectively.

The mean scores contained within the main body suggest that the professional marketing course undertaken by the respondents has had no impact upon their general opinion of marketing planning. It has, however, had a considerable effect upon their perceptions of its practice instilling them with an increased confidence as to the use of marketing planning procedures in Hong Kong.

This increased optimism is most strongly expressed toward the following statements:

	Application in practice
Statement 25	+18
Statement 22	+17
Statement 9	+13
Statement 31	+16

This change in attitudes may be directly attributed to the marketing programme undertaken by participants.

It is interesting to note that despite the movement across the surveys, statement 31 remains in the quadrant of relative frustration. The participants have expressed strong personal support for the idea that:

"Planning for distributor/dealer relations is an essential part of marketing strategy" (S31).

However, even at the pre-examination stage only 67% believe this statement to be practised in Hong Kong companies.

MARKETING PLANNING

HONG KONG

A PROFILE OF BELIEF IN HONG KONG

The respondents' own belief in marketing planning reflected by their measure of agreement with the 11 marketing planning statements is examined as a separate issue and visualised in map MP.7.

The mean belief scores for marketing planning hover around the 80% mark and vary by just 1%. This level of conformity is not matched by the responses to the individual statements, although a vague general pattern is conspicuous on the map.

The two statements which provoked the greatest conflict of opinion were numbers 36 and 40. In the case of statement 36:

"Market segmentation is feasible to apply in all markets"

the pre-examination respondents were much more likely to agree with this idea than the other two groups. This lack of harmony amongst participants is reflective of the controversy which surrounds the subject of market segmentation.

Statement 40 alludes to analytical models and techniques and their relevance to marketing planning. This evoked support of 100% and 95% from the survey one and survey two participants respectively. The post-qualified marketing practitioners, however, are rather less enthusiastic at 81% agreement.

In both cases the pre-examination position is understandable; these individuals answered the questionnaires having just completed a course of professional marketing education. Naturally they are filled with enthusiasm for marketing and perhaps wish to exhibit their newly acquired knowledge of the more academic issues, such as market segmentation and analytical techniques.

Subjects about which the pre-examination respondents show the least enthusiasm are the potency of marketing planning as the key/guarantee of success (statements 25 and

12) and distributing to target customers as being central to the marketing plan (statement 9).

Another aspect of this profile map that should be considered is the scope of responses to the various statements; these range from 12% to 100% agreement. This very wide range of 88 percentage points results mainly from the tiny minority of respondents who agreed with statement 12.

This lack of cohesion for the 11 statements is due to statements 36 and 12. Were they removed from the picture the responses would only range from 80% to 100%, indicating that all the Hong Kong participants are strongly committed to the concepts of marketing planning expressed in the remaining nine statements. Furthermore, this commitment is felt to a similar degree for these nine statements.

MARKETING PLANNINGHONG KONGA PROFILE OF PRACTICE IN HONG KONG

Map MP.8 is a profile of the perceived practice of marketing planning in Hong Kong. It conveys the absolute figures recorded for each of the 11 statements across the three surveys.

The mean practice scores for the general theme of marketing planning were the following:

S1	Practice	-	69%
S2	Practice	-	74%
S3	Practice	-	67%

In common with the order of these mean scores, survey two respondents display the greater enthusiasm toward most of these statements. The positions of the pre-course and post-qualified samples vary from statement to statement as is suggested by their similar mean scores.

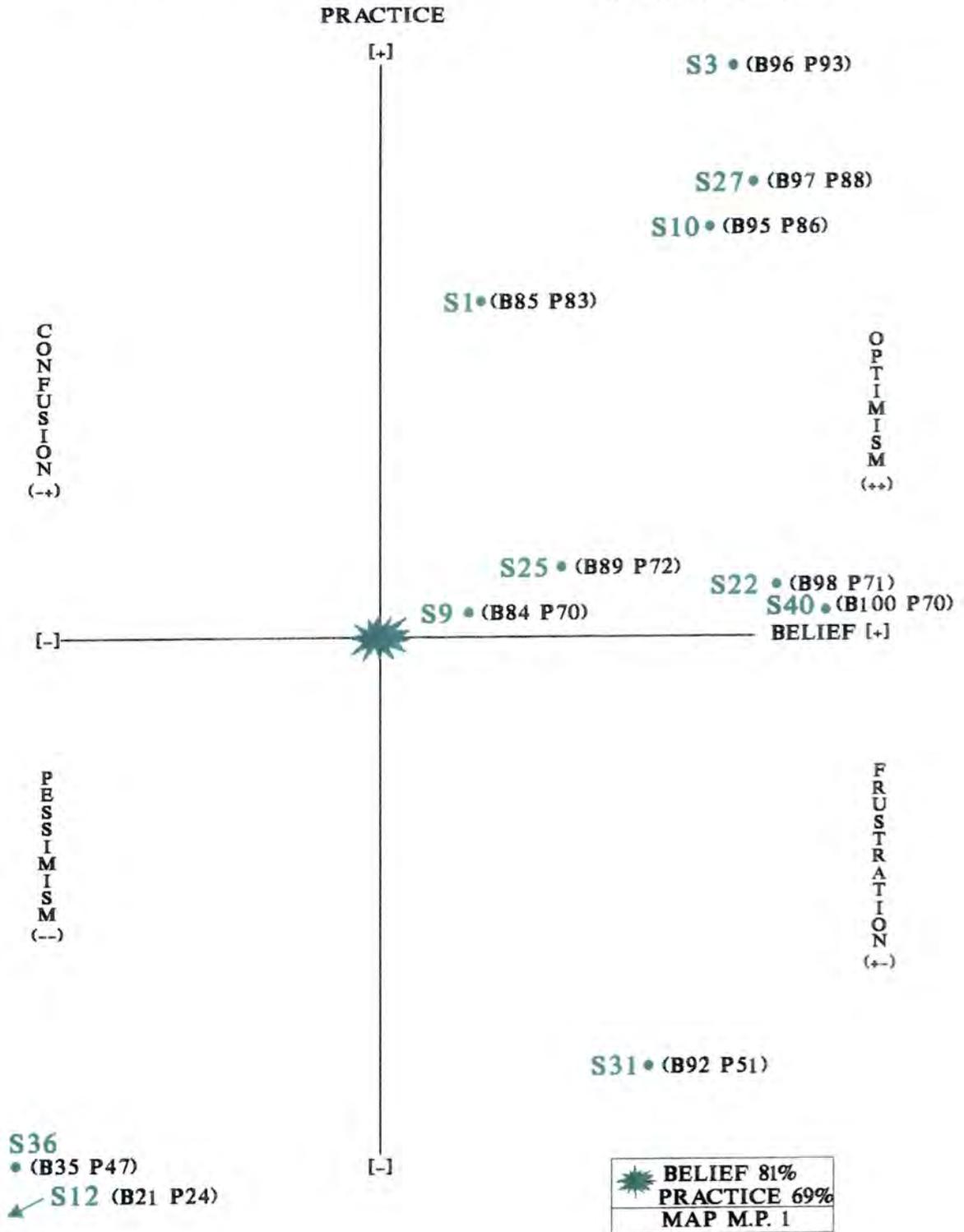
The erratic pattern in map MP.8 demonstrates a wide conflict of opinion between the surveys for many of the marketing planning concepts contained within the 11 statements.

It further shows that all the responses vary considerably between statements; the lowest score achieved was 13% and the highest was 95%, a difference of 82 percentage points.

This evidence leads to the conclusion that the various aspects of marketing planning expressed in the statements are perceived as applying in practice to widely different extents within Hong Kong organisations.

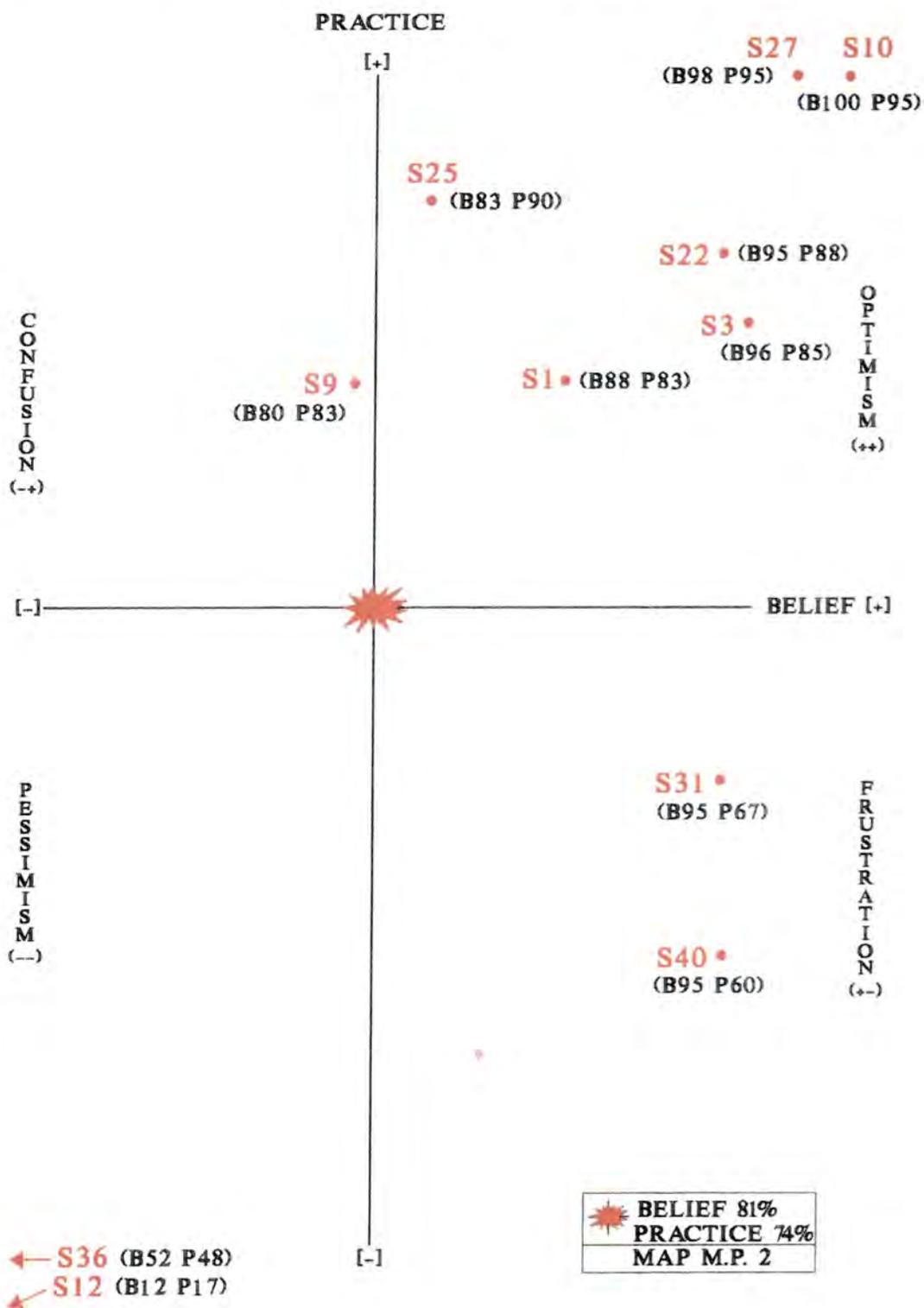
MARKETING PLANNING

HONG KONG
SURVEY ONE
ALL STATEMENTS



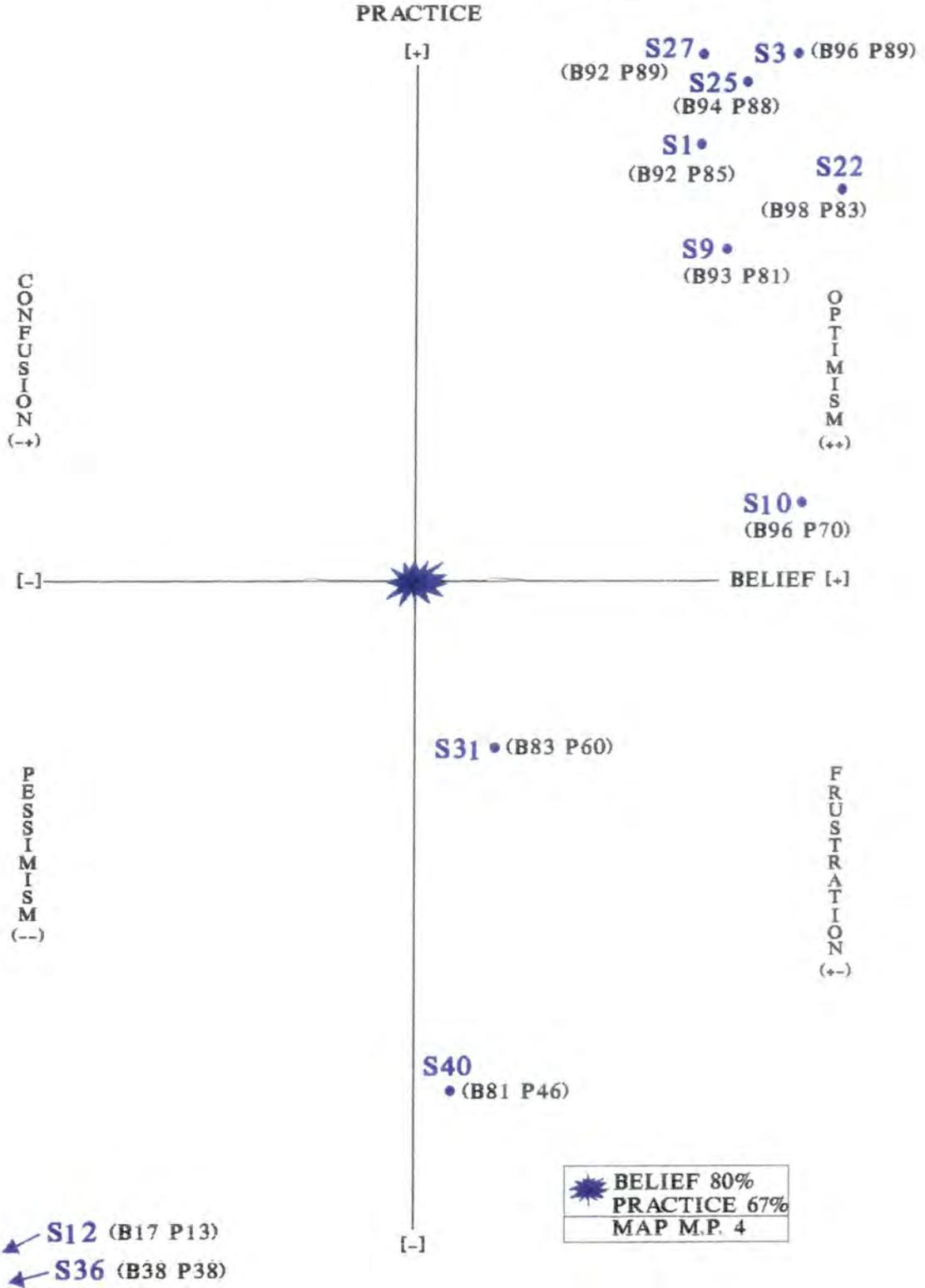
MARKETING PLANNING

HONG KONG
SURVEY TWO
ALL STATEMENTS



MARKETING PLANNING

HONG KONG
SURVEY THREE
ALL STATEMENTS



MARKETING PLANNING

HONG KONG
BETWEEN SURVEY TWO
AND SURVEY THREE
ALL STATEMENTS

PERCEPTUAL DISTANCE

PRACTICE

[+]

CONFUSION
(-)

OPTIMISM
(++)

[-]

BELIEF [+]

60

125

PESSIMISM
(--)

FRUSTRATION
(+-)

60

[-]

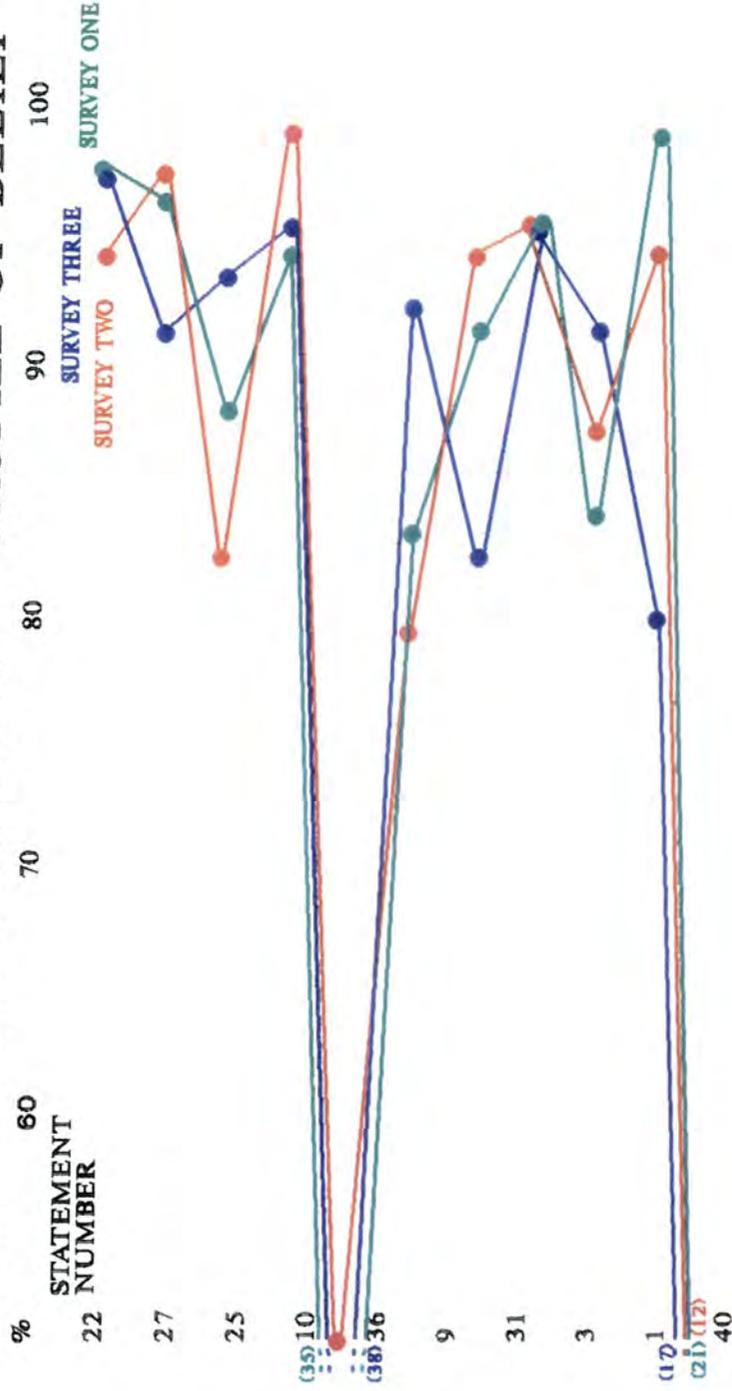
(IB64 P70)
S36
(IB48 P57)
(IB15 P25)
(IB21 P29)
S12

(IB121 P138) S27 (IB123 P138)
(IB115 P133) (IB120 P133)
(IB102 P130) S25 (IB118 P131)
(IB115 P127) S22 S3 (IB117 P128)
S9 S1 (IB123 P124)
(IB99 P120) (IB109 P120) (IB119 P123)
(IB116 P121) S10
(IB120 P104)

(IB117 P97)
S31 (IB104 P90)
(IB117 P87)
S40
(IB101 P59)

	INDEXED TO A BASE OF 100
	SURVEY TWO
	SURVEY THREE
MAP M.P.5	

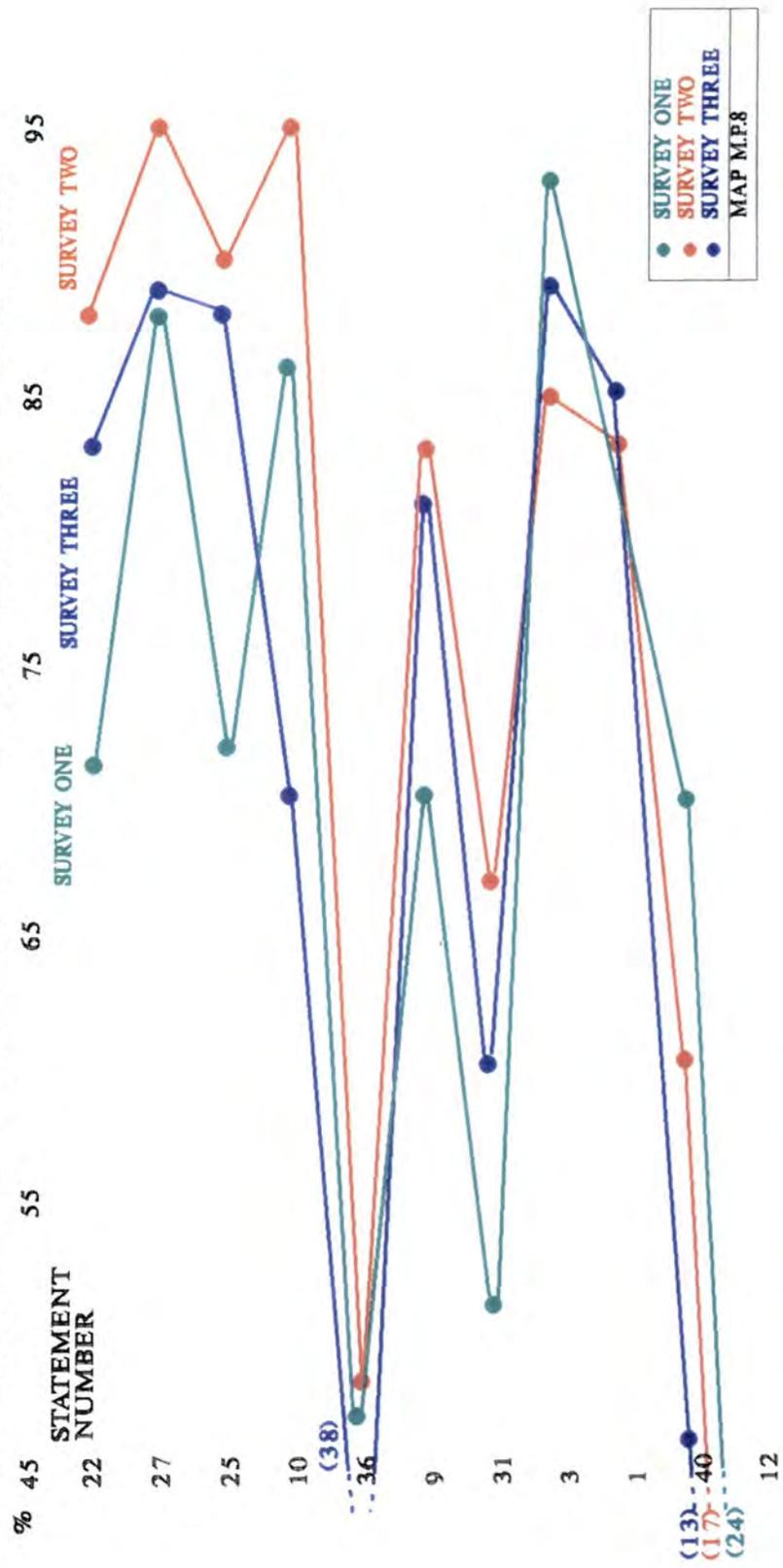
MARKETING PLANNING PROFILE OF BELIEF



● SURVEY ONE
● SURVEY TWO
● SURVEY THREE
MAP M.P.7

HONG KONG

MARKETING PLANNING PROFILE OF PRACTICE



MARKETING TRAINING

APPENDICES

STATEMENTS OF SPECIAL INTEREST



APPENDICES

STATEMENT 21

APPENDIX MT21.1

Adoption of statement 21 in practice
by company size globally and by country

MT21.1.1

Survey 3

Statement 21 – Global position

	Sample structure	%	Belief in and applica- tion in practice	%	% gap
Small companies with up to 200 employees	305	61.5	159	52.1	
Large companies with over 1,000 employees	191 --- 496	38.5	100	52.3	0.2
Missing	66 ---				

̄ Belief in and application in practice = 52.2%

MT21.1.2

Survey 3

Statement 21 – United Kingdom

	Sample structure	%	Belief in and application in practice	%	% gap
Small companies with up to 200 employees	88	50.9	22	25.0	6.8
Large companies with over 1,000 employees	85	49.1	27	31.8	

\bar{x} Belief in and application in practice = 28.3%

MT21.1.3

Survey 3

Statement 21 – Nigeria

	Sample structure	%	Belief in and application in practice	%	% gap
Small companies with up to 200 employees	88	80	59	67.0	1.2
Large companies with over 1,000 employees	22	20	15	68.2	

\bar{x} Belief in and application in practice = 67.3%

MT21.1.4

Survey 3

Statement 21 – Malaysia

	Sample structure	%	Belief in and application in practice	%	% gap
Small companies with up to 200 employees	60	57.1	38	63.3	5.6
Large companies with over 1,000 employees	45	42.9	31	68.9	

̄ Belief in and application in practice = 77.9%

MT21.1.5

Survey 3

Statement 21 – Singapore

	Sample structure	%	Belief in and application in practice	%	% gap
Small companies with up to 200 employees	46	82.1	26	56.5	43.5
Large companies with over 1,000 employees	10	17.9	10	100.0	

̄ Belief in and application in practice = 64.3%

MT21.1.6

Survey 3

Statement 21 – Hong Kong

	Sample structure	%	Belief in and applica- tion in practice	%	% gap
Small companies with up to 200 employees	23	44.2	14	60.9	
					2.3
Large companies with over 1,000 employees	29	55.8	17	58.6	

× Belief in and application in practice = 59.6%

APPENDIX MT21.2

Statement 21 Belief in and application in practice
globally and by country for years of experience in direct selling

MT21.2.1

Survey 3

Statement 21 – Global position

Years of experience in direct selling

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	62	12.4	23	8.6	37.1
2 up to 5 years	128	25.5	60	22.5	46.9
5 up to 10 years	173	34.5	99	37.1	57.2
Over 10 years	138	27.6	85	31.8	61.6

	501				
Missing	61				
	---	-----	-----	-----	
	562	100	267	100	

⌘ Belief in and application in practice = 53.3%

MT21.2.2

Survey 3

Statement 21 – United Kingdom

Years of experience in direct selling

	Sample structure	%	Belief in and application in practice	%	% of sample
Up to 2 years	32	22.7	10	26.3	31.3
2 up to 5 years	39	27.7	9	23.7	23.1
5 up to 10 years	34	24.1	6	15.8	17.6
Over 10 years	36	25.5	13	34.2	36.1
	-----	-----	-----	-----	
	141	100	38	100	

× Belief in and application in practice = 27.0%

MT21.2.3

Survey 3

Statement 21 – Nigeria

Years of experience in direct selling

	Sample structure	%	Belief in and application in practice	%	% of sample
Up to 2 years	4	3.3	0	0	0.0
2 up to 5 years	26	21.5	17	21.0	65.4
5 up to 10 years	44	36.4	33	40.7	75.0
Over 10 years	47	38.8	31	38.3	66.0
	-----	-----	-----	-----	
	121	100	81	100	

× Belief in and application in practice = 66.9%

MT21.2.4

Survey 3

Statement 21 – Malaysia

Years of experience in direct selling

	Sample structure	%	Belief in and application in practice	%	% of sample
Up to 2 years	12	11.4	6	9.0	50.0
2 up to 5 years	27	25.7	18	26.9	66.7
5 up to 10 years	46	43.8	28	41.8	60.9
Over 10 years	20	19.1	15	22.4	75.0
	-----	-----	-----	-----	
	105	100	67	100	

\bar{x} Belief in and application in practice = 63.8%

MT21.2.5

Survey 3

Statement 21 – Singapore

Years of experience in direct selling

	Sample structure	%	Belief in and application in practice	%	% of sample
Up to 2 years	5	5.8	2	3.7	40.0
2 up to 5 years	22	25.6	10	18.5	45.5
5 up to 10 years	38	44.2	27	50.0	71.1
Over 10 years	21	24.4	15	27.8	71.4
	-----	-----	-----	-----	
	86	100	54	100	

\bar{x} Belief in and application in practice = 62.8%

MT21.2.6

Survey 3

Statement 21 -Hong Kong

Years of experience in direct selling

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	9	18.8	5	18.5	55.6
2 up to 5 years	14	29.2	6	22.2	42.9
5 up to 10 years	11	22.9	5	18.5	45.5
Over 10 years	14	29.2	11	40.7	78.6
	----- 48	----- 100	----- 27	----- 100	

× Belief in and application in practice = 56.3%

APPENDIX MT21.3

Statement 21 Belief in and application in practice globally and by country for years of experience in planning and controlling marketing operations

MT21.3.1

Survey 3

Statement 21 - Global position

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and application in practice	%	% of sample
Up to 2 years	121	24.2	59	21.6	48.8
2 up to 5 years	184	36.9	96	35.2	52.2
5 up to 10 years	146	29.3	90	33.0	61.6
Over 10 years	48	9.6	28	10.3	58.3

	499				
Missing	63				
	----	-----	-----	-----	
	562	100	273	100	

× Belief in and application in practice = 54.7%

MT21.3.2

Survey 3

Statement 21 – United Kingdom

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and application in practice	%	% of sample
Up to 2 years	46	32.4	13	30.2	28.3
2 up to 5 years	54	38.0	17	39.5	31.5
5 up to 10 years	30	21.1	10	23.3	33.3
Over 10 years	12	8.5	3	7.0	25.0
	----	-----	----	-----	
	142	100	43	100	

\bar{x} Belief in and application in practice = 30.3%

MT21.3.3

Survey 3

Statement 21 – Nigeria

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and application in practice	%	% of sample
Up to 2 years	22	18.2	15	18.5	68.2
2 up to 5 years	38	31.4	28	34.6	73.7
5 up to 10 years	45	37.2	28	34.6	62.2
Over 10 years	16	13.2	10	12.3	62.5
	----	-----	----	-----	
	121	100	81	100	

\bar{x} Belief in and application in practice = 66.9%

MT21.3.4

Survey 3

Statement 21 – Malaysia

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	24	23.5	13	20.3	54.2
2 up to 5 years	34	33.3	19	29.7	55.9
5 up to 10 years	35	34.4	26	40.6	74.3
Over 10 years	9	8.8	6	9.4	66.7
	-----	-----	-----	-----	
	102	100	64	100	

\bar{x} Belief in and application in practice = 62.7%

MT21.3.5

Survey 3

Statement 21 – Singapore

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	24	29.3	16	29.6	66.7
2 up to 5 years	36	43.9	24	44.4	66.7
5 up to 10 years	20	24.4	13	24.1	65.0
Over 10 years	2	2.4	1	1.9	50.0
	-----	-----	-----	-----	
	82	100	54	100	

\bar{x} Belief in and application in practice = 65.9%

MT21.3.6

Survey 3

Statement 21 – Hong Kong

Years of experience in planning and controlling marketing operations

	Sample structure	%	Belief in and applica- tion in practice	%	% of sample
Up to 2 years	5	9.6	2	6.5	40.0
2 up to 5 years	22	42.3	8	25.8	36.4
5 up to 10 years	16	30.8	13	41.9	81.3
Over 10 years	9	17.3	8	25.8	88.9
	---	-----	---	-----	
	52	100	31	100	

× Belief in and application in practice = 59.6%

APPENDIX MT21.4

McNemar test on belief held in statement 21
across surveys one and two globally and by country

MT21.4.1

Change in belief in statement 21 from survey 1 to survey 2 – global

		Survey 2	
		Agree	Disagree
Survey 1	Disagree	103 A	15 B
	Agree	348 C	62 D

Cases 528; Chi-square 9.6970; Significance .0018

Globally there has been a significant shift in attitude as a result of attending a professional marketing education course.

MT21.4.2

Change in belief in statement 21 from survey 1 to survey 2 – UK

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree 1	45 A	4 B
	Agree 5	76 C	25 D

Cases 153; Chi-square 3.5065; Significance .0611

MT21.4.3

Change in belief in statement 21 from survey 1 to survey 2 – Nigeria

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree 1	11 A	1 B
	Agree 5	62 C	9 D

Cases 83; (Binomial) 2-tailed P .8238

MT21.4.4

Change in belief in statement 21 from survey 1 to survey 2 - Malaysia

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree 1	21 A	2 B
	Agree 5	111 C	6 D

Cases 140; (Binomial) 2-tailed P .0071

MT21.4.5

Change in belief in statement 21 from survey 1 to survey 2 - Singapore

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree 1	16 A	0 B
	Agree 5	60 C	6 D

Cases 82; (Binomial) 2-tailed P .0525

MT21.4.6

Change in belief in statement 21 from survey 1 to survey 2 - Hong Kong

		Survey 2	
		Agree 5	Disagree 1
Survey 1	Disagree 1	11 A	5 B
	Agree 5	41 C	16 D

Cases 73; (Binomial) 2-tailed P .4414

APPENDIX MT21.5

McNemar test on perception of application in practice of statement 21 across surveys one and two globally and by country

MT21.5.1

Change in perception of practice in statement 21 from survey 1 to survey 2 – global

		Survey 2	
		Does not apply	Applies
Survey 1	Applies	57 A	121 B
	Does not apply	61 C	63 D

Cases 302;

Chi-square .2083;

Significance .6481

MT21.5.2

Change in perception of practice in
statement 21 from survey 1 to survey 2 - UK

		Survey 2	
		Does not apply in practice	Applies in practice
Survey 1	Applies in practice	24 A	19 B
	Does not apply in practice	48 C	30 D

Cases 121; Chi-square .4630; Significance .4692

MT21.5.3

Change in perception of practice in
statement 21 from survey 1 to survey 2 - Nigeria

		Survey 2	
		Does not apply in practice	Applies in practice
Survey 1	Applies in practice	12 A	30 B
	Does not apply in practice	2 C	12 D

Cases 56; (Binomial) 2-tailed P 1.0000

MT21.5.4

Change in perception of practice in statement 21 from survey 1 to survey 2 – Malaysia

		Survey 2	
		Does not apply in practice	Applies in practice
Survey 1	Applies in practice	16 A	44 B
	Does not apply in practice	2 C	15 D

Cases 77; Chi-square .0000; Significance 1.0000

MT21.5.5

Change in perception of practice in statement 21 from survey 1 to survey 2 – Singapore

		Survey 2	
		Does not apply in practice	Applies in practice
Survey 1	Applies in practice	10 A	10 B
	Does not apply in practice	4 C	3 D

Cases 27; (Binomial) 2-tailed P .0923

MT21.5.6

Change in perception of practice in
statement 21 from survey 1 to survey 2 – Hong Kong

		Survey 2	
		Does not apply in practice	Applies in practice
Survey 1	Applies in practice	5 A	17 B
	Does not apply in practice	4 C	8 D

Cases 34; (Binomial) 2-tailed P .5511

The country situations are each examined in greater depth for small and large companies.

% belief in and application in practice of statement 21

	Small companies with less than 200 employees	Large companies with over than 1,000 employees	% gap
UK	25.0	31.8	6.8
Nigeria	67.0	68.2	1.2
Malaysia	63.3	68.9	5.6
Singapore	56.5	100.0	43.5
Hong Kong	60.9	58.6	2.3

MT21.6.1

Survey 3

Professional marketing education and training – statement 21

Application in practice by experience in direct selling – country analysis

Experience in years		UK	Nig	Mal	Sing	HK	Total
Up to 2	Count	19	4	12	4	8	47
	Col %	21.1	3.7	12.2	5.6	22.2	11.7
	Row %	40.4	8.5	25.5	8.5	17.0	
2 up to 5	Count	22	23	25	17	10	97
	Col %	24.4	21.3	25.5	23.9	27.8	24.1
	Row %	22.7	23.7	25.8	17.5	10.3	
5 up to 10	Count	23	38	42	33	8	144
	Col %	25.6	35.2	42.9	46.5	22.2	35.7
	Row %	16.0	26.4	29.2	22.9	5.6	
Over 10	Count	26	43	19	17	10	115
	Col %	28.9	39.8	19.4	23.9	27.8	28.5
	Row %	22.6	37.4	16.5	14.8	8.7	
Total		90	108	98	71	36	403
Row %		22.3	26.8	24.3	17.6	8.9	100.0
<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>		<u>Minimum E.F.</u>		<u>Cells with E.F. < 5</u>	
35.44761	12	.00040		4.199		1 of 20 (5.0%)	

Table MT21.6.1 explores the dimension of experience in direct selling by country. The significance achieved in this table indicates that cultural variations exist regarding direct sales experience and the adoption in practice of statement 21. These cultural differences are now considered in the context of sample structure, the results of which may be seen below.

A summary of these tables is shown below with the salient figures outlined.

MT21.6.2

Survey 3

Percentage of country sample belief in and application in practice of statement 21 by years in direct selling

Experience in years	UK	Nig	Mal	Sing	HK
Up to 2 years	31.3	0	50.0	40.0	55.6
2 up to 5 years	23.1	65.4	66.7	45.5	42.9
5 up to 10 years	17.6	75.0	60.9	71.1	45.5
Over 10 years	36.1	66.0	75.0	71.4	78.6
% gap	18.5	75.0	25.0	31.4	35.7
Mean score	27.0	66.9	63.8	62.8	56.3

Excluding the very low scores of the United Kingdom, the mean scores do not differ greatly from country to country. However, regarding the four experience bands, widely differing responses occur across and within the five participating countries. It may be concluded that years of experience in direct selling serve as a discriminator for the respondents' belief in and their companies' practice of statement 21.

These results contrast with those referring to years of experience in marketing. An abstract from the data illustrates this difference.

MT21.6.3

Survey 3

Years of experience in planning and controlling marketing operations

Belief in and application of statement 21 in practice

	%
Up to 2 years	48.8
2 up to 5 years	52.2
5 up to 10 years	61.6
Over 10 years	58.3

MT21.7.1

Survey 3

Professional marketing education and training – statement 21 – country analysis

Application in practice by experience in planning and controlling marketing operations

Experience in years		UK	Nig	Mal	Sing	HK	Total
Up to 2	Count	13	15	13	16	2	59
	Col %	30.2	18.5	20.3	29.6	6.5	21.6
	Row %	22.0	25.4	22.0	27.1	3.4	
2 up to 5	Count	17	28	19	24	8	96
	Col %	39.5	34.6	29.7	44.4	25.8	35.2
	Row %	17.7	29.2	19.8	25.0	8.3	
5 up to 10	Count	10	28	26	13	13	90
	Col %	23.3	34.6	40.6	24.1	41.9	33.0
	Row %	11.1	31.1	28.9	14.4	14.4	
Over 10	Count	3	10	6	1	8	28
	Col %	7.0	12.3	9.4	1.9	25.8	10.3
	Row %	10.7	35.7	21.4	3.6	28.6	
	Total	43	81	64	54	31	273
	Row %	15.8	29.7	23.4	19.8	11.4	100.0

<u>Chi-square</u>	<u>D.F.</u>	<u>Significance</u>	<u>Minimum E.F.</u>	<u>Cells with E.F. < 5</u>
26.02741	12	.01064	3.179	2 of 20 (10.0%)

Evidently as the participants' exposure to planning and controlling marketing operations increases so too does the likelihood of their employing companies adopting statement 21 in practice. This incremental effect peaks at the five to 10 year experience band and the propensity to practise statement 21 drops slightly after the 10 year mark.

The situation is analysed cross-culturally in table MT21.7.1. The figures show that cultural variations occur between the five countries and the level at which respondents are at their most influential varies from culture to culture.

Respondents from Singapore and the United Kingdom are at their most powerful in terms of influencing the practice of statement 21 in their organisations, at the novitiate stage of less than two years experience. By contrast, participants from Nigeria and Hong Kong become more able to influence the practice of statement 21 as they gain marketing experience.

The five countries are examined then in the light of their sample structures, an abstract from which is seen below:

Percentage of country sample belief in and application in practice of statement 21 by years in planning and controlling marketing operations

Experience in years	UK	Nig	Mal	Sing	HK
Up to 2 years	28.3	68.2	54.2	66.7	40.0
2 up to 5 years	31.5	73.7	55.4	66.7	36.4
5 up to 10 years	33.3	62.2	74.3	65.0	81.3
Over 10 years	25.0	62.5	66.7	50.0	88.9
% gap	8.3	11.5	20.1	16.7	52.5
Mean score	30.3	66.9	62.7	65.9	59.6

MANAGEMENT OF CHANGE

APPENDICES

SELECTED VERBATIM RESPONSES BY COUNTRY

MOC-1



WHY WILL YOU FACE RESISTANCE?

UK

1. Individual self-interest

1.1 Marketing orientation:

'1. Senior managers fearing (a) loss of power (b) monitoring of effective use of resources.

2. General managers – inertia' (44).

1.2 Marketing planning:

'Political infighting amongst the partnership as to what the aims etc. should be and the fear that staff will be able to determine profitability of the organisation and therefore partners' salaries in corporate objectives are set' (9).

'Mainly because of lack of understanding, fear and ignorance of systems other than those that exist. If they are perceived to work why change them?' (20).

1.3 Marketing training:

'People oppose training if there is no structured career path to follow and cannot see the point of it' (42).

2. Lack of faith in change

2.1 Marketing orientation:

'No doubt from the director concerned, and from those also from a development background who still feel that "marketing" is an unnecessary and somewhat spurious activity' (4).

'The belief that bought in experience/consultants are more reliable than ideas internally introduced' (37).

2.2 Marketing planning:

'Because of commercial pressures and the fact that 50 years of previous trading without this degree of planning has yielded exceptional results anyway' (14).

'... Also there is the "we've tried that before" response' (28).

3. Lack of top management support

3.1 Marketing orientation:

'They (Chairman and MD) are both ignorant of the advantages of marketing (32).

3.2 Marketing planning:

'Senior management are resistant to change and tend to make a decision on their experience, i.e. what they have done before and because they think it is a good idea rather than evaluating a proper plan' (7).

'Senior management who do not understand the role of marketing, viz. that it has a strategic directional role and not just an administration/co-ordination role' (9).

'Everyone is very busy – top management resent time spent planning rather than getting on with the business' (28).

'Resistance will come from the Chief Executive. I am a long serving member of staff with a reputation of individuality. Although the products I manage are successful there is resistance to non-conformists' (3).

4. Finance/time/resource constraints

4.2 Marketing planning:

'Time constraints' (11).

'A belief in the company that personal recommendation is the most effective marketing tool – work commitments will not however allow for time to be spent on planning' (11).

4.3 Marketing training:

'Cost versus perceived benefits' (27).

'Budget for training is insufficient for company of our size and resources for in-house training are inadequate' (13).

'Additional, unbudgeted expense' (35).

'Cost' (4).

5. Conflicts with corporate culture

5.2 Marketing planning:

'Company has very traditional method of operating and is moving slowly to sales orientation – it is this which can constrain acceptance of different processes. Also the corporate planning process is insufficiently mature to support effective planning at the functional level' (40).

""They know best". They would feel that I was overstepping my responsibilities or getting into areas that have nothing to do with me. As a consultant my job is to improve other people's companies not my own employer' (36).

5.3 Marketing training:

'Previous reliance on internal courses' (26).

'They (directors) see marketing as my job! Also marketing is seen as a support service rather than a leadership/attitude (6).

6. Lack of understanding

6.2 Marketing planning:

'Some managers depend on "seat of the pants" analysis to solve problems' (18).

6.3 Marketing training:

'1. Lack of understanding of the marketing context and low in relevance' (17).

'From the marketing executives themselves. They don't understand marketing' (34).

'Because the benefits (i.e. increased awareness) are not translated immediately to the bottom line' (35).

METHODS TO OVERCOME RESISTANCE

UK

1. Training and education

1.1 Marketing orientation:

'By educating/communicating' (9).

'By persuading my fellow managers that unless senior managers are convinced of the value of being marketing-led, the organisation will continue to lose market share' (4).

1.2 Marketing planning:

'Send the board on a course' (13).

'I have already introduced training evenings within the company for all staff' (11).

1.3 Marketing training:

'Applaud and illustrate by example the virtues of CIM membership. By establishing their needs obtaining conviction and hopefully obtaining desired action' (2).

'(a) Encouraging others to attend the course' (17).

2. Participation, motivation and influencing those involved

2.1 Marketing orientation:

'By careful observation of key individuals and sensitively-applied pressure through discussion in the first instance' (23).

'Using the smaller projects' successes to convince objectors' (32).

2.2 Marketing planning:

'By encouragement if not instruction' (18).

'By receiving sufficient seniority to make those who matter listen and then eloquently persuade them' (1).

2.3 Marketing training:

'Offer inducement for qualifications' (42).

'By preparation of persuasive documentation and memos supported by personal discussion and persuasion' (23).

3. Information and communication

3.1 Marketing orientation:

'By slowly but firmly proving that marketing will benefit production' (21).

3.2 Marketing planning:

'By communication to help destroy myths and preconceived ideas of marketing. (I am already)' (20).

'Diplomacy and reasoned argument – also product of research papers which support/identify the need for wider strategic thinking' (40).

3.3 Marketing training:

'By demonstrating my increased knowledge and applying it to our business, thereby showing how I have benefited from the course' (26).

'Promote the advantages of a marketing culture in management philosophy, and the other benefits of the good practices of professional marketing' (27).

4. Top management support

4.2 Marketing planning:

'Discuss with top management' (15).

'By receiving sufficient seniority to make those who matter listen and eloquently persuade them' (1).

'Discuss with heads of department' (28).

'Perseverance and helping the understanding of the benefits by my superiors' (20).

4.3 Marketing training:

'Send the MD on a "good" marketing course' (35).

5. Using one's position/incremental changes/by example

5.1 Marketing orientation:

'In my current position by using the smaller projects' successes to convince objectors' (32).

5.2 Marketing planning:

'By doing it gradually, and discretely' (35).

'In all cases, by a slow, insistent but involving type approach whereby I in my position will offer – workshops and sharing of positive benefits' (44).

5.3 Marketing training:

'Small changes!
By example!' (6).

'(b) Leading by example' (17).

6. Planning, monitoring and evaluating the change

6.2 Marketing planning:

'To prepare a marketing plan for the next project and identify how this can help rather than merely going ahead because someone thinks it's a good idea' (7).

'Write a proper marketing plan' (28).

'I will allow the budgets, forecasts, etc. to be made – compare and contrast with the new business plan and request modifications as necessary' (30).

'Write plan in more broad approach' (15).

6.3 Marketing training:

'Do an in-depth training and demonstrate results' (13).

7. Show need/desirability for change

7.1 Marketing orientation:

'By slowly but firmly proving that marketing will benefit production' (21).

7.2 Marketing planning:

'By indicating the failings of the present system, the benefits of using a proper MIS will become clearly apparent' (10).

'Ensure marketing plans are so good and complete that they cannot question or change them!' (13).

'By trying to promote the even greater success that could be achieved by more comprehensive planning and control' (14).

7.3 Marketing training:

'Discuss the benefits which I have obtained, plus benefits of membership of the Institute' (18).

'By demonstrating my increased knowledge and applying it to our business, thereby showing how I have benefited from the course' (26).

WHY WILL YOU FACE RESISTANCE TO YOUR PROPOSED CHANGES?

NIGERIA

1. Individual self-interest

1.1 Marketing orientation:

'Because the MD has a bias toward sales management through in-house training' (22).

'Hitherto managers just sat at their desks and thought they were doing their customers a favour. Now, however, managers have to go after their customers and ensure their satisfaction' (24).

'The company is essentially production-oriented and it will take a major shift to become marketing oriented; the shock will present some ego problems' (21).

1.2 Marketing planning:

'The sales director will see the change as a conspiracy and a means for the marketing department to gain power' (14).

1.3 Marketing training:

'Some people, especially those that think they have nothing to do with marketing, will dispute the relevance of the change' (23).

'Graduate unemployment is high in Nigeria and those in a position to do so often abandon all thoughts of efficiency and employ their relations' (41).

2. Lack of faith in change

2.1 Marketing orientation:

'It is believed that owing to the nature of the product it sells itself' (15).

'The director is a technical, and the production manager is not western educated. They believe in themselves and the status quo. Being new to the company they may not believe in the changes I want to make' (39).

2.2 Marketing planning:

'They are unaware of the wide scope of the CIM's professional education and of its benefits to the bank' (26).

'The orientation of management does not allow for them to discern the importance of strategic (long-term) planning' (11).

2.3 Marketing training:

'Top management feel that the changes should be made by each rep; they do not appreciate the need to rely on the market place for the major inputs into the policy mix' (12).

3. Lack of top management support

3.1 Marketing orientation:

'Because of the MD's autocratic style of management which is partly due to his very poor level of literacy' (42).

'Top management may consider my views as a threat to the continuity of the present dormant system' (50).

'Because it will involve the reorganisation of the whole or a major part of the company, which will need management endorsement and participation' (23).

'From the top management who are old fogies and refuse to change' (19).

'The MD may not readily see reasons for my desire for change' (27).

4. Finance/time/resource constraints

4.1 Marketing orientation:

'There would be resistance due to the initial costs that would be incurred; but resistance would be less by the time the programme is completed' (32).

'Resentment to change, especially when it involves incurring additional costs' (11).

4.2 Marketing planning:

'Since the industry operates in a highly competitive industry, and due to inflation and the recession the proposed changes may not be accepted' (10).

'Diversification shall involve capital expenditure and resistance will be faced because of a high return on investment policy' (1).

'The change will be viewed as unnecessary expense when it does not translate into an immediate increase in sales' (11).

5. Conflicts with corporate culture

5.1 Marketing orientation:

'Because it is a one-man or family business and the hierarchy of the family makes all the major decisions' (33).

'The R&D department does not always completely follow the ideas and opinions of the marketing staff concerning product development. The R&D department believes in production' (34).

'I will face resistance because the mill has been built to a certain specification and the production department will want to produce according to that specification rather than to the demand of the customer' (40).

'The entire set-up is product oriented and may be resistant to my dynamic marketing concept ideas' (50).

'Right now, the entire spectrum of the organisation does not radiate a feeling towards the marketing concept' (15).

6. Lack of understanding

6.1 Marketing orientation:

'Lack of proper understanding of what the marketing is all about' (52).

'Due to the lack of knowledge of what marketing is all about' (32).

'Lack of proper understanding of how marketing can benefit a marketing oriented company' (31).

'The need to integrate with other functions may not be understood and considered unjustified' (2).

6.3 Marketing training:

'Resistance may occur because of the wrong perceptions held toward our professional education by non-CIM members/students' (26).

MEANS TO OVERCOME RESISTANCE

NIGERIA

1. Training and education

1.1 Marketing orientation:

'Educating them on the essence of the marketing concept in sustaining the continued satisfaction of the consumers and, that marketing as a philosophy should permeate the whole organisation' (11).

'(a) Education and possibly convincing the top executives of what marketing is all about, with particular reference to merits of marketing orientation to my company. (b) Organise seminars, forums or customer/worker relations day where top executives and subordinates are allowed to propose marketing ideas. (c) Employ an outside marketing consultant – an expert in the field of our operations' (31).

'Through courses and seminars other company employees would come to understand that the concept is a viable business philosophy that should be accepted by all' (32).

1.2 Marketing planning:

'I have employed two salesmen to man the field sales under my direct supervision, while we have just employed the services of a consultant to help gather some market information that would aid us in planning. I also encourage the managing director to attend seminars and training workshops on marketing management. This I am already doing and it seems to be working out well' (39).

'Liaising with the personnel/training manager in organising induction courses for all staff and special courses for management personnel' (43).

1.3 Marketing training:

'The bank should be enlightened and made to be thoroughly aware of the dynamic nature of the professional education of the Chartered Institute of Marketing and the benefits that would accrue to the bank thereof' (26).

2. Participation, motivation, negotiation, and influencing those involved

2.1 Marketing orientation:

'Detailed programme of staff/employee PR backed with motivational incentives' (38).

'A "continuous and constant" approach and reminder on the issue will definitely yield positive results. Also, a diplomatic and persuasive campaign on the efficacy of the marketing concept will serve right from the GM to all the key staff' (15).

2.2 Marketing planning:

'Liaising with the financial controller and communicating with all functional heads of departments' (43).

'Profit related rewards, quarterly meetings to report progress, etc.' (38).

2.3 Marketing training:

'Great effort should be made towards winning over the concerned personnel through discussion and explanation with the help of other marketing cultured minds around' (23).

'Liaising with the personnel/training manager in organising induction courses for all staff and special courses for management personnel' (43).

3. Information and communication

3.1 Marketing orientation:

'Making them know the various uncontrollable environmental mixes which could send us out of the market if proper careful planning to convert these to business opportunity is not taken' (7).

'How to overcome the resistance to change one is by advising management to build the benefits of marketing into his speeches and decisions, to set up a marketing task force, to hire outside marketing consultants, to set up a corporate marketing department, to organise in-house marketing seminars, to hire specialists – marketing, to promote executives who are marketing oriented and installing a modern marketing planning system' (14).

3.2 Marketing planning:

'Liaising with the financial controller and communicating with all functional heads of departments' (43).

3.3 Marketing training:

'Great effort should be made towards winning over the concerned personnel through discussion and explanation, with the help of other marketing cultured minds around' (23).

'Very powerful and persuasive direct mail shots should be sent to the bank through its governor and director of personnel by the Chartered Institute of Marketing' (26).

4. Top management support

4.1 Marketing orientation:

'(a) Explaining the benefits of marketing orientation to the managing director through constant reporting. (b) Arranging special discussions privately with the managing director on the issue' (22).

'Conversion of the marketing director and senior management to appreciate the necessity for marketing orientation as a first step' (21).

4.2 Marketing planning:

'For planning and control, etc. I would do proper appraisals for the whole industry and with the positive results, approved by the members of the board, I will implement the proposed changes' (10).

4.3 Marketing training:

'I will try to explain to them (top management). I will go further to lobby a consultancy firm to mount a training programme to assure that this message is taken by top management – and even the other staffs' (2).

5. Using one's position/incremental changes/by example

5.1 Marketing orientation:

'By not being antagonistic in my job but understanding the older members' problems and effecting changes slowly and with adequate explanation of its benefits to the organisation' (24).

5.2 Marketing planning:

'If given the authority and responsibility to do so, I will then use appropriate delegation of duty' (33).

WHY WILL YOU FACE RESISTANCE?

MALAYSIA

1. Individual self-interest

1.1 Marketing orientation:

'It is difficult to change people's habits and to modify their behaviour is complex and needs constant follow up' (10).

1.2 Marketing planning:

'Resistance might come from the chief financial man and some of the administrators who think this unnecessary. Sales people in the department might also resist this as they normally hate the tedious data collection and prefer going selling' (1).

'Subordinates will find this as a new approach and are resistant to change. Peers may deem this unnecessary' (11).

'The regional sales director is an authoritarian and always wants his way, irrespective of the territorial differences. In other words he just doesn't understand the nature of our business. By the way he is an MBA graduate' (19).

1.3 Marketing training:

'This is likely to meet resistance from all staff members who hate to take the trouble to learn something which they think has nothing to do with them. The financial men and personnel administrator might not see the point of "wasting" company resources in this respect' (1).

'... other professions may not wish to acknowledge this area' (11).

2. Lack of faith in change

2.1 Marketing orientation:

'Could be seen as an approach in the wrong direction' (5).

2.2 Marketing planning:

'Top management may not agree with the benefits to the organisation if I move to a new area to supply the skills' (3).

'To the sales personnel a routine report is dull and redundant. Furthermore company having their report doesn't seem to solve much of their problems' (7).

'Research for primary data done through agency will attract additional costs and this might cause disinterest' (15).

'Existing marketing strategies is so far sufficient and accepted' (9).

3. Lack of top management support

3.1 Marketing orientation:

'The regional sales director is an authoritarian and always wants his way' (19).

3.2 Marketing planning:

'Top management do not agree' (3).

4. Finance/time/resource constraints

4.2 Marketing planning:

'The cost versus the benefit' (4).

'.... B. We are going through the transition period of computerising and the director refuses to increase staff until a later stage' (23).

'Research for primary data done through agency will attract additional costs and this might cause disinterest' (15).

4.3 Marketing training:

'The financial man and personnel administrator might not see the point of "wasting" company resources in this respect' (1).

'Clearly cost is a constraint and the selection of candidates for career development has to be well thought out' (11).

5. Conflicts with corporate culture

5.1 Marketing orientation:

'New take-over of the company' (9).

'It is a political base and low appreciation toward profit making industry' (12).

'The company's dynamic national campaign is seen as the campaign and not the responsibility of the regional unit to 'position' the company as a marketing company' (5).

'We have always been a sales oriented company until lately. The sales manager is a very senior person' (22).

5.2 Marketing planning:

'Existing ways of doing things; people will resist any drastic/sudden changes' (3).

6. Lack of understanding

6.2 Marketing planning:

'In other words he (the regional sales director) doesn't understand the nature of our business' (19).

METHODS TO OVERCOME RESISTANCE

MALAYSIA

1. Training and education

1.1 Marketing orientation:

'... (b) Send the more receptive ones to likely courses' (58).

'... encouragement to acquire more knowledge and organising in-house training for a start' (44).

1.2 Marketing planning:

'(b) The company to provide training in the area' (59).

'Training and development' (53).

'Through department training sessions, explain the benefits of planning, control, setting objectives and MIS' (11).

1.3 Marketing training:

'Devise a very brief session of marketing training perhaps utilising McDonald's marketing book in cartoon. Try to convince those that object marketing is central and not difficult to learn the very basic concepts which are adequate for non-marketing people' (1).

2. Participation, motivation, negotiation and influencing those involved

2.1 Marketing orientation:

'To gradually influence the people to be aware that for the long term objectives of the company, such change is necessary' (47).

'The only attempt that I could make is by influence and making changes within the authoritative area – few subordinates, but again the top-down support will be minimal' (37).

'Influence the thinking of the sales force by assuring on-going development using new ideas' (41).

2.2 Marketing planning:

'Have dialogue and discussions with persons concerned to sell them the idea' (41).

'Make a presentation to the marketing and sales department and invite comments and discuss and obtain decision on course of action' (41).

3. Information and communication

3.1 Marketing orientation:

'Analyse the situation and propose steps and an approach to achieve their understanding' (12).

'The company's national campaign is for total national market. The region is your responsibility. Hence, different market profile. Show that your campaign is to complement the national campaign with focus on specific market segment' (5).

3.2 Marketing planning:

'Prove them wrong by giving the results/conclusion derived from the monitoring approach and emphasise/highlight the relevance of findings' (5).

'I'll obtain the backing from senior management by submitting firm proposal of what I want to change with rationale and justification' (17).

'To collect and establish more data/information of the – marketing department, accounts department, production department' (18).

'By rational explanations to all subordinate levels to get their commitment' (21).

4. Top management support

4.1 Marketing orientation:

'Through discussion with the top management and impress on the needs to become a marketing orientated organisation' (49).

'Reason and explain to the management about the advantages of marketing orientated against sales orientated' (48).

4.2 Marketing planning:

'Try to convince the CEO to adopt my view and then write an explanatory paper for distribution to all concerned (heads of other departments and sales people, etc.)' (1).

'First, convince the general sales manager, failing which I will see the managing director directly (40).

'(a) By discussing with the MD/GM/divisional manager of the company' (59).

'Convince him (the owner) with a written proposal when we next meet personally' (42).

5. Using one's position/incremental changes/by example

5.2 Marketing planning:

'.... Get promoted to a higher level of authority to use my position to make changes' (41).

'As our business traditionally comes from dealers/agents, such changes introduced through my office must be carried out in stages' (54).

'I will introduce concepts gradually' (3).

6. Planning, monitoring and evaluating the change

6.1 Marketing orientation:

'To explain the reason for changes and the rationale. Study the reaction and implement in groups. If need be, personal basis will be considered especially for "hard core"' (10).

6.2 Marketing planning:

'Treat it like any project or job we do. I must be able to control and direct it or else there could be disaster' (19).

7. Show need/desirability for change

7.2 Marketing planning:

'To explain the importance the report can contribute to help co-evaluate situations and plan strategies for further actions' (7).

'By showing him the rationale behind the change' (4).

'A briefing will be given to stress the importance of their contribution, the benefits that derive from this format will directly help the management to produce the right kind of product for them to sell and at the same time generate better satisfaction for our customers' (23).

'By submitting a report on competitors' activities and if we do not proceed, how much of the market share we will lose' (13).

'Explain to him in a logical way on the cost effectiveness. What are the consequences and what impact it will have on our business' (19).

WHY WILL YOU FACE RESISTANCE?

SINGAPORE

1. Individual self-interest

1.1 Marketing orientation:

'Narrow focus, inability to grasp the total business scope, tend to view their respective functions to be of paramount importance in the scheme of things' (5).

'No confidence/experience or interest to undertake another area of work' (8).

1.2 Marketing planning:

'Because the PR manager may resent the measures introduced to gauge the effectiveness of the plan as it may show up her weakness' (14).

'Members protecting their own interest' (5).

'Generally a lack of knowledge and understanding for a need of a marketing strategic plan and control; also fear of exposed weaknesses through the plan' (24).

'The lower echelons of staff may resist due to additional workload' (7).

2. Lack of faith in charge

'The local market may not be big enough' (7).

'The regional market is, or should be, quite established' (7).

3. Lack of top management support

'Top management may not be convinced that integrating sales and marketing is the best approach' (25).

4. Finance/time/resource constraints

4.2 Marketing planning:

'Cost' (4).

'The notion of extensive costs involved in carrying out such research is always a primary concern. Corporate HQ has always been regarding that it

is a corporate function and most research done has not filtered down to subsidiary level for an effective wage' (13).

'The amount of extra manpower, i.e. money, needed will cause problems for me and my company has always considered MR to be not very effective' (28).

5. Conflict with corporate culture

5.1 Marketing orientation:

'Middle management has to be convinced to think beyond current areas of business' (9).

'The GM is a very result- and short-term oriented manager' (10).

'May not be convinced that integrating sales and marketing is the best approach' (25).

5.2 Marketing planning:

'Our parent company is in America and has different ideas and values than us' (30).

6. Lack of understanding

6.1 Marketing orientation:

'The matrix management system calls for an overlay of responsibilities - getting functional and line managers both accountable for sales and profits to agree on strategies is one thing, actual implementation is another' (27).

6.2 Marketing planning:

'Generally, marketing people are the "get up and go" type and are not too pleased with having to sit and think assignment - without understanding why detailed formal planning is needed' (24).

METHODS TO OVERCOME RESISTANCE

SINGAPORE – QUESTION 5

1. Training and education

1.1 Marketing orientation:

'Training for work force/management team' (8).

1.2 Marketing planning:

'Education' (27).

'Difficult. Help from the CEO and some formal training in a marketing course might help' (24).

'... adequate training and upgrading will be taken care of where required' (22).

1.3 Marketing training:

'Publicise more on the benefits of this course to the senior managers' (25).

'By creating awareness of the motivational behaviour of the customer through education' (27).

2. Participation, motivation, negotiation and influencing those involved

2.1 Marketing orientation:

'Through more of my involvement in group sessions' (5).

'Establish profitable areas of business and build confidence and trust' (9).

'Try and involve staff in day-to-day ways of the change' (31).

2.2 Marketing planning:

'Through incremental processes with better team work, i.e. top-down and bottom-up agreement of objectives, etc.' (27).

'More joining in of change at all levels' (31).

3. Information and communication

3.1 Marketing orientation:

'Market research to identify gaps/opportunities in construction' (8).

'To explain to them the marketing concept and the benefit of being marketing oriented' (10).

3.2 Marketing planning:

'It will be a long process to argue it out, and it may take years. It may have to start with objectives and a message' (12).

4. Top management support

4.2 Marketing planning:

'Difficult. Help from the CEO and some formal training in a marketing course might help' (24).

'The owners have great faith in marketing consultants, their recommendations have great credibility with them, more so than any of the local staff. Get the consultants to persuade the owners' (4).

4.3 Marketing training:

'Publicise more as the benefits of this course to the senior managers' (25).

5. Using one's position/incremental changes/by example

5.1 Marketing orientation:

'By arranging through my position joint development of objectives and identifying agreement on key areas of responsibility' (27).

5.2 Marketing planning:

'I will try and make the changes happen as slowly as possible' (30).

'In my position I will go slowly but surely and soon the advantages will be shown clearly' (28).

'In my position I will ensure that it will be carried out on a gradual basis with a quarterly review on all factors arising from the implementation' (23).

6. Planning, monitoring and evaluating the change

'Hope that it will be carried out on a gradual basis with a quarterly review on all factors arising from the implementation' (23).

7. Show need/desirability for change

7.1 Marketing orientation:

'To elaborate on the benefit and advantages of all task implemented in order to create a better awareness of all concept' (23).

'By explaining the benefits' (6).

7.2 Marketing planning:

'By reassuring her that the change does not reflect on her personality and is chosen to improve the efficiency of the company' (14).

WHY WILL YOU FACE RESISTANCE?

HONG KONG

1. Individual self-interest

1.1 Marketing orientation:

'Sales managers – do not like to see their work being ordered. Do not like their time-honed selling approach oriented towards marketing considerations' (10).

'Co-operation is required from other departments, especially "marketing managers" who are not really professional and are not necessarily market oriented!' (16).

'The VP and senior managers in head office are at the age group of 60+ and may not be willing to accept changes. They are set in their ways' (25).

1.2 Marketing planning:

'Human factors, cultural differences and the attitude of top personnel' (4).

'Will face resistance from other departments due to a conflict of interest' (4).

'Salesmen have a very long working experience in their related field and have adapted to the sales orientated philosophy. All of them are close to the 40s and some are quite old' (21).

2. Lack of faith in change

2.1 Marketing orientation:

'The top management believe that the product can sell itself, i.e. change is unnecessary' (13).

'Top management are not convinced that change is necessary' (32).

'Due to incorrect attitude toward marketing, top and middle management generally do not see the need of enhancing their own skill in marketing' (22).

2.2 Marketing planning:

'Existing systems are still running very soundly' (39).

'May be seen as a time consuming step that is not required' (47).

'The market and pressure from external rapid changes have not been felt yet, i.e. things have been going well, why change?' (22).

3. Lack of top management support

3.1 Marketing orientation:

'Top management concern about the cost implications and emphasis taken away from pure selling' (10).

'The managing director does not understand marketing, hence, A and P planning is not in line with the marketing planning' (13).

3.2 Marketing planning:

'The inaccessibility of top management' (6).

3.3 Marketing training:

'Our management is focusing on a short term profit strategy' (35).

4. Finance/time/resource constraints

4.1 Marketing orientation:

'The corporate objective is to maximise the profit on one hand and to minimise the investment fund and expenses on the other' (5).

'Limited resources (time, finance, level of personnel involvement)' (6).

'Management are far too concerned with meeting the company's revenue budget' (12).

'My boss is only concerned about profit and short term planning' (48).

'Because of lack of time' (9).

'Time pressures' (10).

5. Conflicts with corporate culture

5.1 Marketing orientation:

'The evaluation of staff performance is whether they are making the sales quota' (12).

'Production orientation prevails' (13).

'There is a reluctance to change, particularly in the way in which people in the company think' (22).

5.2 Marketing planning:

'Priority is given to selling rather than marketing. Sales managers will not like to see their work being ordered by marketing (10).

'The company has adopted a sales oriented philosophy' (21).

'Company is presently very sales orientated' (47).

6. Lack of understanding

6.1 Marketing orientation:

'The managing director does not understand marketing' (13).

'The importance may not be fully understood' (33).

'A change mentality needs time and patience for the conceptual change. We should let them know thoroughly and make them understand thoroughly before the change from sales orientation to marketing orientation can be made' (36).

METHODS TO OVERCOME RESISTANCE

HONG KONG

1. Training and education

1.1 Marketing orientation:

'Training to staff on basic marketing approaches, especially the key estate managers under my control' (16).

'Training sessions have to be planned for once per week to be carried out for six consecutive months' (21).

'Briefing and training should be the most useful tool' (36).

1.2 Marketing planning:

'Send more staff here for marketing training' (46).

'Educate sales staff on the benefits of marketing' (32).

'Recommend reduction of workload per staff to build in training time' (22).

2. Participation, motivation, negotiation and influencing those involved

2.1 Marketing orientation:

'Partly through force and partly through persuasiveness and looking for opportunities to apply the marketing concept to their sales presentations to individual clients' (10).

'To change their attitude toward greater marketing orientation' (13).

2.2 Marketing planning:

'To draw up a corporate objective plan and to identify the weaknesses to convince other partners' (1).

'Obtain the other managers' support' (20).

2.3 Marketing training:

'Increase morale and sense of belonging' (35).

3. Information and communication

3.1 Marketing orientation:

'It can be applied to the 'SWOT analysis' to clarify the company situation to the upper level management' (23).

'Will attempt at regional level to test the degree of success with information gathered' (25).

3.2 Marketing planning:

'The way to overcome this resistance is to give them a lecture on 'pricing' so as to change the management attitude of these two divisions' (14).

'Through discussion highlight the areas of weakness and their impact upon the profitable operation of the company in a friendly way' (46).

3.3 Marketing training:

'Try to sit down, speak out and propose frankly and clearly' (9).

'I will issue a memo follow-up to my presentation to my Education and Training Director to cover the following: (1) area of improvement on existing program and why; (2) recommend change/improvement and justification; (3) a timetable for implementation and try-run; (4) I will also send some ex-program students to support my recommendation' (44).

4. Top management support

4.1 Marketing orientation:

'I will propose a marketing plan in organising, controlling and implementation to the top management for their comment' (27).

'First it has to satisfy the management and then I'll work on a long term plan and asking for a trial' (35).

'I'd like to have a crack at it by discussing it with the managing director first' (52).

4.2 Marketing planning:

'Get senior management to back me up' (4).

'First of all we have to get the committee from top management. Then, we should do some analysis on the present situation of the marketing department and try to work with them to find out a solution' (36).

'Prepare presentation and ask my boss to support it' (17).

5. Using one's position/incremental changes/by example

5.1 Marketing orientation:

'In my position introduce only certain elements, one bit at a time in an almost invisible way' (10).

'As a marketing manager changing attitude and concerns gradually of others in the company' (12).

'To improve own market skills firstly and then in my position to apply them to set examples of decision making' (43).

'In my job implement small changes to prove benefit of change without much threat' (32).

6. Planning, monitoring and evaluating the change

6.1 Marketing orientation:

'Will attempt at regional level to test the degree of success with information gathered to evident possible attainment to the corporate level' (25).

6.2 Marketing planning:

'To draw up a corporate objective plan and to identify the weaknesses for other partners' (1).

'Work out a five year marketing strategic plan which covers every aspect in the organisation. Conduct a consumer behaviour study to uncover the motives of purchase and to incorporate these into our communication plan' (13).

7. Show need/desirability for change

'By first convincing my immediate superior of the need of a corporate business plan and its implications to the well being of the marketing department' (6).

'Talk in terms of their benefits and the company benefits. Discuss the idea of how to find/source this information. Management support will be very critical' (44).

'By presenting entry method evaluation and selecting criteria/rationale and comparing with previous errors to establish benefits of process' (47).

'Make out planning and influence the company directors by reflecting the benefits of the change to them' (26).

