

THE IMPACT OF MARKETING RESEARCH ACTIVITIES ON MARKETING PERFORMANCE IN TEXTILE COMPANIES: A STUDY IN DENİZLİ

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ABSTRACT

Marketing research is one of important factors that affect marketing performance. In literature, effects of various marketing research activities on business or export performance were analyzed. However, there is a lack of studies in literature explaining the effects of marketing research activities on marketing performance in textile companies. The objective of this study is to determine the marketing research activities that affect marketing performance and the degree of these effects. On this account various statistical analysis were applied to data collected from companies in Denizli Organized Industrial Zone. The empirical results indicate that marketing information collection vehicles and marketing research information types have different effects on marketing performance. Furthermore, the research also clearly indicates that marketing research budget has a positive effect on marketing performance but it is not the strongest effect.

Keywords: Marketing Research Activities, Marketing Research Budget, Marketing Performance, Textile Companies.

TEKSTİL İŞLETMELERİNDE PAZARLAMA ARAŞTIRMASI FAALİYETLERİNİN PAZARLAMA PERFORMANSINA ETKİSİ: DENİZLİ'DE BİR ÇALIŞMA

ÖZET

*İşletmelerin pazarlama performanslarını etkileyen önemli faktörlerden birisi pazarlama araştırmalarıdır. Literatürde farklı pazarlama araştırması faaliyetlerinin işletme ya da dış ticaret performansına etkileri incelenmiştir. Ancak tekstil işletmelerinde pazarlama araştırması faaliyetlerinin pazarlama performansına etkilerini açıklayan çalışma bulunmamaktadır. Bu çalışmanın amacı pazarlama performansına etki eden pazarlama araştırması faaliyetlerinin ve bu faaliyetlerin etki düzeylerinin belirlenmesidir. Bu doğrultuda Denizli Organize Sanayi Bölgesi'ndeki işletmelerden toplanan veriler çeşitli istatistiksel analizler ile test edilmiştir. Analiz sonuçlarına göre pazarlama bilgisi toplama araçları ve pazarlama araştırması bilgisi türlerinin pazarlama performansı üzerinde farklı etkileri olduğu saptanmıştır. Bunun yanı sıra pazarlama araştırması bütçesinin de pazarlama performansı üzerinde etkili olduğu ancak pazarlama performansını etkileyen en önemli etki olmadığı tespit edilmiştir. **Anahtar Kelimeler:** Pazarlama Araştırması Faaliyetleri, Pazarlama Araştırması Bütçesi, Pazarlama Performansı, Tekstil İşletmeleri.*

1. Introduction and Literature Review

Many researchers argue that information is one of important key elements in marketing activities. According to Naveh & Halevy (2000), better information is needed to make better decisions. In their early articles, Tookey (1964) mentioned that “a marketing policy is only as good as the information on which it is based” and Kotler (1966) stated that “the company’s effectiveness in the marketplace is increasingly at the mercy of the executive’s marketing information”. Furthermore, there is a widespread consensus in the marketing literature that using marketing research information in decision making is a crucial factor in overall business performance (Baker, Hart, Black & Abdel-Mohsen, 1986; Kohli & Jaworski, 1990; Moorman, 1995), increasing the probability of marketing success (Gandz & Whipple, 1977) and customer value (Narver & Slater, 1990). In this context, it can be said that marketing research has multiple roles on marketing activities such as tracking changes in marketplace (Köksal, 2008), generating, refining and evaluating marketing action and monitoring marketing performance (Malhotra, 2007).

In marketing literature, there are a lot of studies related with marketing research information. According to Diamantopoulos & Horncastle (1997), managerial perceptions of the contribution of marketing research information, characteristics effecting information usage, differences in marketing research information usage by organizations, differences in perceptions between research providers and research users, the role of marketing research information in organizational politics, cross-country differences in the implementation of marketing research activities and information sources, the types of research studies undertaken and some other researches in export marketing are the common research areas about marketing research in literature.

Marketing research activities can be organized in two ways: in-house research department and external agencies. As Powell, Koput & Smith-Doerr suggest (1996), “in industries in which know-how is critical, companies must be expert at both in-house research and cooperative research with such external partners”. Moreover, Brooksbank & Taylor (2007) found in their study about a comparison of higher and lower performing manufacturing firms in UK that none of those firms use external agencies on account of their markets were so specialized as to be beyond the expertise of marketing research firms. As well, it would be predicted that organization of marketing research varies among firms differing in marketing performance (Hart & Diamantopoulos, 1993).

Despite the agreement that marketing research information is a key for business success, there have been astonishingly few empirical studies that examine the link between marketing research activities and business performance (Hart & Tzokas, 1999; Ganeshasundaram & Henley, 2007). For example, Baker, Black & Hart (1988) claimed that successful companies fulfill marketing research better than less successful companies. Similarly, Hooley, Lynch, Brooksbank & Shepherd (1988) found that level of use of marketing research techniques affect profitability and competitive standing. Tsai & Shih (2004) specified that marketing information system affects marketing capabilities positively. On the other hand, Hart & Diamantopoulos (1993) found insignificant relationship between research and performance.

In marketing literature, it has been emphasized that the use of marketing research is not only related with business performance but also some issues of marketing such as innovation and product design (Takeuchi & Quelch, 1983), success of new products (Hill, 1988), export performance (Julien & Ramangalahy, 2003; Yeoh, 2000; Leonidou & Theodosiou, 2004) and marketing communication productivity and product decisions (Low & Mohr, 2001).

Marketing performance can be measured by multidimensional measures (Clark, 1999) and has two dimensions named marketing efficiency and marketing effectiveness (Walker & Ruekert, 1987). Marketing effectiveness is the degrees of desired market-based goals are achieved (Morgan, Clark & Gooner, 2002) and marketing efficiency is the ratio of marketing expenses/gross revenue.

In conclusion, despite the relevant literature suggest the positive relations between marketing research and business performance or some issues in marketing, the relationship between marketing research and marketing performance has not been empirically demonstrated enough. Due to very little is known about how marketing research activities affect marketing performance, the study was designed to explore the impact of marketing research activities on marketing performance in Turkish Textile Companies. The main objective of this study is to determine the effects of marketing research activities on marketing performance. To achieve this objective some hypothesis was developed based on theoretical framework and the results of exploratory factor analysis.

2. Methodology

2.1. Research Design and Data Collection

The research sample consists of textile companies in DOSB (Denizli Organized Industrial Zone), Turkey. Denizli is one of the most important cities of Turkey in textile industry. In order to examine the relationship between marketing research and marketing performance, the author of this study contacted textile companies by means of a questionnaire survey. The company database of DOSB was taken as the basis of population. It was determined from database that 111 textile companies were established in zone but 74 of population were taken as a sample because 24 of them were shut downed production activities, 1 of them was under-construction and 12 of them had done no marketing research activities.

Several researchers have argued that size and marketing research budget could be misleading factors in performance (Ganeshasundaram & Henley, 2007; Hart & Diamantopoulos, 1993; Low & Mohr, 2001). Larger firms may spend more for marketing research activities and can access more detailed information. On this account, marketing research budgets of firms were analyzed as a control variable and in order to avoid the effect of size, companies that have more than 200 employees (7 companies) were excluded from sample. Therefore, final sample of the study consisted of 67 respondents, representing a respond rate of 60.3% (67/111).

Sample of the study covered a wide spectrum of companies in textile industry. More than three fourths of companies in sample are at least 16 years old. In terms of

size, 56.7% of the textile firms have more than 100 employees. More than 50% of firms carry out marketing research activities once a month and all of them carry out at least once a year and more than one-third of sample has lower marketing research budget than the other firms in industry. Similarly, almost one-third of firms have stated they have same marketing research budget and almost 30% of sample has stated they have larger marketing research budgets than the other firms in industry.

In order to analyse nonresponse bias, early and late responses were compared by *t*-test and the results revealed that none of the variables assessed in the questionnaire showed a significant difference between early and late responses ($p > .658$).

2.2. Questionnaire Construction

The research instrument was designed based on a review of relevant literature and questionnaire was pre-tested by in-depth interviews with academicians and managers who were the experts of marketing research. The questionnaire was developed into four sections. First section was related to the demographic information of companies. Second section was about the usage frequencies of marketing information collection vehicles and theoretical framework operationalized by using multiple items. The five-point Likert type scale was used to measure these items (1-Never to 5-Always). In the third section, usage frequencies of marketing research information types were assessed using five-point Likert type scale (1-Never to 5-Always). In last section, a five-point Likert type scale (1-Very Bad to 5-Very Well) was used to measure the marketing performance of firms through four questions “*How well is your firm achieved its goals in terms of (1) market share growth, (2) sales growth, (3) market position and (4) marketing expenses/gross revenue*” and a question “*Rate your organization’s marketing research budget in comparison to similar organizations in your industry*” to measure the degree of marketing research expenditures of firms using a five-point Likert type scale (1-Much Lower to 5-Much Higher).

2.3. Measures

Measures of this study are organization of marketing research, marketing information collection vehicles, marketing research information types and marketing performance. Marketing information collection vehicles were assessed by using a multi-item scale adapted from Hart & Tzokas (1999) and Köksal (2008). Marketing research information types were designed regarding the studies of Xu & Kaye (1995), Köksal (2008) and Hart & Diamantopoulos (1993). Marketing performance was measured following the studies of Vorhies & Morgan (2003) and Keh, Nguyen & Ng (2007). Organization of marketing research was assessed by a dichotomous variable indicating in-house and external marketing research regarding the study of Hart & Diamantopoulos (1993).

3. Analyses and Results

In order to assess the level of internal consistency of the scales, several reliability analyses were performed. The final measurement items and construct reliabilities are presented in Table 1. All scales used gave a Cronbach Alpha scores acceptable since the values are over the requested value of 0.70 (Nunnally & Bernstein, 1994).

Scales in this study were subjected to exploratory factor analysis to test the constructs' underlying dimensions with principal components analysis using varimax rotation with a criterion of eigenvalue greater than 1.0. According to the analysis results, marketing information collection vehicles were grouped under four factors named Communicative Information Collection Vehicles (CICV), Information Outsourcing Vehicles (IOV), Research Data Collection Vehicles (RDCV), and Exhibitions and Fairs (EF). Marketing research information types were also analyzed using factor analysis and grouped under four factors named Strategic Information (SI), Macro Environment Information (MEI), Customer Information (CUI) and Competitive Information (COI). Marketing performance was also analyzed using factor analysis and two interpretable factors were extracted named Marketing Effectiveness (MEFT) and Marketing Efficiency (MEFC). Factor analysis results related to marketing information collection vehicles, marketing research information types and marketing performance are given in Table 1.

Table 1: Exploratory Factor Analyses and Reliability Scores

SCALE ITEMS	FACTORS			
	CICV	IOV	RDCV	EF
MICV				
Contacts with customers	.898			
Contacts with distributors	.888			
Contacts with competitors	.860			
Contacts with suppliers	.834			
Consulting firms		.873		
Trade publications		.790		
Chamber of Trade and Industry		.621		
Internet			.933	
Surveys			.813	
Exhibitions and fairs				.828
Eigenvalue	3.311	1.959	1.435	1.110
Reliability of MICV	.865			
Percentage of total variance explained= 78.153 KMO: 0.777 Barlett: 308.793 (p=.000)				
MRIT	SI	MEI	CUI	COI
Market size	.699			
Price trends	.695			
Market share	.603			
Product adaptation	.575			
Socio-cultural information		.856		
Technological information		.680		
Transportation/Distribution		.519		
Promotions			.853	
Customer requirements			.755	
Competition				.843

Growth rate				.606
Eigenvalue	2.215	1.769	1.637	1.133
Reliability of MRIT	.748			
Percentage of total variance explained=	61.399	KMO= .833	Barlett= 121.016	(p= .000)
Marketing Performance (MP)	MEFT	MEFC		
Market share growth	.853			
Sales growth	.833			
Market position	.611			
Marketing expenses/gross revenue		.976		
Eigenvalue	1.603	1.018		
Reliability of MP	.719			
Percentage of total variance explained=	65.516	KMO: 0.795	Barlett: 24.847	(p= .001)

3.1. Hypothesis and Research Model

Three variables were hypothesized to explain the relationship between marketing research activities and marketing performance. Brooksbank et al. (2003) determined that in-house research activities had significant effect on marketing performance while marketing research activities conducted by external agencies was not found to be statistically correlated with high performance. Past empirical studies (Hart & Diamantopoulos, 1993; Diamantopoulos & Horncastle, 1997; Brooksbank et al., 2003) have concerned with the organization of research activities. Stated formally:

H1: There is a significant difference in marketing effectiveness between the companies which carry out marketing research activities by in-house department and external agencies.

H2: There is a significant difference in marketing efficiency between the companies which carry out marketing research activities by in-house department and external agencies

The literature emphasized that using different types of marketing information collection vehicles or sources have a different effects on performance (Köksal, 2008; Hart & Tzokas, 1999; Walsh, Roy & Bruce, 1988). Similarly, using various tools to collect marketing information and frequency of use of marketing information collection vehicles (from never to always) might affect marketing performance. As might be expected, companies using marketing information vehicles more frequently can lead to achieve better marketing performance. According to this expectation, the relevant literature and exploratory factor analysis reported in Table1, the following hypothesis was developed:

H3: Usage frequency of communicative information collection vehicles has positive effect on marketing effectiveness

H4: Usage frequency of communicative information collection vehicles has positive effect on marketing efficiency

H5: Usage frequency of information outsourcing vehicles has positive effect on marketing effectiveness

H6: Usage frequency of information outsourcing vehicles has positive effect on marketing efficiency

H7: Usage frequency of research data collection vehicles has positive effect on marketing effectiveness

H8: Usage frequency of research data collection vehicles has positive effect on marketing efficiency

H9: Usage frequency of exhibitions and fairs has positive effect on marketing effectiveness

H10: Usage frequency of exhibitions and fairs has positive effect on marketing efficiency

The last marketing research activity variable is marketing research information types. According to Hart & Diamantopoulos (1993), Morgan & Piercy (1989) claimed that better performers would be expected to make more frequent use of various types of marketing research information. In their study Hart & Diamantopoulos hypothesized that claim but they didn't find supporting results to this hypothesis in Sunset and Sunrise industries. To test this claim in Turkish Textile Industry, the following hypothesis was developed according to the relevant literature and exploratory factor analysis:

H11: Usage frequency of strategic information has positive effect on marketing effectiveness.

H12: Usage frequency of strategic information has positive effect on marketing efficiency.

H13: Usage frequency of macro environment information has positive effect on marketing effectiveness.

H14: Usage frequency of macro environment information has positive effect on marketing efficiency.

H15: Usage frequency of customer information has positive effect on marketing effectiveness.

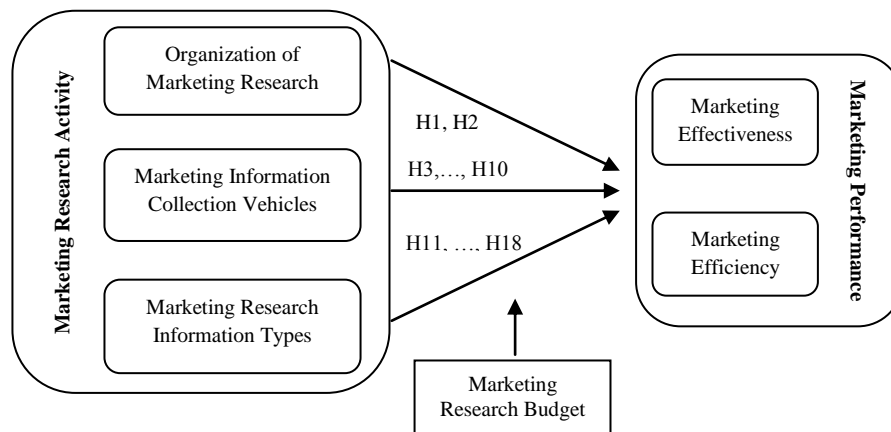
H16: Usage frequency of customer information has positive effect on marketing efficiency.

H17: Usage frequency of competitive information has positive effect on marketing effectiveness.

H18: Usage frequency of competitive information has positive effect on marketing efficiency.

Conceptual model of the study is proposed considering the relevant literature and exploratory factor analysis. Figure 1 represents the hypothesized relationships in conceptual model.

Figure 1: Conceptual Model of Study



3.2. Hypothesis Testing

The theoretical framework of this study and the corresponding hypothesis were tested using Mann-Whitney U test and multiple stepwise regression procedure. In H_1 and H_2 , it was predicted that there would be a significant difference in marketing performances between the companies which carry out marketing research activities by in-house department and external agencies. Hypothesis was tested using Mann-Whitney U test. There were no significant differences ($z = -0.522, p > .05$ for marketing effectiveness and $z = -1.428, p > .05$ for marketing efficiency) in marketing performance between in-house and external research organizations. The test results showed that organization of marketing research had not significant effect on marketing performance, therefore, based on the present evidence, H_1 and H_2 rejected according to the results presented in Table 2.

Table 2: Mann-Whitney U Test Results

Variable	Groups	Mean rank	z	p
Marketing Effectiveness	In-House	33.18	-0.522	.601
	External	35.68		
Marketing Efficiency	In-House	31.71	-1.428	.153
	External	38.68		

In order to test hypotheses from H_3 to H_{18} and understand the relationship between factors, correlation matrix was developed and regression analysis was performed. Table 3 presents the descriptive statistics and correlation matrix for the variable set. Alpha coefficients for all factors showed in italic in table were greater than .70, indicating that reliability of factors are acceptable (Nunnally & Bernstein, 1994).

Table 3: Descriptive Statistics, Reliabilities and Correlation Matrix

	M	SD	Items	1	2	3	4	5	6	7	8	9	10
1. CICV	2.15	.94	4	<i>.87</i>									
2. IOV	2.60	.93	3	.32	<i>.84</i>								
3. RDCV	1.78	.79	2	.12	-.01	<i>.74</i>							
4. EF	3.75	1.31	1	.11	.14	-.05	N/A						
5. SI	3.22	1.32	4	-.07	-.19	-.06	-.22	<i>.77</i>					
6. MEI	3.21	1.34	3	-.36	-.12	.01	-.01	-	<i>.78</i>				
7. CUI	3.30	1.24	2	.16	.19	.02	.10	-	-	<i>.72</i>			
8. COI	2.88	1.21	2	-.19	.05	-.06	.06	-	-	.10	<i>.79</i>		
9. MEFT	2.07	1.23	3	.44	-.10	.18	.24	.11	.21	.19	.22	<i>.89</i>	
10. MEFC	3.58	1.19	1	.13	.06	.21	.09	.31	.34	.10	.02	.06	N/A

Since all VIF values were calculated below ten and tolerance values were higher than 0.1, regression model indicated no multi-collinearity problem. As stated previously, marketing research budget was included as a covariate in the regression analysis. The results of the multiple regression analysis are given in Table 4. The

regression results explain 48 percent of the variance about marketing effectiveness and 43 percent of the variance about marketing efficiency.

From H₃ to H₁₀, it was predicted that using marketing research information collection tools has positive effect on marketing performance. Usages of communicative information collection vehicles and exhibitions and fairs have positive significant effects on marketing performance. Communicative information collection vehicles ($\beta = .471$, $t = 4.581$ for marketing effectiveness and $\beta = .347$, $t = 3.031$ for marketing efficiency) have stronger effect than exhibitions and fairs ($\beta = .295$, $t = 2.874$ for marketing effectiveness and $\beta = .232$, $t = 2.165$ for marketing efficiency) on marketing performance both marketing effectiveness and marketing efficiency. According to the results of regression analysis H₃, H₄, H₉ and H₁₀ was accepted. On the other hand, information outsourcing vehicles and research data collection vehicles have no significant effect on marketing performance ($p > .05$). Therefore, H₅, H₆, H₇ and H₈ were rejected according to the regression analysis results.

From H₁₁ to H₁₈, it was predicted that there is a positive relationship between the usage frequencies of marketing research information types and marketing performance. The analysis implied that marketing effectiveness increases with the use of strategic information and customer information ($\beta = .207$, $t = 2.017$ and $\beta = .302$, $t = 2.933$) although macro environmental and competitive information have insignificant effects ($p > .05$). On the other hand, macro environmental information has a significant effect on marketing efficiency ($\beta = .469$, $t = 4.172$) in conjunction with strategic information ($\beta = .253$, $t = 2.444$) while customer information and competitive information have insignificant effects ($p > .05$). According to the regression analysis results H₁₁, H₁₂, H₁₄ and H₁₅ was accepted and H₁₃, H₁₆, H₁₇ and H₁₈ was rejected.

Table 4: Regression Results: Factors Effecting Marketing Performance

The Impact of Marketing Research Activities on Marketing Performance				
	Marketing Effectiveness		Marketing Efficiency	
	β	t-statistics	β	t-statistics
MICV				
Communicative information collection vehicles	.471	4.581**	.347	3.031**
Exhibitions and fairs	.295	2.874**	.232	2.165 *
MRIT				
Strategic information	.207	2.017**	.253	2.444 *
Macro environment information		a	.469	4.172**
Customer information	.302	2.933**		a
Covariate				
Marketing Research Budget	.173	1.704**	.311	2.923**
Model Statistics				
Adjusted R ²		.480		.432
F statistics		8.530 ***		9,303 ***

* $p < .05$. ** $p < .01$. *** $p < .001$

a: The dimension has no significant effect on related factor; hence β and t-statistics are not presented.

First step of regression analysis contained the main effects of marketing research activities. In second step of testing the relationship between marketing research activities and marketing performance, as stated previously, marketing budget was included to the models. The entry of marketing research budget into the models explained a significant level of additional variances (change in $F = 6.012$, $p = .017$ for marketing effectiveness and change in $F = 8.012$, $p = .006$ for marketing efficiency). Therefore it can be said that marketing research budget has a positive significant effect on marketing performance ($\beta = .173$, $t = 1.704$ for marketing effectiveness and $\beta = .311$, $t = 2.923$ for marketing efficiency) but the effects were not the strongest in models. Expectedly, the study proved the effect of marketing research budget on marketing performance.

According to the results of analysis, usage frequencies of marketing information collection vehicles, marketing research information tools and marketing research budget have different effect levels on marketing effectiveness and marketing efficiency. It was found that most important factor that affects marketing effectiveness is usage frequency of communicative information collection vehicles. The others are, respectively, usage frequencies of customer information, exhibitions and fairs and strategic information. Marketing research budget was found to be the less important factor. On the other hand, usage frequency of macro environment information was found the most effective factor on marketing efficiency. Other factors that affect marketing efficiency are, respectively, usage frequency of communicative information collection vehicles, marketing research budget, strategic information and exhibitions and fairs.

4. Conclusion

The objective of this study was to identify the factors that explain the effects of marketing research activities on marketing performance. The results indicate that some marketing research activities have positive impacts on companies' marketing performance in Turkish textile industry. Usage frequencies of marketing information collection vehicles and marketing research information types were found to have partial effect on both marketing effectiveness and marketing efficiency while organization of marketing research has no significant effect on marketing performance.

The Mann-Whitney U test analysis results showed that organization of marketing research (in-house or external) has no significant effect on marketing performance. Similarly a study by Hart & Diamantopoulos (1993) had also failed to identify any direct relationship between the use of in-house or commissioned marketing research and performance. Thus, results of this study support the notion that marketing performance is not related to organization of marketing research.

It was found that usage frequencies of communicative information collection vehicles such as contacts with customers, distributors, competitors and suppliers have the strongest effect on marketing effectiveness and a strong effect on marketing efficiency. Exhibitions and fairs as marketing information collection vehicles were found to be the other factor that has positive effects on marketing effectiveness and efficiency. These findings support the study of Köksal (2008) but do not support the study of Hart & Tzokas (1999). In their study Hart & Tzokas found that formal information vehicles have stronger effects on performance than informal information vehicles, but in this study it was found that more formal marketing information collection vehicles have stronger effects on both marketing effectiveness and marketing efficiency. Therefore it can be said that using more formal vehicles are more efficacious than less formal vehicles for Turkish textile companies.

In addition, it was found that using strategic information and customer information have positive effects on marketing effectiveness but customer information has no significant effect on marketing efficiency. On the other hand, macro-environmental information such as socio-cultural and technological information and transportation/distribution information have the strongest effect on marketing efficiency. These results do not support the findings of Köksal (2008) and Hart & Diamantopoulos (1993). In their early study, Hart & Diamantopoulos had failed to identify any direct relationship between company performance and the types of marketing research information collected, and Köksal has found that market characteristics such as product adaptation, market size and growth rate have stronger effects on performance than macro-environmental characteristic, while in this study, macro-environmental information and strategic information were found to be main factors that have effect marketing efficiency. Thus, it can be said that collecting strategic, macro-environmental and customer information has positive effects on marketing performance in Turkish textile companies.

Findings of the current study suggest that marketing research budget has positive significant effect on marketing performance. However, it was found that marketing

research budget is not the most important and strongest factor that effect both marketing effectiveness and marketing efficiency whereas effect of marketing research budget on marketing efficiency is stronger than effect on marketing effectiveness.

This study indicates that some issues about marketing research activities have several effects on marketing performance. In the relevant literature, apart from marketing research activities, determinants of marketing performance has considered as firm specific characteristics such as product uniqueness, firm experience and commitment, the environmental characteristics of foreign market, level of competition in an export market, firm competence, export marketing strategy and product characteristics (O'Casey & Julian, 2003; Julian, 2003; Cavusgil & Zou, 1994). Therefore unexplained variance of marketing performance in this study, approximately 50%, can explain by the effects of these factors discussed in the relevant literature that affect marketing performance.

5. Theoretical and Managerial Implications

From a methodological perspective, this study demonstrates the effects of marketing research activities on marketing performance. Although factors that effect business performance have been analyzed in management and organization theory, effects of marketing research activities on marketing performance have not been analyzed previously in the marketing literature. In this study it was analyzed in multidimensional perspective, and complex constructs were explained by Mann-Whitney U test and regression analyses.

The results of this study have several important managerial implications. Specifically, findings demonstrate the need to consider both marketing information collection vehicles and marketing research information types to understand the effects of marketing research activities on marketing performance. For instance, more formal marketing information collection vehicles have stronger effects on marketing performance and while dimensions of marketing information collection vehicles have stronger effects on marketing effectiveness, dimensions of marketing research information types have stronger effects on marketing efficiency. Consequently, managers should mind using different types of marketing research activities to have better marketing performance.

Effects of marketing research budget and organization of marketing research on marketing performance are the other important implications for managers. Findings suggest that organization of marketing research has not an important confounding influence on the marketing performance. Thus, managers should not bear this factor in mind. Furthermore, since this study demonstrates marketing research budget is not the most important factor that effect marketing performance, managers should take other factors into account to enhance marketing performance.

6. Limitations and Further Research

The study has some limitations. First, the single industry and zone setting of this study limit the generalizability of the findings. In order to better understand the effects of marketing research activities on marketing performance, more studies in additional

industries and zones are required. Second, although the size of companies in this study is similar, the effect of size on marketing performance was not taken into consideration. Therefore, future studies can also analyse the effect of size on marketing performance or choice of marketing activities. Finally, although the focus of this study was on the relationship between marketing research activities and marketing performance, it is possible that there are important mediating variables that could also affect marketing performance. The relationships between the multiple variables that can affect marketing performance are the other interesting issues that can be analyzed by future studies.

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