

**The Role of Measurement in Integrated Marketing
Communication;
Turkish Pension Funds**

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ABSTRACT

The current literature has shown that organizations need to complete the entire progressive stages of integrated marketing communication (IMC) to be able to measure the return on customer investment (ROCI) of IMC campaigns. Due to the lack of well-documented IMC research in most “non-English” speaking countries, the validity and universality of the above claims had never been tested for conformity.

The aim of this research is to contribute to the literature by examining the theoretical and practical applicability of measurement of IMC in Turkish pension funds as a “non-English” speaking country by developing a model and measuring ROCI. Although Turkey is a developing country, it is a good ground because there is a healthy competition among organizations. The findings of the research has brought us into two important conclusions: 1) As a developing market, the Turkish financial organizations are capable of practicing IMC and are able to measure ROCI. 2) Regardless of the development status of the country they operate, financial organizations such as banks, insurance organizations and pension funds are capable of measuring ROCI.

This research has been conducted in two stages. Secondary data was used in the first stage of the research and primary data was used in the second stage. The result of these analyses, aided the development of an IMC model for pension funds in Turkey and then measured one of the pension funds ROCI. As for the secondary source,

Turkish market statistics had been analyzed according to the TUIK (Statistics Institution of Turkey) statistics and pension funds investments from pension monitoring center (EGM). In secondary data, it was discovered that the banks heavily invest in their marketing communication activities and pension funds, which are mostly sub-divisions of these banks, thus gaining benefit. Since the pension fund system is a recently developed sector, the organizations in the system have a more dynamic approach to marketing communications than the banks that support them. The primary data was collected in two stages. In the first stage, a survey method was used. Two different questionnaires were prepared for Turkish pension funds and their communication agencies, to understand the theoretical and practical applicability of IMC in Turkey. Then, an in-depth interview was used in a case study for Finans Emeklilik to calculate ROCI in which revealed that the company was in the first stage of IMC, and was able to apply the fourth stage by calculating ROCI without passing through the second and third stage.

The findings show that most pension funds and their agencies operate within the first stage of IMC and conceptually developing towards the second or third stages. The organizations can measure the return on customer investment while practicing integrated marketing communication regardless of their company's ranking in the stages of IMC. On the other hand their advertising and public relations agencies practice corporate & marketing communications and use IMC in their campaigns according to their clients' wants.

Keywords: Integrated marketing communication, return on customer investment, pension fund, Turkey market.

ÖZ

Çoğu yapılan arařtırmalar İngilizce konuşulan ülkelere yönelik olup firmaların uyguladıkları bütünleşik pazarlama iletişimi (BPİ) kampanyalarının ne kadarının kurumlara geri döndüğünü (ROCI) hesaplamaları için BPİ gelişim safhalarında ancak 4. aşamaya gelindiği zaman ölçülebildiğini iddia etmektedir. İngilizce konuşulmayan çoğu ülkede BPİ, uygulamaları ve arařtırmaları hakkında iyi kaynak bulmakta güçlük çekildiğinden yukarı da belirtilen iddianın geçerliliği, evrenselliği ve doğruluğu daha önce hiç arařtırılıp test edilmemiştir.

Bu arařtırmanın amacı İngilizce konuşulmayan ülkelerden biri olan Türkiyede de BPİ teorik ve pratikte bireysel emeklilik kurumlarınca uygulanabilirliğini yapılan arařtırma sonucunda ortaya çıkarılan BPİ modeli ve ROCI ölçümlemesi ile literatürdeki bu eksikliği gidermeyi amaçlamaktadır. Türkiye Pazarının böyle bir arařtırma için en uygun pazarlardan biri olmasının en temel özelliği, her ne kadar gelişmekte olan bir pazar olsa da firmalar arasında kıyasıya rekabet bulunmaktadır. Arařtırma bulgularında iki önemli sonuç ortaya çıkmıştır: 1) Gelişmekte olan pazarda Türkiye finans kuruluşları BPİ'ni pratikte kurumlarında uygulamalarının yanı sıra yaptıkları yatırımların müşteri bazlı geri dönüşümünü de ölçümleyebildikleri ve 2) ülkenin kalkınma durumu hangi noktada olursa olsun bankalar, sigorta kuruluşları ve emeklilik fonları gibi finansal kuruluşların yaptıkları faaliyetleri ROCI tekniğini kullanarak ölçümleme yapabilme yeteneğine sahip oldukları ortaya çıkmıştır.

Bu araştırma iki aşamadan oluşmaktadır. Birinci aşamada ikincil kaynaklardan verilerin toplanması ikinci aşamada ise birincil araştırma verilerin toplanması yer almaktadır. Bu aşamaların sonucunda; Türkiyede faaliyet gösteren bireysel emeklilik kurumlarının BPI uygulaması için model geliştirilmiş olup, seçilen bir kurum üzerinde yapılan alan çalışmasında ROI ölçümlenmesi yer almaktadır. İkincil veriler iki kısımda toplanmıştır. Öncelikle Türkiye pazarının istatistiksel bilgileri Türkiye istatistik kurumundan alınıp analiz edilmiştir. Bu sürecin devamında emeklilik gözetim merkezine bağlı bireysel emeklilik kurumları incelenmiştir. Bu aşamanın sonucunda bankaların ağırlıklı olarak pazarlama iletişim aktiviteleri ve bireysel emeklilik fonlarına yatırım yapmış olduğu gözlemlenmiştir. Bireysel emeklilik kurumları çoğunlukla bu bankaların alt kuruluşlarıdır ve bu yatırımdan kar elde etmektedirler. Emeklilik fon sistemi son zamanlarda gelişen bir sektör olduğu için bu sistemdeki kuruluşlar pazarlama iletişiminde bankalara oranla daha dinamik bir yaklaşım gösteriyorlar. Birincil verilerin toplanması iki aşamadan oluşmaktadır. İlk aşamada anket yöntem bilimi kullanılmıştır. Bireysel Emeklilik kurumları ve bu kurumların ortak çalıştığı Türkiye pazarındaki reklam ve halkla ilişkiler ajanslarının, BPI uygulamasının pratiklerini anlamak için iki ayrı anket düzenlenmiştir. İkinci aşamada derinlemesine mülakat yöntem bilimi ile Finans Emeklilik kurumunda alan çalışması yapılarak, her ne kadar firma BPI gelişim süreçlerinde birinci aşamada olsalarda yaptıkları ROI ölçümlerle ikinci ve üçüncü aşamalara geçilmedende dördüncü aşamanın uygulanabilirliğini göstermiş oldu.

Bulgular gösteriyor ki çoğu bireysel emeklilik kurumu ve ajansları BPI birinci safhasında işlem yapıyor ve kavramsal olarak ikinci ve üçüncü safhalara ilerliyor. Kurumlar bütünleşik pazarlama iletişimini uygularken bunun kaçınıcı safhasında olduğunu gözetmeksizin yapılan yatırımların geri dönüşümünü ölçebiliyorlar.

Bununla birlikte reklam ve halkla ilişkiler ajansları da ticari iletişim hakkında bilgilerinin var olduđu bulgusuna rastlanmış ve isteyen müşterilerine BPI kampanyaları uyguladıkları görülmüştür.

Anahtar Kelimeler: Bütünleşik pazarlama iletişimi, müşteriye yapılan yatırımların geri dönüşümü, emeklilik fonları, Türkiye pazarı.

To My Son DERİN ÇAĞAN KAYA, My Husband and My Parents

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Chapter 1

INTRODUCTION

Integrated communication is a key factor in the success and failure of today's increasingly competitive business world. Integrated communication is based on harmonic strategic planning of various communication outlets of an organization. Those outlets are consisted of integrated marketing communication (IMC), corporate public relations (CPR), corporate social responsibility (CSR), and issues management (IM).

IMC represents the entirety of commercial communications and hence commercial communication (promotion), involves strict financial boundaries and therefore measurement becomes an important necessity.

Measuring the efficiency and effectiveness of commercial communication is not an easy task. Too many internal and external factors play a role during campaigns that making accurate data collection rather difficult. Today's technology and marketing information system allows the organization to gather personalized customer data and makes it possible to use communication based return on investment techniques.

Conversely, in traditional marketing it is difficult to measure this return on investment. Up to today, a number of approaches have been introduced however, the integrated marketing communication approach is the most popular one that can be

considered as a solution. Before the analysis of integrated marketing communication approach, the traditional marketing and marketing communication approaches will be defined to understand the situation better.

Marketing is the process of the exchange of commodities. The marketing exchange process occurs either between two persons or two organizations or an organization and the people. It should not be forgotten that each of the parties has to believe that when making the exchange happen they are going to benefit and are going to be satisfied with it. Thus, they have to volunteer for this exchange and have to have a sufficient communicative ability. In traditional marketing approach, organizations produce, price, distribute and promote in the market to achieve their organizational objectives. In other words, they believe that adapting marketing mix is adequate for them to succeed (Stanton, Etzel, & Walker, 1994, p: 5-6). However using just the marketing mix strategy is not enough to compete in the competitive market because consumers receive various forms of information about the brands and are influenced by these messages; the move from mass marketing approach to a customer specific strategy has prompted IMC.

Marketing communication is a continual dialog between the consumer and the organization. To be more specific marketing communication is a communication process among the organization and the consumer that tries to satisfy both parties' needs and wants (Odabasi & Oyman, 2002, p: 35-36).

Marketing communication deals with not only the design of the product but also its price, distribution, advertisement and all the activity in the market place (Odabasi & Oyman 2002, p: 36). Thus, the organization's product design is a message for its

customers, the price of the product and the place that the product is sold are also messages for its customers. With the help of marketing communication, the consumer receives information about the product and the organization. Marketing communication is based on the general communication model. There are source, message, channel, and receiver in that model (Odabasi & Oyman, 2002, p: 37-38).

The aim of marketing communication is when the organization sends a message to their consumers they expect them to store these information on their memory and hope to affect their buying behavior in the future. Therefore, marketing communication not only gives information to consumers but also tries to persuade them to change their attitude in the future (Odabasi & Oyman, 2002, p: 38-39). Therefore, persuasion becomes the most important strategy in marketing communication. The commercial entities try to establish a competitive advantage by persuading customer or clients toward the perception that their product or service is the only one that is suitable for them. Thus when the consumers are ready for a purchase decision, they are attracted by a specific brand because the positioning of that brand has already persuaded them.

There is no unique method or technique for persuasion. The first essential technique of persuasion is **“message argument”**; consumers expect an influential and credible message in their argument from the firm. The second essential technique is **“peripheral cues”**; it is the additional thing that is added to the message to influence their consumer more; it can be the music that plays background or animation that is added to the messages. Third essential technique of persuasion is **“receiver involvement”**; according to the research it has been discovered that messages are more effective on “highly involved consumers” than on the “uninvolved consumers

messages” because consumers want to find something themselves in the message. The last essential technique in persuasion is “**receivers’ initial position**”; it is seen that “self-generated thought” arises here. The answers that consumers get from the messages are intended for the message argument and while implementing this argument, the messages involve either “emotional reaction”, “image reaction” or both while promoting their brands (Shimp, 2003, p: 117-120). As persuasion in marketing communication is a key element in the short run and long run to create a corporate image, brand value and reputation, firms have to decide on which persuasion method has to be used in their campaigns.

According to Kotler, marketing communication generally focuses on the target market “awareness”, “image” and “preference” that they have. However, since the marketing communication is costly and it is difficult to control the message that the consumers perceive on their mind (Kotler & Armstrong, 1999, p: 423), it is also insufficient in satisfying the consumers’ and organizations’ need in that global world.

As a conclusion, marketing communication conveys information on everything that is commercialized and intends to affect the consumer decision making and consumer buying processes. Therefore, the messages that have been sent to the consumers are important valuable investments for organizations.

Consumer needs is an expansive area about human needs that were exposed by psychologists. Abraham Maslow was the one who proposed the basic approach for motivation. He classified the basic human needs under a hierarchy that became a foundation for the theory of motivation.

According to the basic needs in Maslow's hierarchy, people have five levels of needs where the stages pass one by one. According to this theory, the first stage is **physiological needs**. The first levels of needs are the basic needs of the human beings such as water, sleep and food; in other words, the things that people need to survive. The second level is **safety needs**. At this stage, people need some security, shelter and protection in their life. In other words, they try to guarantee their future. Also social needs, ego needs and self-actualization are the third, fourth and fifth level of needs (Solomon, Bamossy, Askegaard, & Hogg, 2006, p. 99).

Maslow's Hierarchy of needs is commonly accepted as a basis for the classification of human needs around the world including Turkey. As it was mentioned earlier, people who achieved their physiological needs, pass through the second level which is safety needs. The intention to secure one's future is well connected with that need and Turkish people are no exception to the rule. Employed people pay to the Turkish social security benefits organization (SGK). The social security system used to be adequate for the people but because of the high inflation rate, the government continued the social security reforms by thinking of public welfare. Individual pension fund system was introduced as one of the dynamic social security reforms.

The pension fund system makes it possible for people to increase their life standards when they are retired. The system requires personal investing when employed and at younger ages. People who are interested in investing will not lose their earnings under the pension offered by the social security system (Individual pension system 2004 progress report, 2004).

Consumer decision process is influenced by some factors during their decision making such as; “individual differences”, “environmental influences” and “psychological process” (Engel, Blackwell, & Miniard, 1995, p: 143). In today’s highly competitive world, consumers are offered many different brands with many similarities. Once aware of a certain need, consumers scan and evaluate the products according to their past experience, ability to use, their cultural values and attitudes before purchasing it. This is why many radical improvements were observed in the Pension Fund system since 2004.

“Individual resources” has five major conditions. These are “*consumer resources*”; it is related to the consumers’ ability of using their time, money and perceiving information; “*knowledge*” is about the memory that stores information like where you can find the product, when you can find it, what it is used for and how you can use it; “*attitudes*” is about the evaluation of the alternatives and is put in order from positive to negative which effect the future behavior; “*motivation*” is about the level of personal importance or interest reminded by an encouragement in a given situation; “*personality, values and lifestyle*” is about people’s beliefs ,values and traits (Engel, Blackwell, & Miniard, 1995, p: 144).

Environmental influences can be “culture”, “social class”, “personal influence”, “family”, and “situation” (Engel, Blackwell, & Miniard, 1995, p: 144).

Psychological process is about people’s “information processing”, “learning” and “attitude and behavior change” (Engel, Blackwell, & Miniard, 1995, p: 145).

As it has been mentioned earlier each of the promotional activities aims to affect the consumer decision process. For instance, advertisement is mostly used for the purpose of generating consumer awareness and when the consumers are exposed to the message they should feel that they need that product; in a public relations campaign, consumers receive information about the product and learn about its availability and features. Organizations mostly use sales promotions when the consumer begins researching the product and starts to compare it with the other products; direct sales is useful when the consumers want to test the product; direct marketing is useful when the consumers decide if they are going to buy the product or not, the point of purchase is useful when the consumers feel that they are satisfied with using that product and fairs are useful when the consumers want to buy the product again (Bozkurt, 2004, p: 119-124). Since all promotional activities have different aims and activities, using them without a strategic plan is useless. That is especially true in the services sector where persuading people is difficult by comparing the products. Hence, firms especially in service sector have to organize communication activities under their strategic plan, where all messages have a single common voice.

This research is to show that IMC is not only functional in developed countries but also in developing countries as well. Newly developing pension funds in Turkey were studied to understand the acceptance and the role of measurement in integrated marketing communication in the Turkish marketplace.

1.1 Aim of the study

The aim of this research is to contribute to the literature by examining the theoretical and practical applicability of measurement of IMC in pension funds in Turkey which

is a “non-English” speaking country. In this study an IMC pension fund model has been developed. Also Finans Emeklilik ROCI was calculated in the company that is in the first stage of IMC. Tactically coordinated marketing communication activities, without passing through second and third stage, can apply the fourth stage by calculating ROI.

1.2 Problem statement

The problem statement for this study emerged due to intense competition among organizations, which convey similar benefits by sending numerous confusing messages to consumers. As these messages fail to generate the desired perception of the brand and/or product in the consumers’ minds IMC practices were emerged to strengthen the unity of marketing communications which usually take a large portion of operational costs of many organizations. Therefore, knowing the return value of the communication investment is extremely important for commercial entities. A detailed measurement technique called ROCI was developed to analyze the efficiency and effectiveness of the investment in developed markets. However, most of the research and techniques development has been carried out in English speaking countries and limited research has been done concerning practical applicability and measurement of integrated marketing communications especially in “non-English” speaking countries and expanding markets.

1.3 Importance of the study

This study contributes the literature by introducing the first ROCI measurement that is being done in a developing market. A model was also developed the first time, to understand the factors of all promotional activities that effect on reputation and brand image of the pension fund’s; with this model an accurate return on investment for the total marketing communication activities such as the time, money and labor that is

spent for promotional components while sending message to the consumer can be measured. In fact the model provides us with the means to measure not only individual marketing communication performance but also all marketing communication instruments combined effort, which has recently been called integrated marketing communication.

This study's second important contribution is demonstrating the detailed and accurate IMC analysis capability of financial organizations regardless of the IMC stages they are in.

1.4 Background information

Various studies have been published about integrated marketing communication. Some of them are;

Schultz D.E., Tannenbaum S.I., Lauterborn R.F.(1995), about how Integrated Marketing Communication program is applied in the organization, how it works, how the organization plans its communication program, what type of barriers they can face in the integration and how the organization can establish a good relationship with their consumers in their book (Schultz, Tannenbaum, & Lauterborn, 1995).

Sirgy M.J. (1998), in his book, explain system models can be found for integrated marketing communication regarding how the organization can get their strategies, tactics, objectives, resources and control system under the integrated marketing approach (Sirgy, 1998).

Bozkurt I. (2000), in his book, describes what integrated marketing communication is and what the strategic planning process in integrated marketing communication is

and the role of public relations in the process of integration of marketing communication (Bozkurt, 2000).

1.5 Research questions and hypothesis

This research intends to find out answers for the below research questions and then test the hypothesis;

RQ1: Which sectors expect IMC campaign from advertising and public relations agencies?

H₀: Pension funds in Turkey do not practice IMC accurately.

H₁: Pension funds in Turkey practice IMC accurately.

RQ 2: What are the pension funds' marketing research priorities?

RQ 3: What types of corporate strategic plans are applied by pension funds?

RQ 4: How does pension funds reach their target markets?

RQ 5: How does IMC affect the pension funds' product development stage?

RQ 6: How does a pension fund integrate their marketing communication activities?

RQ 7: What techniques are adequate for the pension funds to measure IMC performance?

H₀: In measuring the efficiency and effectiveness of an IMC campaign, ROI is not an effective tool.

H₂: In measuring the efficiency and effectiveness of an IMC campaign, ROI is an effective tool.

H₀: Pension Funds do not measure the efficiency of IMC campaigns by ROI technique before they pass through the fourth stage.

H₃: Pension Funds measure the efficiency of IMC campaigns by using ROI techniques before they pass through the fourth stage.

1.6 Assumptions of the study

The research has three assumptions while researching;

- There is an expanding market and intense competition among the pension funds in Turkey.
- The promotional campaigns are widely used in Turkey.
- Media influences Turkish consumers.

1.7 Limitations of the study

This research has some limitation as seen below;

- The data that has gotten from the secondary source and primary research is used to understand the theoretical and practical applicability of IMC in Turkey. As a secondary data, TUIK data was retrieved May 2010 and EGM report was retrieved October 2010 from their original internet webpage.
- In primary data, there were two researches where quantitative and qualitative research was conducted.
- The quantitative research is an exploratory study where exploring pension funds, advertising and public relations agencies characteristics, perception and application of IMC in Turkey. A survey method was used and two different questionnaires were distributed. In the pension funds survey, the upper level managers were asked to respond. In the advertising and public relations agencies survey, the people who are responsible for the whole campaigns were asked to respond. While determining the public relations and advertising agencies stratified method used. Public relations agencies are considered as agencies where they are a member of a communication consultant association and for advertising agencies having more than or equal to 50 employees, a membership in the Advertising Association (Reklamacılar Derneği), and either with foreign

partners or an annual revenue greater than or equal to USD 2,000,000 are considered.

- In qualitative research Finans Emeklilik was analyzed as a case study in July 2009 by using an in-depth interview method to describe one of the pension funds where IMC had been applied accurately in their organization and its ROI and ROCI were calculated to understand the role of measurement in IMC for Turkish pension fund.
- All the research is conducted in Istanbul.

1.8 Definitions of the study:

The definitions below help to follow the research more easily.

- Integrated marketing communication: “the joint planning, execution and coordination of all areas of marketing communication” (Lane, King & Russell, 2008, p: 48).
- Personal selling: gives information to the consumer or potential consumer about the firm’s product or services (Semenik, 2002, p: 562).
- Advertisement: is a specific message that is sent to the audiences to inform, persuade and remind them about the organization product (Semenik, 2002, p: 555).
- Sales promotions: create an awareness of “brand value” for channel members, consumers and for potential consumers in order not to lose to a competitor firm (Semenik, 2002, p: 564).
- Public relations: building a good relationship between the company and public to inhibit a negative image (Kotler & Armstrong, 1999, p: 468).

- Direct marketing: is the type of marketing system that “uses one or more advertising media to affect a measurable response” without using any channel member (Semenik, 2002, p: 558).
- Point of purchase: “materials used in the retail setting to attract the shoppers’ attention on the marketer’s brand” (Semenik, 2002, p: 562).
- Trade shows: exhibition of manufacturer’s product (Semenik, 2002, p: 566).
- Sponsorship: to stress their firm’s brand to the target audience, organization funding an event (Semenik, 2002, p: 565).
- Relationship marketing: ongoing communication between the consumer and the company to increase the number of “loyal users” in the market; therefore they have to understand the expectation of the consumer (Etzel, Walker & Stanton, 2001, p: 13).
- Loyalty: make the consumer prefer a specific brand without looking at any other alternative brand (Etzel, Walker & Stanton, 2001, p: 97).
- Brand image: “the perception of a brand on the consumers’ mind”. It can be positive or negative (Semenik, 2002, p: 556).
- Corporate Image: it is related to the company position in the market place that elaborates the company’s activities and operations (Clow & Baack, 2010, p: 50-51).
- Reputation: it is the perception of public affair, media, internal customer, business partner, financial audience and external customer about your corporation in their mind (Haywood, 2005, p: 3-5).
- Return on investment (ROI): it is the calculation of “managerial effectiveness” of gain or loss from the investment in a certain period of time and exposed as a percentage (Kotler & Armstrong, 1999 p: A 11).

ROI= (net profit/sales)*(sales/investment) (Kotler & Armstrong, 1999 p: A 11).

- Return on customer investment (ROCI): the measurement of return on investment as customer base (Schultz & Schultz, 2004, p: 221-222).

$$\text{ROCI} = \frac{(\text{Net contribution of Comm. Inv.} - \text{Net contribution of No Comm. Inv.})}{(\text{Total marketing communication investment})}$$

Chapter 2

LITERATURE REVIEW

This chapter consists of three main parts; integrated communication (IC) as a concept, integrated marketing communication (IMC) as a concept and measurement in integrated marketing communication.

The first part of this chapter; focuses on all the strategic communication outlets briefly and then discusses the importance of integrated communication in this highly globalized world. In the second part, IMC is analyzed as a concept. Firstly, different IMC definitions is analyzed to understand the true meaning of IMC. Then the evolution and characteristics of IMC, customer as a focal point and the value proposal of IMC is analyzed to understand the birth and necessity of IMC. Again in this part, IMC progressive stage is analyzed one by one. Then the focus moves towards IMC application in the international markets. The final sections of this second part focuses on marketing and the marketing communication structure in Turkey in which the entire marketing communication application is discussed in detail and focuses on the importance of pension funds in IMC .

In the third part where measurement in integrated marketing communication is analyzed, the focus is initially on marketing communication measurement to understand the concept better, then marketing audit and customer based return on investment is analyzed.

2.1 Integrated communication as a concept

In our increasingly globalized world, everything changes rapidly such as life standards, information technology and customer expectations. The chaos of change causes intense competition among organizations to have a comparative advantage. Both profit and non-profit organizations use promotional activities intensely. While all profit and non-profit oriented organizations spend large amounts of money for promotional activities, it is not easy to measure the return on investment of the promotional and non-promotional communication investments. Thus, if a campaign is not successful, organizations end up losing money, time and efforts as well as profits, brand value and reputation. Integrated communication approach largely prevents such losses, and its key point is having clear corporate communication objectives and strategy within the corporate strategic plan.

According to Cornelissen, with this highly competitive environment, the success of companies depends on how shareholders, current & potential customers, employees, entrepreneurs and the public members perceived the operated marketplace. As the perception of the stakeholder is important, corporate communication objective mainly focuses on “building, maintaining and protecting the corporate reputation” (Cornelissen, 2011, p: 3-4). As stakeholders of the company’s process a large amount of information from different mediums, losing reputation is quite easy as none of the companies expect to face such a situation and strategic communication is the solution for such problems.

Corporate communication has to be well planned, organized by managers who use it for controlling and coordinating all the communication process both internally and

externally. Integration of those corporate communications becomes an important aspect especially for “multinational corporations” (Cornelissen, 2011, p: 5). Many companies try to become a global brand and in the process both external and internal communication must be coordinated effectively and efficiently. Therefore, corporate communication has to be coordinated through an upper management position.

As mentioned earlier strategic communication is the solution for efficient corporate communication. Upper level management uses various tools while integrating their communication. Corporate public relations, issue management, corporate social responsibility (more practiced in developed countries) or social responsibility (more practiced in developing countries) and integrated marketing communication are the tools for strategic communication.

According to Cansel, companies have to be aware of the importance of CSR, CPR, IM and IMC in the 20th century. He mentioned that issue management (IM) is important for strategic communication because “it is a proactive approach that prevents organizational crises before happening”. The other strategic communication tool is corporate public relations, where “various operations are specialized to reflect a successful trustworthy image” corporate identity, image and positioning in consumer mind are done by CPR professionals (Cansel, 2010, p: 21).

Consumers have more power now compared to past centuries since there is always an alternative product around the corner that they can access very easily. In addition, while searching for the right product they can gather an abundance of information about the product they are looking for and its manufacturer. In other words, they do not just care about what companies offer them but they also care about the

company's reputation, image and other existence in the market. Thus, the companies can go through the entire marketing process ambitiously but there is no guarantee that they would succeed. With the help of issues management, the awareness of the professionals is higher regarding what type of problems may occur in the public policy arena so they prepare alternative plans and solutions before a crisis has a chance to occur. Being aware of the oncoming problems protects the company interests that are stated among the corporate objectives and the related corporate strategic plan. Therefore, in case of crises no time is wasted for indecisiveness. "Doing the right thing at the right time" is so important that if the company does not obey this in a short period of time they lose their entire market share. On the other hand, corporate public relations professionals try to manage and differentiate the corporate communication that mainly focuses on the image, reputation and identity of the organization.

According to Sheikh and Zee; whether in a developing or developed country, bad reputation or negative perception of companies affects the consumer attitude. They mentioned that consumers do not judge companies only with their products, they also care about how companies react to some issues; like whether if they are involved in social responsibility activities for welfare of society or not. Being a "good citizen" or being a "good" company is about supporting all stakeholders (Sheikh, Zee, 2011, p: 27-29). Therefore, it can be easily said that just producing high quality products or services and having reasonable prices, distribution and promotional activities are not enough for companies to protect differentiation and their competitive advantage. They also have to be a "good citizen" as well. Many organizations highly emphasize the social responsibility projects. In developed countries, companies' emphasize corporate social responsibility starting before the production until the recycling. They

take care of their workers, customers, environment and the general public as a responsible citizen. On the other hand, in the developing countries where the environment is not one of the priorities for the profit organizations, social responsibility projects and participating in social problem solving or cultural affairs become the priority. In Turkey, companies are mostly active in social responsibility work such as giving scholarships or building schools etc.

The last integrated communication outlet that has to be planned strategically is integrated marketing communication. As mentioned earlier IMC is a part of corporate communication and this research aims to understand the concept and its applications in Turkey.

2.2 Integrated marketing communication as a concept

There are various definitions for integrated marketing communication. In order to understand integrated marketing communication it is better to look at some of the definitions.

“Integrated marketing communication is a concept of marketing communications planning that recognizes the added value of a comprehensive plan that evaluates the strategic role of a variety of communications disciplines and combines these disciplines to provide clarity, consistency, and maximum communications impact” Schultz(1993), (Semenik, 2002, p: 23-24).

“Integrated marketing communication is a new way of looking at the whole, where once we only saw parts such as advertising, public relations, sales promotions, purchasing employee communication and so forth. It’s realigning communications to look at it the way the consumer sees it” Schultz, Tannenbaum &Lauterborn (1995), (Bozkurt, 2000, p: 16).

“Integrated marketing communication is the strategic coordination of multiple communication voices. Its aim is to optimize the impact of persuasive communication on both the consumer and non-consumer audiences by coordinating such elements of the marketing mix as advertising, public relations, promotions, direct marketing” Thorson & Moore (1996), (Semenik, 2002,p: 23-24).

These three definitions clearly state that IMC is a strategic planning process for persuading existing and potential customers by creating synergy between product, price, place and promotional activities with the leadership of communication.

Integrated marketing communication tries to understand the consumers' attitude for products and services and create a relationship with the consumer. Unless the organizations have a good relationship with their consumer, they cannot compete in the marketplace. To have a good relationship with the consumer, the communicator, who is going to plan the campaign, has to participate with the other functions of the organization as well. By doing so the strategic plan will be clear enough and all the functions of the organization can see what role they are going to have during this process and it is going to work with synergy in accomplishing the organization vision (Seitel, 2001,p: 226-227).

The organization's vision shows the aim they need to achieve in the future without any explanation about their plan, policies and the actions that they are going to take and it becomes more accurate when it transforms the mission statement because it directs the subject more clearly and distinguishes the nature of the organization. In addition, to make the mission statement clearer, organizations have to define their goals and objectives which are about the role of members that they have to do in their work (Miller & Dess, 1996, p: 6-18). Each organization has a mission and vision and a strategic plan to realize them. Therefore, before the IMC planning, organizations prepare their marketing plan that is in sync with the organization's mission and vision.

In integrated marketing communication, organizations have to integrate and coordinate all the promotional activities to get a reliable brand message. The message has to be “speak with a single voice” (Shimp, 2003, p: 6). Consumers constantly receive competing commercial messages and some of them find a place in the consumer’s consciousness. IMC practices aim to coordinate and strengthen various forms of marketing communications under a single message strategy to increase the chances of organization’s and its product’s awareness and related attitude formation in the consumers’ mind.

The main aim of integrated marketing communication is to affect the consumer’s behavior directly or indirectly. In general integrated marketing communication is determined as a process that organizations coordinate all of their communication activities together (Shimp, 2003, p: 8). This is the one thing that differentiates integrated marketing communication from traditional marketing.

As mentioned earlier, rapid changes occur in communication technologies in the world. These changes affect promotional techniques as well and cause a proliferation of new promotional mix approaches that support integration of all promotional elements rather than using them separately (Hartley & Pickton, 1999, p: 97-98).

Since consumers have buying power they set the priorities that lead to the production, product, service, quality, availability of the product, suitability of the product, easiness of usage. If they experience problems, they would not prefer that brand (Yamamoto, 2003, p: 97). Hence, to succeed in the marketplace, a firm should make decisions based on customer expectations to keep its market share.

It should not be forgotten that customers are not passive receivers anymore; they are well informed and be active in the process (Williams, 1981, p: 13).

Therefore, it can be said that customers can easily get plenty of information through different channels about the products, however they cannot store all the information that they get from the environment. According to their interests, they eliminate some of them and only store the messages that they are really interested. This is the reason why the organizations have to design their promotional activities well. They have to know what type of messages can attract the consumers' attention, at what time they perceive more and which channels they use to get information, these are the important points that organizations need to know before the application of promotional activities. Due to the characteristic structure of integrated marketing communication, the organization can easily understand who their existing and potential customers are, what their needs are and how they perceive the message. Therefore, they can easily gain a comparative advantage in the competitive market.

2.2.1 Birth of IMC; a necessity

There is a discussion among the researchers whether IMC is an old concept or new concept that has occurred because of “digitalized environment”, is IMC a theoretical concept or is it practical?. There is a limited resource that researchers have researched about the implementation of IMC efficiently and effectively (Kitchen, Schultz, Kim, & Han, 2004, p: 1418). There are comprehensive research and findings about IMC implementation in developed countries but research is limited in developing countries.

IMC was first discussed by one of the young PR managers after the “post World War II”. That public relations managers claimed that the marketers lose their time and

money in their promotional programs; they use advertising, public relations and other promotional activities to persuade their customers, but the consumer is confused by facing different messages. In those years, the markets have been so magnificent; since they have passed World War II, they have jumped back into scarcity, they have had money to spend, and their advertisements have been seen in three different stations or in the most popular magazines, where the consumers just use those media channels to get informed (Harris, 1998, p: 4).

This idea was not good for those years because during those years, the market was product oriented which means what had been produced was easily sold. In those year's mass production met with the mass demand with the assistance of mass media. Consequently in those years, the reach of the media that people could receive information was limited and the competition was mild so the enterprises did not need IMC application in their organizations for not to increase their expenses.

When the past 50 years' market and today's market are compared, it can be seen that different dynamics affect today's world market. Customers have become well educated, media channels have been increased, therefore the consumers get lots of information from different media channels and integrate these messages according to how to perceive the message and add their past experience and make their decision according to their "perceived reality rather reality itself" (Harris, 1998, p:IX). Some of the messages sent from the companies are targeted and strategized but still some messages and information consumers will get about the products would remain unintended or not planned by the companies. The consumers learn and integrate these messages with the previous ones.

Communities live in a rapidly changing environment like transformation from “mass media” to “new media”. For that reason, the marketers have to adopt themselves to the environmental changes. The main difficulty for the industries was to develop a new method for marketing communication planning where gathering the needs of “the new information-driven interactive consumer focused marketplace” in this 21st century. Therefore, IMC was adopted by advertising agencies first in 1980 to achieve the appeared demand in the new environment. With the “new information driven”, marketers can easily create the customer profile, what type of thing they want to buy, what will satisfy their needs, how to purchase the product/service by providing a database (Zambardino & Goodfellows, 2003, p:429). Using databases in the highly competitive environment is important for the protection and growth of the market share since databases hold and process large amounts of customer, market and other important marketing data.

According to Nowak and Pheleps (1994), there are two main aspects in “integration of media and integration”, it is planning and coordinating the integrated communication of the media and coordination of the integrated communication inside the organization in which these integration methods must mutually be integrated (Cornelissen & Lock, 2001, p:425). In other words, companies have to integrate all their external and internal communications in harmony. External communication is the communication with customers, media and all other stakeholders internal communication is the communication with shareholders and employees.

Table 1: The appeal of integration (Cornelissen &Lock, 2001, p: 429)

Organizational aspect	Theory before 1990	Theory after 1990
Organizational structure	Functional view: distinction discipline	Process view: activities and process through organization
Communication program	Fragmented: inside-out (mass communication)	Consistent: outside-in (targeted communication)
Practitioners	Specialist	Generalist

Table 1 shows the integration appeal before and after 1990. As shown the organizational structure, communication program and practitioners have radically changed. After 1990, organizations made all their strategic communication decisions inside the organization, used targeted communication for their communication program, try to be at the right time at the right channel for the right people with the right messages, and worked with generalist practitioners.

According to Schultz, different techniques can be used if organization is going to use traditional marketing communication and electronic media, but it should not be forgotten that they are sending the message to the same consumer or potential customer because the consumers who use traditional marketing communication they also use new electronic media together so “convergence” becomes an important aspect for marketers (Schultz, 2000, p: 3).

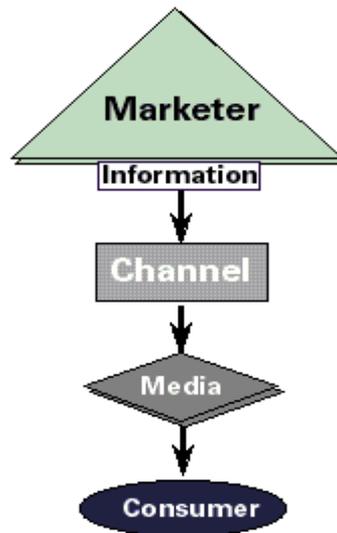


Figure 1: Traditional marketing communication (Schultz, 2000, p: 3)

This model was used many years in markets which focused on the product, price, promotion and place where the marketers control all these. However, because of the new economic dynamics (technology, globalization and the war of talented), it is not accurate anymore. In the old economic system communication was obtained by either delivery system or the channels that the marketers prefer and make their promotion. However, with the new economic system, the consumer controls all these where “customer-driven marketplace” comes out (Schultz, 2000, p: 3). As shown in the fig below.

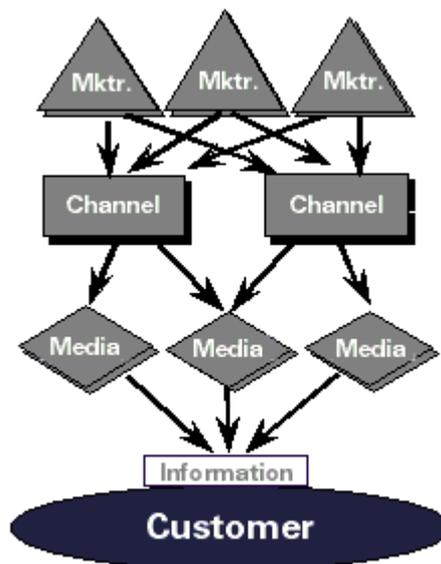


Figure 2: Customer oriented marketing communication (Schultz, 2000, p: 3)

Therefore instead of using 4P in the planning, 5R must be used that are; responsiveness, relevance, receptivity, recognition, relationship (Schultz, 2000, p: 3).

Both figure 1 and 2 show that marketers use one way communication in traditional marketing. Marketer creates the message they want to send, selects the channel and selects the media to reach the audience. On the other hand in the customer oriented marketing communication, marketers use different channels and select different media to persuade their customers in the most efficient and effective way. Therefore, while selecting the media marketers select the right media at the right time that potential and existing consumers use.

There are developments which affect the market; like technology, globalization and the war for talent. Thus marketers has to have knowledge about their customers like; what type of things will satisfy their needs, how they perceive, how they consume. According to this knowledge they have to segment their audience, prepare a “customer focused” slogan as in their campaign then measure their return on investment (Gonring, 2000, p: 1). To compete with their competitor and understand the customer profiles in that new economic system, organizations use high technology. With the help of high technology organizations having database where they understand the customer profiles and have two way communication with their customer (Gonring, 2000, p:1). Adaptations of these mega trends in the organization make marketers compete in this competitive environment. Thus, the marketers who know their consumers and measure their campaign efficiency and effectiveness would be one step ahead of their competitor.

2.2.1.1 Evolution of IMC

Since successful marketing requires careful integration of all promotional and non-promotional elements, looking for the sales figures for the product or service is not enough to measure the return on investment in nonprofit or profit organization. Integrated marketing communication is one of the most important marketing developments which starts and ends with the consumer by using the effective communication programs. It determines the necessary forms and methods.

When marketers complete 3P, Product, Price and Place, they have to plan the communication with their customers to make them walk through the stages of awareness, interest and desire or prepare to purchase the product. Still many people are confused about the role of advertising, sales promotions, public relations, and personal selling. To understand what the advertising agencies and public relations agencies do in the communication mix, their communication with the consumers need to be analyzed. Then, focusing on the promotional mix would let us see the relationship between the message and the receiver. Consequently, the levels of integration have to be analyzed to understand the concept better. Below table shows specifically the communication mix elements.

Table 2: Elements of the communication mix (Blythe, 2006, p: 41)

Element	Explanation
Advertising	A paid insertion of a message in a medium.
Ambient advertising	Messages placed on items such as bus tickets, stamp franking, till receipts, petrol pumps, and so forth. Any message that forms of the environment- for example, “art installations” in city center.
Press advertising	Any paid message that appears in a newspaper or magazine.
TV advertising	Commercial message shown in the

	breaks during between TV programs.
Radio advertising	Sound only advertisements broadcast on radio.
Outdoor advertising	Billboards, bus shelters, flyposters etc.
Inside transport advertising	Posters in station and inside buses and trains.
Outside transport advertising	Posters on buses, taxis and in some countries, the side of trains.
Press releases	News stories about a firm or its products.
Public relations	The planned and sustained effort to establish and maintain goodwill and mutual understanding between an organization and its publics.
Sponsorship	Funding of art event, sporting events etc. in exchange for publicity and prestige.
Sales promotions	Activities designed to give a temporary boost to sales, such as money off coupons, free sample s and two-for-the-price-of-one promotions.
Personal selling	Face to face communications between buyers and sellers designed to ascertain and meet customer's need on a one-to-one basis.
Database marketing	Profiling customers on to a database and sending out personalized mailings or other communications to them.
Telemarketing	Inbound (helpline, telephone ordering) or outbound (telecanvassing, teleselling) telephone calls.
E-commerce	Use of website to promote and/or sell products.
Off-the screen selling	Using TV adverts linked to inbound telephone operations to sell goods. Also home shopping channels such as QVC.
Exhibition and trade fairs	Companies take stands at trade fairs to display new products, meet consumers and customers and to raise the company profile with interested parties.
Corporate identity	The overall image that the corporate projects; the company personality.
Branding	A name, symbol etc to identify product with the purpose of easily recognized among consumer.

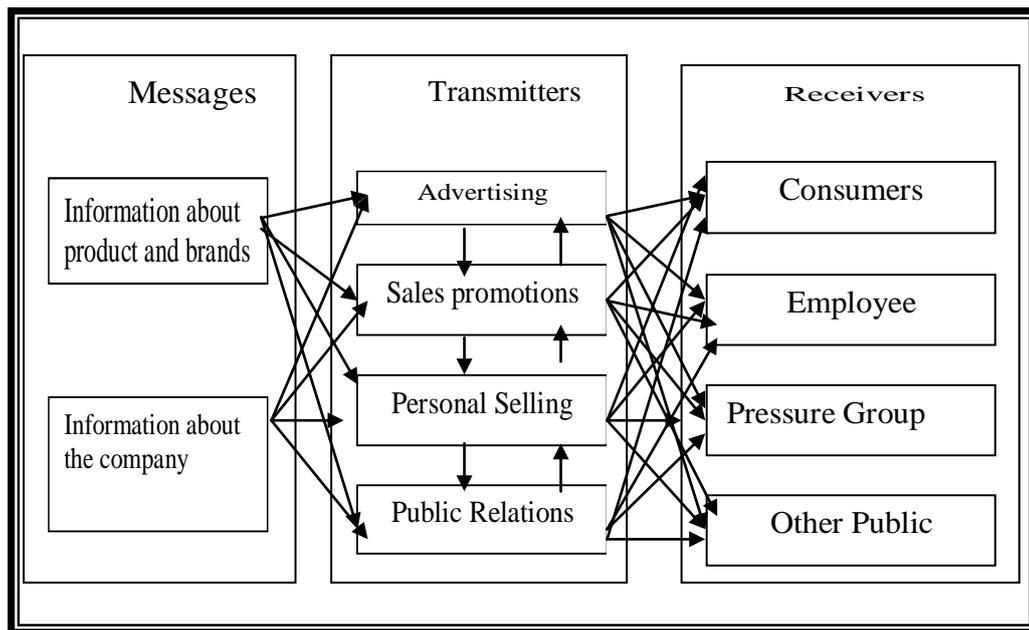


Figure 3: Promotional mix (Blythe, 2006, p: 52)

As shown in the model above, there are two types of messages available for organizations who would want to inform their customers, employees, pressure groups or other public about their product brand. Advertising, sales promotions, personal selling or public relations would work in unison. Consumers do not receive information solely from the advertisements but also from other promotional activities as well. This is the reason why integration has become an important aspect. Thus, “how to integrate?” becomes a critical question. In table 3, the stage of integration is clearly specified.

Table 3: Levels of integration (Blythe, 2006, p: 55)

Levels of integration	Explanation
Awareness stage	Those responsible for communications realize that a fragmented approach is not the optimum one.
Planning Integration	The coordination of activities. There are two broad approaches: functional integration, which coordinates separate tools to create a single message where appropriate, and

	instrumental integration, which combines tools in such a way that they reinforce one another.
Integration of content	Ensuring that there are no contradictions in the basic brand or corporate messages. At a higher level, integrating the theme of communication to make the basic messages the same.
Formal Integration	Using same logo, corporate colors, graphic approach and house style for all communications.
Integration between planning periods	Basic content remains the same from one campaign to the next. Either basic content remains the same or the execution approach is used in different projects.
Intra-organizational integration	Integration of the activities of everyone involved communication function (which could mean everybody who works in the organization).
Inter-organizational integration	Integration of all the outside agencies involved in the firm's communications activities.
Geographical integration	Integration of campaigns in different countries. This strongest in the large multinationals that operate globally, e.g. the Coca-Cola Corporation.
Integration of publics	All communications aimed at one segment of the market are integrated (horizontal integration) or all communications aimed at different segments are attuned (vertical integration).

According to the integrated marketing communication approach, all the decisions related with the organization like “corporate decision”, “marketing decision” and “marketing communication decision” should be integrated and work in harmony and while taking these decisions, the effect on the consumers’ attitudes and behaviors should be taken into consideration and should be started from inside to outside of the organization (Bozkurt, 2002, p: 150-151).

In other words integrated marketing communication approach requires all the decisions about the organization, corporate decision, marketing decision and marketing communication decision must put the consumer demands in the center of any business plan. “*Corporate decision*” is about the decision taken by corporation for short term and long term plan, like how to increase market-share, investment for human resource, new investment field, and investment for new machinery. These types of decisions are all related with the corporate decision (Bozkurt, 2002, p: 150-151). Therefore, the corporate decision is the first decision that has to be taken. After that marketing and marketing communication decisions would be all related with each other.

According to the corporate decision, managers decide on their marketing mix like what type of product they are going to produce, in what price, range in which package, where they are going to sell; these type of decisions are included in *marketing decision* (Bozkurt, 2002, p: 150-151). Marketing decisions are important for companies because there are many similar products with different names and brands. For that very reason, marketers rely on positioning strategies to differentiate themselves.

The final decision as it has been mentioned earlier is *marketing communication decision*; and it is about the promotional activities that are used to reach the target consumers (Bozkurt, 2002, p: 150-151). Marketers make marketing communication decisions according to their corporate objectives and use them to strategize their promotional mix. Also in integrated marketing communication approach all the promotional efforts like personal selling, advertising, sales promotions, public relations, direct marketing, point of purchase, trade shows, sponsorship, events

marketing and relationship marketing and non-promotional effort should be integrated and strategically managed in one hand. It must be one voice and one look in order to create synergy (Bozkurt, 2002, p: 150-151).

Duncan and Caywood (1996) claimed that, IMC has three elements in IMC literature;

1. To be fully integrated, organizations have to integrate their “internal communication group” with the agencies they work
 2. Integrate “internal Communication functions” and “external communication functions”
 3. Communicate with their many stakeholders to continue their relationship
- (Pettegrew, 2000, p: 2).

According to Aberg (1990), there must be “total communication” coordination in the market. Total communication includes “marketing communication, product communication, images and profiling activities”. Organization must internally coordinate their activities like “work instructions, internal marketing, and training programs”. It is so important in this world to compete with other competitors (Christensen, Trop, & Firat, 2005, p: 161).

Therefore IMC is not just simply a integration of communication tool, it is also “speak in one voice”, “coordination and control of marketing process”, “assuring consistency at every contact point”, “integrating the organization with its customer”, “building relationship” and “look at the business from consumer point of view” (Harris, 1998, p: 7). Missing any one of these elements may cause the loss of the competitive advantage in a competitive environment. As mentioned earlier,

integration of internal communication function that is communicative with the employees becomes an important aspect in IMC as well. Therefore, administration has to define their vision where it promises its employees and the organization will satisfy their needs (Overstreet & Gorman, 1995, p: 1). Employees should feel that they are a part of the organization and if their company succeeds, they will succeed as well. Understanding the employee expectations and satisfying their needs became an important aspect because the product can be perfect, price can be suitable and the consumers may reach the products easily but if the consumers contact make with the employees who would not represent the organization in the required style the market perception will be affected negatively. Therefore, communication with the employees is important and managers make sure to communicate that their company success relies on their employees' success.

Before managers implement IMC in their organization, they have to understand the employees' mind and heart. First, to change the employees' behaviors otherwise, they cannot adopt these organizational changes and they will prohibit these changes rather than adopting it (Overstreet & Gorman, 1995, p: 2).

Thus in order to have a successful business communication, employees pass through four stages; firstly they receive the corporate message and recognize the situation, then understand the corporate message, then moves employee "commitment point" and if they accept to "internalizing" it, they change their working behavior and try to achieve the organizational goal (Overstreet & Gorman, 1995, p: 4).

Pettegrew suggests some views to efficient implementation of IMC like; IMC must systematically implement all the functions of the company at the same time, chief

executive officer (CEO) of the company highly supports the implementation of IMC, in any IMC program's structural and functional issues must be taken into consideration as a critical component and according to the firm, the organizational culture should apply the most adequate IMC program (Pettegrew, 2000, p: 2). Organizational culture varies among organizations. Organizations operating in competitive environments should have an organizational culture that is open for change, adopts the technological improvements, believes the promotional campaigns are important for their success and uses integrated marketing communication in their organization to assure maximum and efficient reach in the marketplace.

Since IMC is a practical concept, it is obvious that if the organization does not implement it correctly, the IMC program would fail. Nike and Procter & Gamble are good examples to this situation. While Nike and Procter & Gamble are successful in marketing, they are weak in PR and employee communication because they have not integrated them effectively and efficiently. Therefore, many of the companies like Nike and Procter& Gamble in America are unsuccessful in speaking to their stakeholders in one voice especially in crises and these companies have not implemented the strategic coordination of all message and media used by the organization to collectively influence its perceived brand value (Pettegrew, 2000, p: 3-8).

This is the reason why integrated marketing communication model is so important for organizations where organizations "operate and evaluate the process and effectiveness of integrated communication". The main aim of IMC is to determine the efficient and effective communication for "new and comprehensive business model" (Lin, 2000, p: 4).

On the other hand, as mentioned earlier, in traditional marketing when organizations advertise they give all responsibilities of their brands to the advertising agency. When they need any public relations activity, they find a public relations agency outside and give them responsibility concerning their organizations' reputation. Inside the organization, the marketing department comes up with a sales promotion program. As a result, organization's advertisement, public relations and sales promotion programs are not integrated in traditional marketing and that's why they do not generate synergy. They just send different messages to customers because of the different approaches, different goals and budgets, resulting in different target market attitudes and behaviors than the organization's expectation, which causes waste of time and money for the organizations as well (Bozkurt, 2000, p: 16). In IMC approach organizations define their mission then conduct a situation analysis to understand their competitors, marketplace, company, consumers and the products better. Then according to the mission, managers specify their objectives clearly and make sure that all marketing communication activities interact with the general IMC objectives.

While integrating the promotional and non-promotional activities managers have to understand the IMC mix first. Therefore, like marketing plan, IMC has a plan as well. The figure below shows that agencies, marketers or whoever wants to use IMC can easily create and develop an IMC campaign.

As shown in figure 4, the company sets IMC objectives. Generally, when managers set their objectives, they need to make sure that the objectives' are quantitative and there are deadlines, because the campaign must be measurable during and after the implementation. Before the IMC strategies and tactics are

made, the budgeting decisions need to be taken by either one of the “top to bottom” or “build up” approaches. In “top to bottom” approaches the budgeting decisions are made within the organization without considering the current external conditions. On the other hand, the “build up” approaches work in an outside-in manner. After setting the IMC objectives and budgeting, campaign strategies are created and implemented to communicate with the target audiences according to the marketing plan. The last stage would be the evaluation of the campaign.

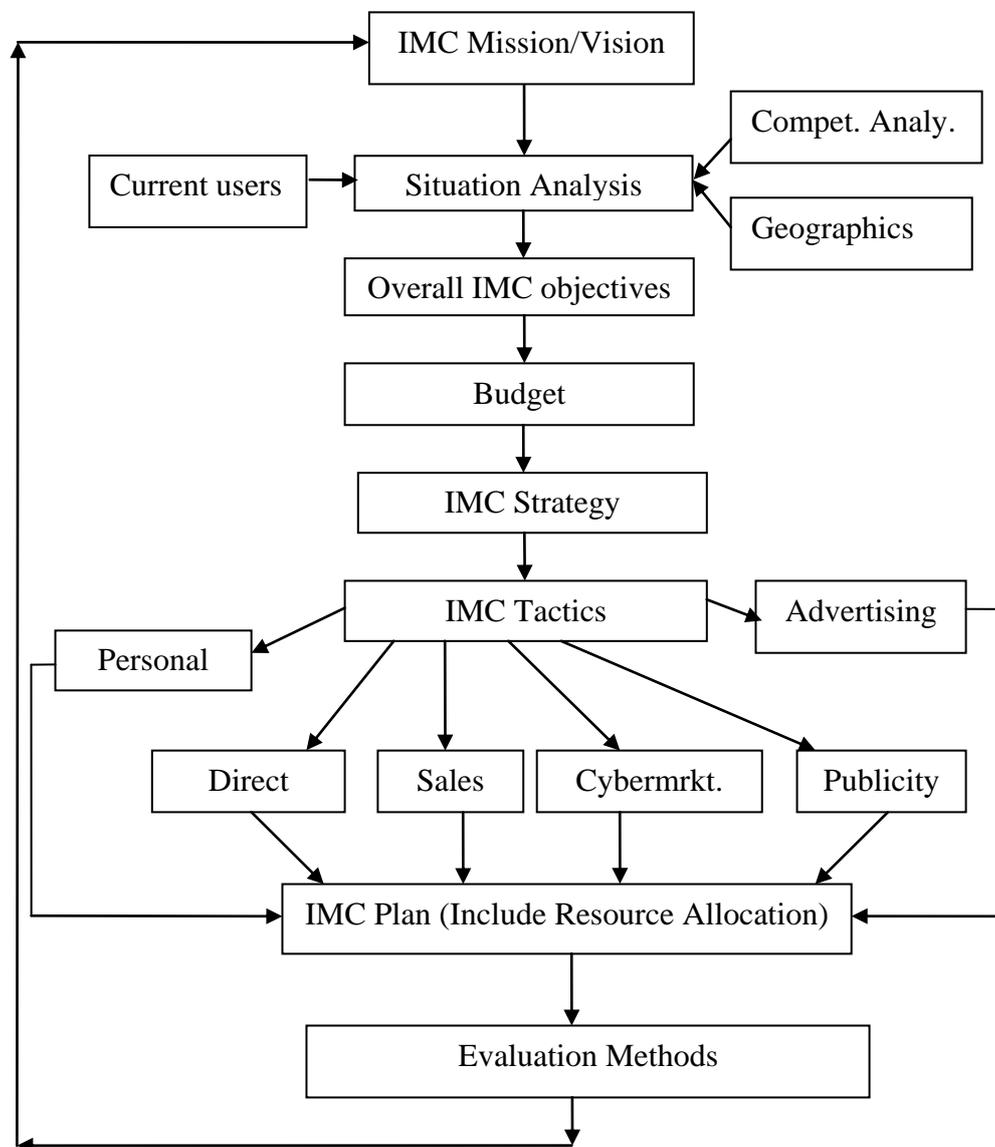


Figure 4: IMC campaign (Ogden, 1998, p:30)

2.2.1.2 Characteristic of integrated marketing communication

Integrated marketing has many differentiating characteristics in comparison to the classical approach. These are;

- In IMC approach the marketing mix and the communication technologies must be integrated and planned together; in classical approach organizations just focus on the marketing mix, they do not plan how to make a product accepted and how to stabilize a place in the market. This plan is done separately but in the integrated marketing communication approach look, the organization is in general perspective and all the decisions taken are to support each other (Bozkurt, 2000, p.18). Due to the fact that all marketing mix elements communicate with the target markets, the product itself, the brand, logo, package design, the product price and the place that they exhibit for sale is communicating with the customers and the integrating all those aspects make consumers perceive the way we want.
- IMC uses all the technological improvements in the marketing field. As an example, by using computer technologies, organizations can easily and successfully prepare database and direct marketing in their organizations (Bozkurt, 2000, p.18). Technological improvements not only make marketers to prepare databases it also enables them to use internet marketing. Consumers use internet extensively and every organization today should have an existence on the web.
- IMC is customer focused; the aims of IMC approach are making the brand awareness and making a repetitive buying behavior for a consumer and to

structure each individual buying behavior. This new approach uses all the technological advantages so the organizations can be successful in direct marketing and they can affect the consumer buying behavior (Bozkurt, 2000, p.18).

- IMC is measurable. This approach helps the organizations to get the direct data and make them measurable. They can test all their activities and their goals to succeed in their marketing communication. On the other hand, in the classical marketing communication, organizations can only test how the advertisements affect the consumer buying or they can measure how the public relations activity affects the media (Bozkurt, 2000, p.18). This characteristic makes IMC more practical and preferable.
- IMC makes an interactive communication process; in this new approach the consumer is in the center of the marketing plan. In this process, the consumers have an active role and they have two-way interaction (Bozkurt, 2000, p.19). Two-way communication is important for a company's efficiency and effectiveness because their aim is not just selling products in the short run. In the long run customer satisfaction and having two-way communication is important. Having two way communication make marketers to understand customer expectations and build a strong customer relationship with them.
- IMC makes a database planning and application; by using this approach the organization can understand and identify the market segment and target market with buying behavior, brand approaches, attitudes, demographical, sociological, psychological and geographical characteristics and then set their strategies

(Bozkurt, 2000, p.19). With the databases, marketers know more about their customers such as the buying habits / demographics relationship, consumers' purchasing priorities, culture's effect on purchasing decision making and so on.

The data is crucial for marketing strategies and IMC approach.

Database can be used "strategically and tactically". By creating a database, organization can "change its basis of competition", gain a comparative advantage in the market place due to good relationship with their customer, solve their "supplier problem" and create a new product (Zambardino & Goodfellow, 2003, p: 428).

- IMC planning approach is outside in instead of inside out. IMC strategic decisions focus on the market and the customer needs and expectations. The organization becomes customer oriented (consumer involvement) instead of product oriented. In consumer orientation, organizations have to think about involvement that occurs with the relation and there must be two-way communication (Bozkurt, 2000, p.19). In some periods of time, production oriented and sales oriented marketing strategies were widely used. Due to the market structure in that period, simple marketing strategies were used efficiently. However, in today's global market is a much more competitive and diverse environment where numerous brands offer consumers more than what they expect. Therefore, companies who deliver a superior value would have a long lasting interaction with the consumers.

- IMC uses zero-based planning; based on their goals and objectives and according to the present situation. They do not consider the previous years while setting their organizational goals and objectives (Bozkurt, 2000, p.19). Each

organization uses different strategies and tactics to achieve their goals and while applying their strategies they are acting according to the existing situation. In IMC “zero- based” means decisions on marketing or marketing communications must focus on customer expectations and the current market competitor situation. The early success of the tactics does not necessarily mean success in the long run.

2.2.1.3 Customer as the focal point of IMC

In developed countries, consumers face nonstop potentially unnecessary and unrelated marketing communications and these messages, make people to consume more and because of improved media technologies people continue to receive overloading messages and continue to consume more. Therefore, managers desire to integrate their communication under one strategic plan otherwise, they cannot differentiate themselves in the market so when the organizations integrate their marketing communication, they have to understand how the consumers know about the organization and how they perceive the messages through the media channels (Hackley & Kitchen, 1998).

According to Sherif and Sherif (1967), there is a “two-step process” for persuasion. In the first-step process consumers receive the message according to their opinions and the situation they are in and after that they evaluate the message by the content, source of the message and other aspect then decide either they are going to change their behavior or not (Jones & Sanders, 2001).

It should not be forgotten that the consumers integrate the entire picture (various messages of a single source) in their minds. Initially it has to be understood how a consumer’s mind work.

Storage system works with the comparison of the existing knowledge or information and the new knowledge. Knowledge or the information compared with the existing knowledge and stored near the existing information if necessary. By doing that the customers creates the concepts and the categories on their mind (Bozkurt, 2000, p.50).

People can get millions of messages in everyday life and to transform these messages as the marketing communication message, the message has to pass three main information process stores (Schultz, Tannenbaum & Lauterborn, 1995, p: 33).

The first step is “sensory register”; in this process, people store in their minds what they heard or hear. This system has three sub characteristics; the first characteristic is that according to our senses and feelings which of them selected as an example. People can understand the noise, symbols and feelings by comparing the concept and categories on their mind. The second characteristic is that information is separated in short periods for the future process. The third characteristic is that the brain sends this information to the upper level to transfer them to the future process. Shortly this controls the brain not to see and hear the unnecessary things (Schultz, Tannenbaum & Lauterborn, 1995, p: 33).

The second step is “short-term memory” which stores the information for a short period of time. Information is stored in the short-term memory during the comparison process till the feeling of the need. In this stage, information looks at the relations of causes and effects and determines if the information has any place for the existing classification on their mind that’s why the brain stores this information in a

short period of time. That's why short-term memory is active and has limited capacity (Schultz, Tannenbaum, &Lauterborn, 1995, p: 34).

The third step is “long-term memory”. This process includes “all the concepts and categories” that people create in their mind for the passing time. People can also store the information that they did not need for a long time. Long-term memory is divided into two parts. The first part is semantic arrangement. In this process, information is hierarchically arranged according to its semantic and then stored. Then the second part of the long-term memory is “temporary store”. People can store the information and characteristics chronologically; they prepare this chronology previously in their minds. People can easily understand the characteristics, situations, activities clearly because of our long-term memory and it can be said that this knowledge or information is a temporary experience. Shortly we can say that in the long-term memory it is thought that the new information is necessary and people either learn this information or memorize it. It is stored dependently and people put them in category on their mind (Schultz, Tannenbaum, & Lauterborn, 1995, p: 34-35). Thus, in order to gain a comparative advantage and having a loyal user the organizations have to apply the integrated marketing communication in their organizations.

2.2.1.4 The value proposal of IMC

According to Kotler (1993), Marketers cannot easily reach the minds of the target consumers with traditional marketing approach. This is the reason why “mass marketing” and “target advertising” lose their efficiency and effectiveness in the market and integrated marketing communication approach is a solution for that problem, because it causes a good relationship with the consumer (Caywood, 1997, p: 93).

Building customer relationship is so important for an organization and that's why there must be a nonstop communication between the consumer and the company. Having nonstop communication increases the organization's sales unit and profit (Duncan, 2002, p: 7).

It can be said that the public relations and marketing concepts are integrated under the integrated marketing communication approach for the purpose of having easy and good relationship with the customer (Cutlip, Center, &Broom, 2000, p: 76).

If the firms apply the integrated marketing communication approach in their organizations they are going to have "two-way communication" with their customer and potential customer. Thus, they can easily listen to and communicate with them because integrated marketing communication depends on continual interaction with the public (Caywood, 1997, p: 104).

The organization, which strategically coordinates all brand and corporate messages, the effect will be greater than when it uses the marketing communication tool independently because using the marketing communication tool independently requires more budget, power and sometimes the messages that are sent to public include some conflicts (Caywood, 1997, p: 91).

Marketers have to know when they are going to use the promotional tools and which promotional tools will be more efficient during the process and while planning all these they have to create a synergy in this marketing communication program, this is the reason why the integrated marketing communication is so important for the organizations (Sirgy, 1998, p: 4).

In the development stage of integrated marketing communication, there are seven levels. “*Awareness of the need for integration*”, that marketers have to feel that they need integrated marketing communication in their organization. “*Image integration*” that marketers have to decide which messages and media they are going to use and the style of the message like written message, visual message or both in their advertisement. “*Functional integration*”, that is formulated process of marketing communication program, which shows the integration of other functions in the organization. “*Coordinated integration*”; personal selling is integrated with the other marketing communication tools like when the consumer or potential customer talks with the salesman and the thing that is said by the salesman must be the same with the product advertisement as well. “*Consumer based integration*” is to have the target consumers; the marketing strategy has to base on the consumer wants and needs. If not they cannot position the product for those target consumers. “*Stakeholder based integration*”; employees, suppliers, distributors, government agencies are all stakeholders and the firm has to communicate with them. Final development of integrated marketing communication stage is “*relationship management*”; since in goal achievement each function in the organization has to work coordinately and there has to be communication with each other (Sirgy, 1998, p: 6-8).

2.2.2 Progressive stage of integrated marketing communication

Steps of the IMC stages begin with the sense of necessity: in today’s competitive market conditions, the macro environment around the organizations dictates the logical choice of integrated messaging and customer focus. Thus the organizations first step into IMC’s stage one and then they “move progressively to the questions of coordinating internal and external activities, using customer data to drive priorities,

and finally to apply the IMC principles for far-reaching and the strategic issues such as resource allocation, organizational alignment, and financial integration and accountability.” (Hack &Schultz, 1999, p: 7). However, few organizations manage to attain full capabilities in the later stages.

Schultz and Kitchen developed the progressive stages of integrated marketing communication in 2000. As it is shown in the figure below, there are four stages; the first stage is “tactical coordination of marketing communication”, second stage is “redefining the scope of marketing communication”, third stage is “application of information technology” and the final stage is “financial and strategic integration” (Kitchen, Schultz, Kim, Han, &Li, 2004, p: 1422). As shown in the model below organizations pass through the stages one by one. Most authors claimed that at “financial and strategic integration” stage the organization must have already completed the other three stages efficiently and effectively otherwise, the last stage cannot be reached. However, in this research it is shown that companies who are still in the first stage of IMC may be implementing “financial and strategic integration” without passing through the second and third stage.

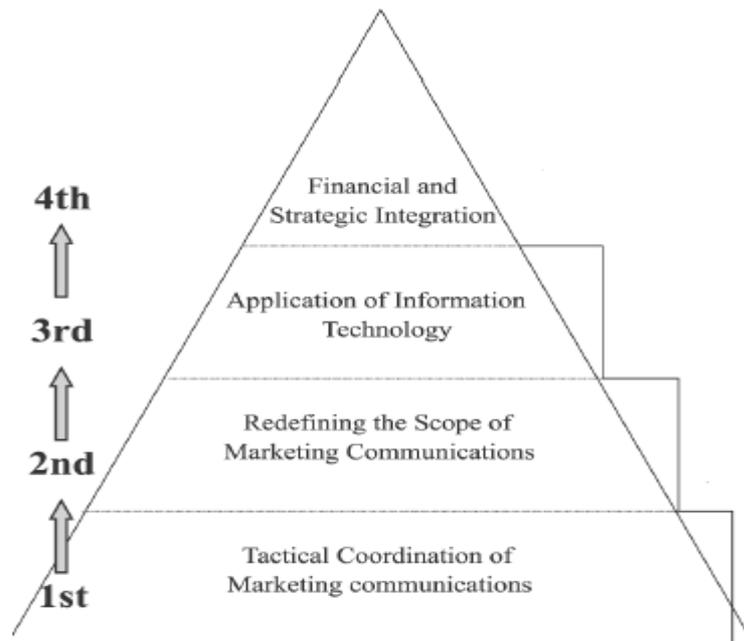


Figure 5: Progressive stage of IMC (Kitchen, Schultz, Kim, Han, Li, 2004)

2.2.2.1 Tactical coordination of marketing communication

Within this first stage, organizations functionally coordinate their communication elements that they use and develop their communication policies, practice and deliver as a whole in a synergy. Therefore, they need highly “interpersonal” and “cross-functional” communication (American productivity & quality center, 1998, p: 7-8).

In other words in this stage the teams in different field or specialization come together and create a cross-fertilization of their ideas for the aim of “one sight, one sound” in their communication planning (Blythe, 2006, p: 55).

Briefly, this stage is the entry point into IMC for most organizations. Commonly, the IMC initiative is driven by the desire to achieve better coordination of communication elements such as advertising, promotion, direct response, public relations, and special events. Developing overall communication policies and

practices, and delivering “one sight, one sound” via marketing communication are typically emphasized (Schultz & Schultz, 2004, p: 23-32).

2.2.2.2 Redefine the scope of Marketing Communication

In this stage, organizations start to focus on the communication by putting themselves in the position of the consumer. They coordinate the internal communication (employees, suppliers, and other business partners) and the external communication. To get information about the consumer, they use primary and secondary marketing research source (American productivity & quality center, 1998, p: 7-8).

During this stage of development, IMC focused firms shift their emphasis from simple tactical coordination to the customer’s point of view. Marketing communication begins to give consideration to all sources of brand and the company contacts with the customer about the product or service. Organizations expand their view of marketing communication to include more outbound messages sent to customers. Additionally, the management broadens the scope of communication activities to encompass and coordinate the internal marketing to employees, suppliers, and other business partners and align with the existing external communication programs (Schultz & Schultz, 2004, p: 23-32).

2.2.2.3 Application of Information Technology

Organizations sustain comprehensible database and structure a globally segmented data source. By doing that they can distinguish, assess and evaluate the influence of the internal and the external program to accomplish these stages, the organizations need huge data sources and perfect marketing communication planning (American productivity & quality center, 1998, p: 7-8).

At the third stage of IMC development, organizations use the power and potential of information technologies to provide a basis for identifying, valuing, and monitoring the impact of integrated internal and external communication programs on the key customer segments over time (Schultz & Schultz, 2004, p:23-32).

2.2.2.4. Financial and Strategic Integration

This is the final stage in the development of IMC, where organizations examine their performance by return on investment (American productivity & quality center, 1998, p: 7-8).

According to Schultz and Kitchen, most of the companies are still at the “tactical coordination of marketing communication” stage and “redefining the scope of marketing communication” stage; some of them have moved at the “Application of information technology” and the limited organizations moved at the “financial and strategic integration” stage (Kitchen, Schultz, Kim, Han, &Li, 2004, p: 1422).

At the highest level of integration, the emphasis shifts to employ the skills and data generated in the earlier stages to drive the corporate strategic planning by using customer information and insight. Organizations commonly re-evaluate their financial information infrastructures to foster creation of “closed-loop” planning and capabilities to evaluate the marketing expenditures based on the return-on-customer-investment measures. IMC “return on investment (ROI) methods are applied on a per customer basis. Shortly, at Stage 4, IMC is concerned much more with the issues facing the senior management (Schultz &Schultz, 2004, p: 23-32).

2.2.3 IMC application in the international markets

There is limited literature about the implication of IMC in the international market and most of these conduct the development, diffusion and acceptance of IMC by

focusing on the customer perception in US, New Zealand, UK and Australia. In other words, almost all reports of studies are done for the countries that use English as a main language (Kim, Han, &Schultz, 2004, p: 32).

According to Ilchul, the implication of IMC changes country to country because the countries' "socio-cultural circumstances" and "market environment" as "information technology, media segmentation, market factor" change from one country to another. In 1999, Kitchen and Schultz claim that IMC is at the introduction stage in India and Australia, growth stage in United Kingdom and New Zealand and early maturity stage in United State in 1999 (Kitchen, Schultz, Kim, Han, &Li, 2004, p:1421).

Most of the "English speaking countries" have same facilities like improved communication, high information technology, diversified media, different consumer attitude and taste, speedily diffused information technology, the consumer's demands for "cost-efficient marketing communication" force the company to apply IMC (Kim, Han, &Schultz, 2004, p:34).

Understanding perception and the application of IMC in both English and non-English speaking countries is important. Therefore UK as "English speaking" and then South Korea as "non-English speaking" cases have to be analyzed. According to Kitchen, Schultz, Kim, Han and Li's research has shown that 89% of public relations agencies and 85% advertising agencies in the UK provide IMC service for their clients. When looked from the clients' point of view, just a few of them (8.3%) do not need to see an integrated campaign from the agencies. When the general service provided in UK is viewed, it is seen that the advertising agencies provide 64.4% advertising service, 22.3% public relations, 48.6% for direct mail, 39.4% for sales

promotion, 55.3% for internet and 27.6% other types of services to the clients. In public relations agencies' view 34.6% advertising, 88.5% public relations, 26.9% direct mail, 7.7% sales promotion, 61.5% and 1.19% other types of services for the clients. Both agencies strongly agree that IMC is a coordination of communication discipline and 48.3% advertising agencies measure the effectiveness of IMC campaign always and 38.3% measure it sometimes. On the other hand, 26.9% of public relations agencies measure the effectiveness of IMC campaign always and 61.6% measure it sometimes. In this research, it is understood that in UK, the advertising agencies believe that the best measurement method is ROI and then an increase in sales (Kitchen, Schultz, Kim, Han & Li, 2004, p: 1424-1430).

On the other hand, "non-English speaking" South Korea is rapidly becoming an information society like the "English-speaking" countries. In 1999, more than 50% of households owned cable TV, 9 million have a PC at home; 5.7 million people use a PC to communicate and 6 million use the internet. This shows that most of the population in South Korea uses the new media. In Kim's opinion South Korean people have the same demographic structure however their "buying behavior", attitudes and their tastes are completely different (Kim, Han & Schultz, 2004, p: 34).

The client research in South Korea has shown that 62.4% of agencies and 45.9% of clients know somewhat IMC, where 14.7% of agencies and 10.1% of clients know it well, 21.1% of agencies and 23.9% of clients know a little and 1.8% agencies and 20.2% of clients do not know about it. In addition to this, 61.5% of agencies and 54.6% of clients consider IMC as necessary where 42.6% of clients and 36.7% agencies say IMC is not necessary. According to the cross tab analysis that is "who will be the controller?" 81.7% of client group say the client must be the controller

where 68.8% of agency group support the controller must be themselves and this will be a big barrier in the implementation of IMC. Other barriers according to the research “lack staff talent, the business culture, present decision making procedure in marketing communication” in the South Korean market (Kim, Han & Schultz, 2004, p: 35-40).

2.2.4 Marketing in Turkey

Historically, Turkey was the first Turkic country to adopt capitalism as a mode of production. The Ottoman Empire, the predecessor of today’s Turkish Republic, made a successful transition to a physically inactive state but never established an economic base for capitalism, nor, therefore, a base for marketing. The Ottomans perceived trade as a lowly occupation and let the minorities within the empire handle it; international trade and most of the national businesses of the Ottomans were managed by French, Italian, Armenian and Jewish entrepreneurs (Roux, 2007).

In the end, when the empire collapsed in the early twentieth century, it was replaced by the Turkish Republic. However, after a long and exhausting period of war, the country was left with scarce resources and no qualified people to handle any form of production and business (Boratav, 1989, p. 265-275). Under these circumstances and with many restrictions, the ruling elites took a decision to transform the state into a democracy and the economy into Western-style capitalism; but it was also decided that the state would make all physical investments, while encouraging, even creating, a sufficient number of capitalist entrepreneurs (mostly within the state system) through the transition period. State-owned banks were established to invest in production facilities, and also in the bureaucratic elites (Kepenek, 1982).

Although this “mixed” system worked to a certain degree, leaving the control of people’s wealth entirely in the hands of politicians and bureaucrats. A small number of families have constantly risen in prosperity and kept their interests integrated into the state system; and although Turkey has a strong and rapidly growing private sector, the state still plays a major role in basic industry, banking, transport, and communication (CIA World Fact Book, 2008). With highly protective customs and duties walls around industries, and with a considerable tax rate, Turkish consumers have always paid the price for state-driven capitalism (Heper, Kramer, & Oncu, 1993).

Marketing, on the other hand, as its integral component, has developed simultaneously with capitalism in Turkey. Until the mid-1980s, the economy was dominated by a monopolistic and an oligopolistic structure. Basic marketing activities such as research, product development, logistics, and marketing communications, were functioning at minimal levels. Beginning in 1983, following the election of Turgut Ozal as the prime minister, the economy began to open up for international competition, while rapidly developing a large amount of foreign debt. The country also opened up for foreign investments that brought competition, market development and a stream of more sophisticated marketing techniques to Turkey. Founded on a non-capitalistic economic background, the Turkish economy has typically oscillated and struggled between a state-driven system and the wild side of capitalism; and although, logically, a somewhat socialist structure should have emerged out of that combination, such a structure never emerged (Aktan, 1999, p: 459-462).

Within the last 25 years, Turkey has transitioned into a consumer society by borrowing more and producing relatively less. However, obtaining consumer and market data continues to be a problem: primary research must be carried out in Turkey to produce quantitative data, and in the rare instances where this is being done, those conducting the research tend to be unwilling to share their findings. In consequence, strategic planning is usually a very difficult task; most consumer market players rely on internal data and their instincts for assessing day-to-day activity. There is income-based, simple demographic segmentation information available for general use, and most marketers rely on this information for segmentation decisions (Turkish Advertisers Association, 2008). Logistics are usually well invested and organized throughout Turkey. However, R&D and product development have never been popular, and these still receive a 0, 76% share (4.4 billion Turkish Liras or USD 3.6 billion) from Turkey's GDP (TUIK, 2008).

2.2.5 Marketing Communications in Turkey

The main determinant of the degree of sophistication of marketing communications in Turkey is the depth and width of the market. Turkey's economy is a complex mix of modern industry and commerce, along with a traditional agriculture sector that still accounts for more than 35% of employment. The largest industrial sector in the country is textiles and clothing, which accounts for one-third of industrial employment. However, other sectors, notably the automotive and electronics industries are rising in importance within Turkey's export mix (CIA World Fact Book, 2008). In this picture, the big spenders of the marketing communications services appear as the automotive, clothing, electronics and food industries, and service providers such as banking, telecommunications, insurance and transportation.

The pharmaceuticals industry remains the biggest spender in personal selling and sales promotion.

There is limited research about advertising agencies and public relations agencies in Turkey. During the 1990s, public relations agencies offered IMC services rather than advertising agencies. However, that changed in the 2000s. Today, advertising agencies are offering IMC services more than public relations agencies. (Sayimer, 2007, p. 259-264) (Cansel & Kemal Kaya 2011, p: 49). The IMC campaigns are mostly strategized and coordinated by advertising agencies and the commonly coordinated tools are advertising and sales promotions. Internet and MPR efforts sporadically join the integrated campaigns. It is estimated that in 2007, the total marketing communications expenditures in Turkey came to approximately USD 5 billion. The advertising sector had the major share, with USD 2.5 billion: there are close to 100 advertising agencies and 30 film production facilities in Turkey operating with proper facilities and staff; and the total number of employees in the advertising agencies is approximately 3,000 (Turkish Advertisers Association, 2008) (Cansel & Kemal Kaya 2011, p: 49). Yet most advertising campaigns in Turkey are based on limited marketing information and strategy, and the success or failure of the campaigns is usually left in the hands and instincts of the creative staff. Research, strategic creativity, and pre- or post-testing concepts have not yet found a stable platform within the industry (Cansel & Kemal Kaya, 2011, p: 49).

Public relations in Turkey are mostly practiced as publicity and event organization; the Turkish PR industry is dominated by veteran journalists. Due to the lack of market data, long-term strategic planning and therefore important CPR applications such as issues management are very difficult to accomplish. With a few exceptions,

the PR departments of both state and private sector organizations usually perform weakly in strategic PR. Moreover, with more than 130 PR service providers, the industry barely totals USD 50 million a year: “The results of a recent survey with 65 companies are pretty objective: 44% of PR agencies (that is, almost half of the industry) have annual revenues of over USD 500,000. Consultancy services are very limited. Only 25% of the agencies receive consultancy fees that exceed USD 500,000. A great majority (57%) would serve 1 to 10 companies and employ 16 people on average. Among the communications services they provide, media relations, corporate social responsibility efforts, and product and brand public relations take the top three slots. Likewise, the services for which they believe there is an increase in demand are media relations (94%), event management (74%), corporate social responsibility efforts (69%) and product and brand public relations (66%). In this broad picture, realistically speaking, the proportion of companies whose communications consultancy fees exceed USD 1 million is just about 14%. In short, the picture we have of the industry is as follows: the Turkish PR industry makes most of its income through the operational PR services it provides to its customers.” (Ilhan, 2007) (Cansel & Kemal Kaya, 2011, p: 49-50).

Various sales promotion techniques, including frequency programs, are well known and practiced in Turkey. Credit cards, airlines and many other sectors plan and develop frequency programs that can benefit all parties involved. Campaigns on both the trade and consumer sides are integrated with PR and/or advertising efforts. Promotional items expenditures have reached over USD 1 billion in 2007, with the pharmaceutical clients being responsible for a 30% share. Other major spenders are the automotive, finance, food, logistics, and education sectors (Hero Training Seminar, 2007) (Cansel & Kemal Kaya, 2011, p: 50).

Direct marketing (DM) in Turkey is surprisingly weak, due to the lack of databases and industrial regulations. DM is not yet recognized by the Turkish authorities as a distribution channel and/or means of marketing communications. The total employment in the sector is less than 30,000 and the number of companies that run DM operations is less than 200. Overall DM expenditures in 2007 were estimated at around USD 70 million (Turkish Union of Chambers of Commerce, 2007) (Cansel & Kemal Kaya, 2011, p: 50). International companies show keen interest in this developing sector in Turkey: infomercials and direct selling have become popular; however, methods like direct mailing and catalog sales have proven impracticable due to the lack of address databases and weak postal services. Internet sales are not compatible with Turkey's 20% internet penetration, since most internet users are too young to obtain any form of credit and the majority of adults are afraid of using credit cards online (Cansel & Kemal Kaya, 2011, p: 50).

There is a growing service sector in Turkey, and 11% of the working population of 30 million is employed in various services (TUIK, 2008) (Cansel & Kemal Kaya, 2011, p: 51). Although there are no official figures available for the size and breakdown of the people who are employed for personal sales, it is estimated that roughly 1 million people are working in various sales categories; the annual expenditures on the sales forces are estimated to be above USD 1 billion. Larger corporate sales forces are accumulated by the pharmaceuticals, industrial equipment, telecommunications, computer, cosmetics and food industries (Cansel & Kemal Kaya, 2011, p: 51).

2.2.5.1 The importance of pension funds institution in IMC

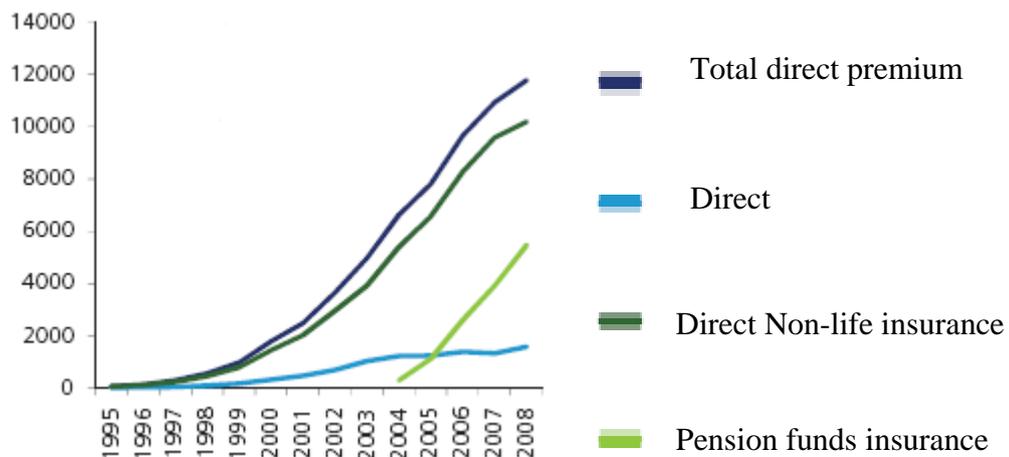
Social security reform, which has been discussed since 1990s, reoccurred with the radical changes in 2004. One of the most important problems faced in the social

security systems is the financial deficit that has occurred due to unregistered employment. New social security reform has been thought and formed to finish this problem and to care the problem of unemployment in this country (Individual pension system 2004 progress report, 2004).

According to the Deloitte’s Turkey Finance Report 2010, Turkish financial services market has experienced a dramatic growth between 1997 and 2008 averaging 7% annually. Pension firms were introduced in 2004 and their growth since then has been above the financial market growth average (Deloitte Financial service sector report, May 2010: p.20) (Cansel & Kemal Kaya, 2011, p: 52).

“Another area in the finance sector where rapid growth had continued was the Personal Retirement System (Pension Funds) in Turkey. With the intensive efforts to maintain the customers and the transparent structure of the sytem, the total contribution of the pension funds to system had grown 28% to TL 5.4 billion (USD 3.6 billion) between 2007 and 2008. Moreover, the funds had grown 23% in 2009 to contribute TL 7.1 billion (USD 5.4 billion)”(Deloitte Financial service sector report, May 2010: p.20)(Cansel & Kemal Kaya, 2011, p: 52).

Graphic 1: Total amount of direct premium annually(Deloitte Financial service sector report, May 2010: p.20) (Cansel & Kemal Kaya, 2011, p: 52)



Individual pension system is the system that provides people as a benefit to have a regular and satisfactory salary in their retirement years. The savings are directed to

long term investments when they work actively in their life. Those people, who are interested in this benefit, can take a place in this system as volunteers and get extra income other than the social security system gives. The following features are the main features of the Individual Pension System;

- Using the total amount of contribution and its returns determine the pension rights.
- The savings are followed in the individual accounts and saved by the ISE settlement and custody bank Inc. (Takasbank) which is chosen by Capital Markets Board.
- Pension funds are directed by the expert teams of the portfolio managing companies which are dependent on Capital Markets Law.
- In addition to the arrangements in regulations about informing the participants all the time and providing the transparency, the pension companies have taken the necessary policies.
- Adequate monitoring and inspection infrastructure has been formed with the help of “Undersecretariat of Treasury”, “Capital Markets Board”, “Pension monitoring center”, “ISE settlement and custody bank Inc.”, independent inspection companies and internal inspection organs.
- At each stage of the system, different choices are offered to the participants and provide them an opportunity to direct the investments.
- Tax incentive is provided at the stages of paying the contribution, accumulation and rights for retirement (Individual pension system 2004 progress report, 2004).

Individual Pension System that will provide better conditions for the next generation's life standards will also provide support for the economic development which are as follows;

- Individual's life standards will be increased with the extra income coming from the pension system in their retirement.
- Creating new jobs and vacancies by forming sources for infrastructure and long term investments.
- By increasing the long term funds provides the better works of the financial sector.
- Positive support on managing the inflation successfully and on the long standing growth.
- Using the investment strategies in the institution decreases the fluctuations and speculations in the market place.
- Providing the capital markets to grow in deeper (Individual pension system 2004 progress report, 2004).

Shortly, the individual pension funds provide some support for the participants as below;

- Provides a lifelong retirement salary to an individual by directing them to invest in their youth age.
- Support these savings with different advantages, direct them for investments and arrange them.
- Provide the individuals who have not preferred the pension fund to get all their money at once and collectively (Individual pension system 2004 progress report, 2004).

When the elements and the structure of the individual pension funds are looked at, it is seen that there are participants and the pension companies in the middle of the system; and the main element is the written agreement that the participants and the pension company have. The pension investment funds are managed by the professional portfolio managers. Thus, Takasbank has been chosen as a keeper by Capital Markets Board. The funds are saved by separating the pension investment funds from the pension companies' assets. Pension Monitoring Center is another control point that monitors the daily activities of the pension companies, reports them to the people who have pension fund contract and gives information about the improvements to whom are interested in the pension system. The Undersecretariat of Treasury and Capital Markets Board are the Institutions that make the planning related to the system and examine if the other elements are in harmony with these planning. Individual Pension Advisory Board has been settled to decide on the individual pension rules and regulations. Also it suggests ideas for the necessary precautions that have to be taken in order to put these rules and regulations into practice. Individual Pension Advisory Board consists of representatives who are at the general manager level at a minimum; the president of the Board is assigned by The Undersecretariat of Treasury, and the other representatives are assigned by Ministry of Finance, Ministry of Labor and Social Security, The Undersecretariat of Treasury and Capital Markets Board (Individual pension system 2004 progress report, 2004).

As the importance of Pension Monitoring Center in this system has been mentioned earlier, some of the additional information is given below to clarify its role in this system;

- Pension Monitoring Center provides the individual pension fund system work in a secure environment, transparently and adequately to save the participants' rights and benefits. The Pension Monitoring Center has two shareholders. One is the Undersecretariat of Treasury that has A group shares; and the other one is the pension companies that have a permission to act in the system where they have B group shares.
- As Pension Monitoring Center evaluates the daily activities, it stores the data about the pension companies operations and the participants' data; it informs the participants and the public, examines and directs the participants' objections, accumulates the statistics of specific population layer, examines the system's functionality, makes the examination of the individual pension intermediaries and follows their registry, arranges some programs for their training, meets the demands related to the software, provides the safe running of the system and provides the data that will help the public authorities to interfere whenever a problem occurs and examines the individual pension fund system analytically.
- Pension Monitoring System has a contemporary IT infrastructure to work properly where it uses this as an advantage while informing the public. "Internet Technology" and the "Automatic Voice Answering Technologies" are the basic elements used for notifying (Individual pension system 2004 progress report, 2004).

On the other hand, Pension Companies are vitally important in this system because they are formed according to the "individual pension savings" and "investments system law". They have license for pension, life and personal accident insurances.

The companies who are interested in operating in the individual pension fund system have to apply to get permission for their establishment at the Undersecretariat of Treasury. To get the permission there are some procedures that they have to pass through. The procedures are; having “pension” title, being formed as a “joint stock company”, have 20 million TL capitals, have 10 million TL paid capital and make a commitment to pay the rest in 3 years, and lastly the people establishing their companies have to meet the required qualities (Individual pension system 2004 progress report, 2004).

2.3 Measurement in integrated marketing communication

Since the marketers spend lots of money on the promotional and non-promotional tools in their promotional campaign, they have to calculate what the feedback will be for these expenditures. For the calculation expenses, the organizations have to measure their communication program performance first and integrated marketing communication is the only way to measure the performance of these promotional and non-promotional tools (Belch & Belch, 1998, p: 564).

Measuring the effectiveness of the promotional and non-promotional tools has several advantages like “avoiding costly mistake”, “evaluating alternative strategies” and “increasing the efficiency” of promotional and non-promotional tools in general (Belch & Belch M, 1998, p: 565).

Assume that the managers design their product very well, their advertisement campaign is also good but their distribution channel has some problem or their direct marketing does not work efficiently, no matter how good their advertisement campaign is, they cannot be successful in the market. Therefore, the managers have

to know the cause for that failure and start to criticize; is it because of the advertisement campaign, distribution channel or not evaluating what their consumers expect from them? In traditional marketing that type of problem can be seen very often. That's the reason why integrated marketing communication approach occurred. In integrated marketing communications, managers can measure all these promotional activities' interactions. They can measure the investment that they are going to do for distribution channel, brand, product improvement, and reputation of the organization and if they measure their sales without integrating them, their expected value will not be realistic. Thus to compete in the market and get the customer's satisfaction, the organization has to be aware of the role of measurement in the integrated marketing communication process.

In integrated marketing communication, the producers can easily communicate with their customers and satisfy their needs because by applying integrated marketing communication, they can easily measure their promotional activity and get feedback from their customers as well.

On the other hand, in traditional marketing it is difficult to predict the effects of promotion, since it is "one-way communication", it just sends a message to the consumers and expects them to perceive the message, makes the manager face the complexity in the preparation of the promotional budget and this is the reason why, when the managers try to arrange their promotional budget, they face some difficulties.

Planning the promotional budget is such an important aspect for the managers; they have to decide an accurate budgeting method. There are four common methods that

can be used while arranging the total budget for promotional activities which are “affordable method”, “percentage of sales method”, “competitive parity method”, “objective and task method” (Kotler & Armstrong, 1999, p: 432).

In *affordable method*, the companies arrange their budget at the level that they believe the company can manage to pay for their expenses and no matter what their IMC objective is, they cannot exceed the budget that is determined. In *percentage of sales method*, the companies arrange their promotional budget according to the estimated sales percentage. In *competitive parity method*, the companies arrange their promotional budget either by considering their competitors’ promotions expense or by getting an estimated industry promotion spending which has been prepared by trade associations and then arrange their promotional budget according to the average level of industry promotion. The last method is the most useful one, which is *objective and task method*, as it was mentioned earlier, it is based on what the companies want to achieve after this promotional activity. So first of all, the companies have to define their promotional objectives, then they have to determine what type of task they need to achieve their promotional objectives, and then they have to estimate how much money they are going to spend to perform these tasks and the sum of the task costs will give an idea about how much money the company needs for their promotional activities (Kotler & Armstrong, 1999, p: 432-433).

As a conclusion it can be said that; still most of the managers’ focus is on profit and quality but not on the communication with their customers. Only a few of them care for the customer satisfaction. The managers have to recognize that the traditional marketing strategies are not enough for customer satisfaction, because the customers are bombarded by messages of many different brands and have integrated them in

their minds, so using right messages in the right form of media and getting feedback is crucial for satisfying the customers.

Integrated marketing communication approach is the solution for the traditional marketing problem because theoretically and practically managers can easily communicate, get easy feedback from their customers and can measure the success and failure of the IMC campaign. In addition to this, traditional marketing has been criticized in terms of reliable measurement methods; it does not help us to understand the factors of all promotional activities that have effect on reputation and brand image of the organizations; that's the reason why we cannot analyze the effect of these promotional activities for customers.

2.3.1 Marketing Communication measurement (MARCOM)

Measurement is the vital element for organizations because if they cannot measure their investment, they may waste their time and labor force effort for nothing. In other words by using some measurement techniques, the organizations can easily understand and make decisions about the new actions and their customers' behavior. For having a better understanding and management, the measurement has to be completed, accurate and related with the organizations' goals. In reality it cannot be said that organizations can measure every investment efficiently and effectively. In some cases, the organizations face some difficulties in measuring their investment where it affects their business intelligence (Lenskold, 2003, p. 209).

There are some reasons which show that MARCOM measurement is difficult to measure and IMC approach is the one that solves this problem (Schultz & Schultz, 2004, p. 198).

Marketing Communication is a type of “Black box” communication. As the company sends different messages for their same product, their customers may interpret them wrongly or add their own explanation while getting the messages from different media channels. It is like a child’s game; one says something to another one and the other one says something different to another one. This is one reason why it is difficult to measure; the customer cannot explain the message they have got, when they have got it and how it affects their buying behavior (Schultz & Schultz, 2004, p. 198).

Another reason of difficulty in marketing communication measurements is time and timing. As the customer cannot receive all the marketing communication messages, organizations cannot accept the estimated measurement that while they are using some mediums they are going to reach the expected amount of customers. In addition to this, in some cases they may reach the customers but the customer does not give a direct response to the message that they received (Schultz & Schultz, 2004, p. 199).

Consumers are exposed to a variety of messages that organizations send to them by using a wide range of media sources like TV, billboard, packaging and simple word of mouth where these are the elements of the shaping of marketing communication. This can work efficiently if the marketers select the right sources while reaching their customers. The wrong source selections are useless and the source of messages or incentives becomes one of the main reasons of the difficulty in measuring the marketing communication activities (Schultz & Schultz, 2004, p. 199).

Mar-com managers may insist that their campaign was excellent, however, because of non-promotional activities’ problems, their customers would not buy their

products. This creates a problem in the measurement of mar-com activities because the campaign can reach their customers but due to environmental, logistic, stock, price problems etc. their customers would not buy their product. Thus solving these problems by traditional methods are difficult and that's the reason why IMC approach becomes an important concept. It solves all these problems and makes all the marketing communication activities measurable (Schultz & Schultz, 2004, p. 200).

2.3.2 Marketing audit

As everything changes very rapidly in the marketing environment, companies have to control their strategic and operational plans and reassess them according to the opportunities and threats that come from the environment. Marketing audit is the major tool while reassessing strategic control (Kotler & Armstrong, 2004, p: 62).

“Marketing audit is a comprehensive, systematic, and independent periodic examination of a company’s environment, objectives, strategies and activities to determine problem areas and opportunities and to recommend a plan of action to improve the company’s marketing performance” (Kotler & Armstrong, 2004, p: 62).

By using marketing audit, managers can bring more clarification to strategic marketing decisions and related implementations. In other words all decisions related to the marketing. The following table contains the marketing audit questions in categories:

Table 4: Marketing environment audit (Kotler & Armstrong, 2004, p: 63)

Marketing environment audit
<p>1. <i>The macro-environment</i>: Does demographic, economic, natural, technological, political and cultural trends create threats and opportunities for this company?</p> <p>2. <i>Task environment</i>:</p> <ul style="list-style-type: none"> • <i>Markets and customers</i>: What is happening to marketing size, growth, geographic distribution and profits? What are the major market segments? How do customers make their buying decision? How do they rate the company on product quality, value, and service?

- *Other factors in the marketing system:* who are the major competitors of the company and what are the strategies, strengths and weaknesses? How are the company's channels performing? What trends are affecting suppliers? What key publics provide problems or opportunities?

Marketing strategy audit

1. *Business mission and marketing objectives:* is the mission clearly defined and market oriented? Has the company set clear objectives to guide marketing planning and performance?
2. *Marketing strategy:* does the company have a strong marketing strategy for achieving its objectives?
3. *Budget:* has the company budgeted sufficient resources to segment, products, territories and marketing mix elements?

Marketing organization audit

1. *Formal structure:* are marketing activities optimally structured along functional, product, market and territory lines?
2. *Functional efficiency:* do marketing and sales communicate effectively? Is marketing staff well trained, supervised, motivated and evaluated?
3. *Cross-functional:* Do marketing people work well with people in operations, R&D, purchasing, Human resources, information technology and other non-marketing areas?

Marketing system audit

1. *Marketing information system:* is the marketing intelligence system providing accurate and timely information? Is the company using marketing research effectively?
2. *Marketing planning system:* does the company prepare annual, long term and strategic plans? Are they used?
3. *Marketing control system:* are plan objectives being achieved? Does management periodically analyze product, market and channel sales and profitability?
4. *New product development:* does the company have an effective new product development process? Has the company succeeded with new products?

Marketing productivity

1. *Profitability analysis:* how profitable are the company's different products, markets, territories and channels? Should the company enter, expand or withdraw from any business segments?
2. *Cost effective analysis:* do any marketing activities have excessive cost? How can costs be reduced?

Marketing function audit

1. *Products:* what are the company's product line objectives? Should some current product be phased out or new products added? Would some products benefit from changes in quality, features or style?
2. *Price:* are the company's policies and procedures appropriate? Are prices in line with customers' perceived value?
3. *Distribution:* what are the company's distribution objectives and strategies? Should existing channels be changed or new ones

added?

4. *Promotion*: does the company have well developed advertising, sales promotions and public relations programs? Is the sales force large enough and well trained, supervised and motivated?

As shown above, a marketer needs to understand how the uncontrollable factors are going to affect the organization. What are the possibilities of transforming a negative issue to an advantage for the organization? Marketing strategy audits mainly focus on market, customer, competitor, the company and the product itself. In a marketing strategy audit, a marketer focuses on the mission, objectives and strategy and their relation with the determined budget. Then in a marketing organization audit, marketers try to analyze whether their formal organization structure is adequate to become successful in their goals, and whether the employees in the organization are capable enough to work cross functionally. The other marketing audits like system, productivity and the function have to be carefully analyzed by the marketers as well.

2.3.3 Customer based return on investment (ROCI)

IMC is the solution for measuring all the marketing communication activities, and this is the last stage of IMC. At this stage, mar-com managers start to estimate what the return on mar-com investment will be in the short-run. The traditional method only focuses on the communication effects whereas, IMC focuses on the bases of customer return on investments as an expected result of the mar-com program (Schultz & Schultz, 2004, p. 216).

To make the mar-com activities more efficient and effective, IMC offers a managerial analysis system. In this system, money goes in the form of investment in different communication programs to affect the customer in a short period of time in the short-run and gets the money back with the increased revenue and profit in the long-run (Schultz & Schultz, 2004, p. 216-217).

As the businesses do all mar-com investments in the short-run, the investments become variable cost items instead of fixed. They change into variable cost because managers can measure the customers' value easily and can take some decisions to make some changes in the campaign tactics instead of paying money as fixed expense for nothing. In other words if there is something wrong in either media channels or in messages, they can change these aspects in short periods of time and according to the economic value of customers' they can simply decide on the funds they are going to invest for their customers. In the calculation of economic value of customers' calculated by taking care of the contribution margin line where only the marketing communication expenditure and the profit are taken into consideration. As a result, it can be said that the money that is not used for marketing communication activities turns into profit (Schultz & Schultz, 2004, p. 216-217).

Table 5: Measuring ROCI (Schultz & Schultz, 2004, p. 221-222).

	Behavioral Goal	Target Market A	Target Market B
Category Requirement Assumption			
1. Estimated category demand	historical data / estimate	\$	\$
Base Income Flow Assumption			
2. Base share of requirement	historical data / estimate	%	%
3. Base income flow to us	line 1* line 2	\$	\$
4. Non-communication costs (product, fixed..)	operating estimate	%	%
5. Contribution margin (%)	100% - line4	%	%
6. Contribution margin (\$)	line 3*line5	\$	\$
Scenario A: No Communication Investment			
7. Change in share of requirement	Estimate	- (%)	- (%)
8. Resulting share of requirement	line 2 + (line7*line2)	%	%

9. Resulting customer income flow to us	line 8* line1	\$	\$
10. Less non-communication cost	- (line9*line4)	- (\$)	- (\$)
11. Less MC costs	\$0	-----	-----
12. Net contribution	line 9+(line10+line 11)	\$	\$
Scenario B: Communication Investment			
13. Total MC investments	Ads. Costs + PR costs + DM cost + SP cost..... etc	\$	\$
14. Change in share of requirement	Estimate	(%)	(%)
15. Resulting share of requirement	line 2 + (line14*line2)	%	%
16. Resulting customer income flow to us	line 15* line1	\$	\$
17. Less non-communication cost	- (line16*line4)	- (\$)	- (\$)
18. Less MC costs	- (line 13)	- (\$)	- (\$)
19. Net contribution	line 16+(line17+line 18)	\$	\$
Return on customer investment (ROCI)			
20. Incremental gain/loss/no investment	line 19-line 12	\$	\$
21. Incremental ROCI	line 20 / line 13	%	%

As it is seen table 5, measuring return on customer investment has five stages; in the first stage, the organization has to estimate the current year customer demand for the product as revenue. Then in the second stage, organizations have to calculate the “base income flow assumption”, where organizations take; expected percentage of “share requirement”, “income flow”, total cost without calculation of marketing communication cost to find “contribution margin” as a percentage into consideration. The third stage begins with the creation of a scenario that assumes the organization does not use any marketing communication elements, in other words when there is no marketing communication investment what would be the “net contribution”. In the fourth stage, the “net contribution” is to be found after the communication investment and the last stage is calculating the return on customer investment which

is the difference between net contribution of communication investment and no communication investment. The result shows the organizations “incremental gain / loss / no investment scenario” and the “Incremental gain / loss / no investment scenario” to “total marketing communication investment” ratio thus displaying the ROCI of organizations (Schultz & Schultz, 2004, p. 221-222).

As a conclusion for this chapter, it can be exposed that the consumer has more power in the marketplace and IMC practices become a necessity. The reason as to why a limited amount of literature concerning developing countries (non-English speaking countries) exists is due to the fact that developed countries (especially English speaking countries) are utilizing some of their resources to explore the application of IMC both theoretically and practically.

The IMC approach emerged to solve the traditional marketing campaigns problem. In traditional campaigns, organizations prepare a number of campaigns to reach their customers but because of its structure they cannot reach them in a proper way and they cannot measure the investment they did.

As a consequence of the IMC characteristics facilities, managers can reach their customers more efficiently and effectively because of proper integration of marketing communication activities and at the end they can measure their return on investment and not waste their time, money and labor force effort any more.

Chapter 3

METHODOLOGY

This chapter consists of seven sections; research methodology, research procedures, research design, data collection, population of the research, sample of the research and research analysis.

3.1 Research method

This research was conducted in two stages. In the first stage secondary sources were used and in the second stage primary research had been analyzed.

In the primary research, mixed researches were conducted. Both qualitative and quantitative methods were used in the mixed researches. The quantitative study is adequate to establish some generalization. To make some generalizations, this approach examines the theory about variables that are collected in this research and measured in numerical values and analyzed in the statistical measurements (Creswell, 1994, p: 2).

First, the pension fund, the advertising agencies and the public relations agencies' characteristics in Turkey were explored. Also the clients' and the agencies' perceptions and the IMC applications will then be explored. Due to the fact that it has been conducted under the quantitative paradigm, instead of collecting a word able data, the more meaningful numerical data has been employed where single cross

sectional design was conducted and data was analyzed by using statistical measurements to make the generalization.

After exploring the pension funds, public relations and advertising agencies' application of IMC in their institutions and their types of activities, a qualitative analysis was used to describe one of the agencies' clients. In the qualitative part, an in-depth interview has been used to understand how can the organizations control their outcomes in terms of messages in order to influence the consumer's buying decision? How does IMC effect the brand value process? What type of marketing research is employed and in which field? What types of activities are preferred to obtain customer loyalty? Whether using IMC, measures the return on customer investment more effectively or not?

3.2 Research procedures

This research was conducted in two stages (as seen in figure 6). In the first stage, secondary sources were used and then primary research had been analyzed. At the result of secondary source and primary resources findings, IMC pension funds (in Turkey) model was developed. Research was completed to the measurement of Finans Emeklilik ROCI where it was one of the convenient pension funds.

As a secondary source, numerical data of Turkish market statistics from TUIK (statistical year book in 2009) was taken and then pension funds investment from EGM web page was taken to understand the dynamic growth potential of Turkey and pension fund sector.

In primary research, survey method was used and two different questionnaires were administered to Turkish pension funds and their communication agencies, to

understand the theoretical and practical applicability of IMC in Turkey. Then in the second stage of primary research an in-depth interview method was used as a case study for Finans Emeklilik to calculate ROI which showed where in the first stage of IMC the company without passing through the second and third stages and whether they can apply the fourth stage by calculating ROI. Finally, a model that shows pension funds IMC application was developed.

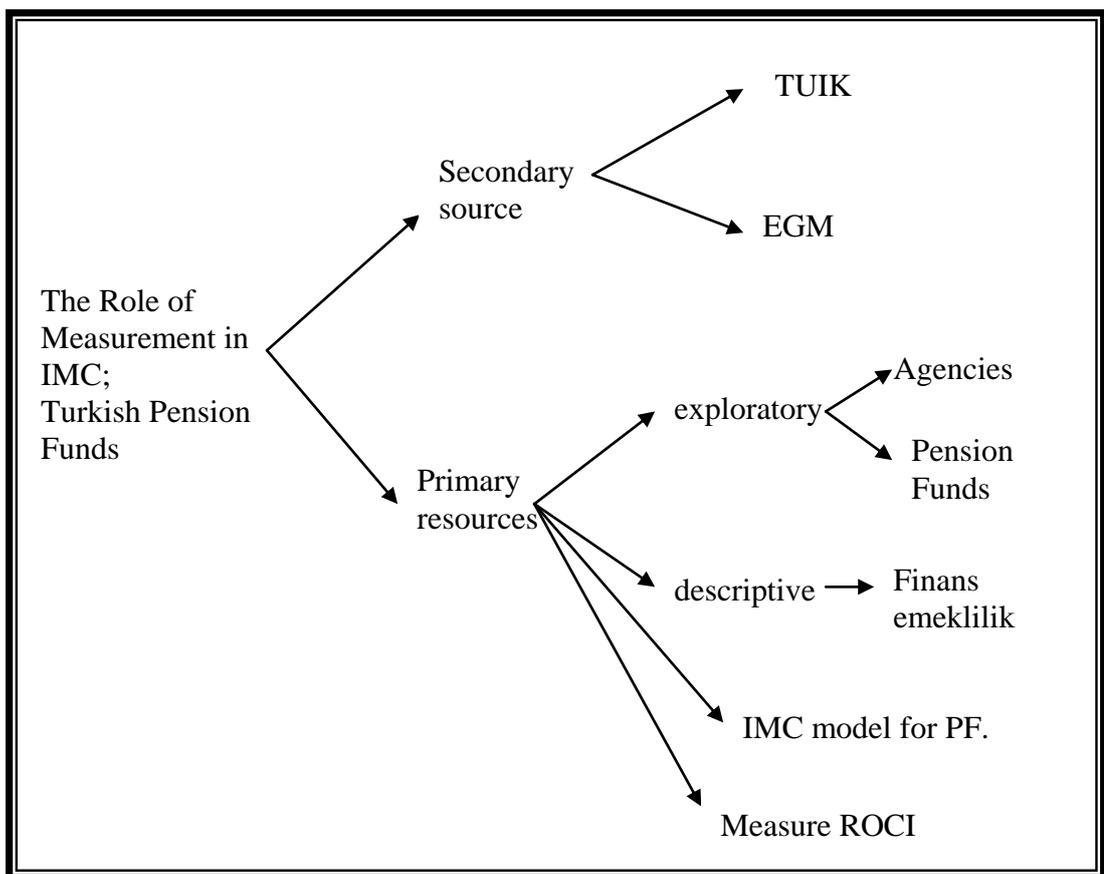


Figure 6: Research procedures for the study

3.3 Research design

In this research study, as mentioned earlier mixed research was used, where the quantitative and the qualitative research have been conducted in this survey. First, I followed the quantitative research method and administered a survey because “the survey method enables a researcher to generalize the finding from a sample response to a population” (Creswell, 1994, p: 117). Two questionnaires were prepared; one for agencies and one for pension funds in Turkey.

The first questionnaire was applied to the public relations agencies and the advertising agencies in Turkey to understand the IMC applications in the Turkish market. There are approximately 130 actively working public relations and 100 actively working advertising agencies in Turkey which are the members of different PR and Advertising Associations (Turkish Advertisers Association, 2009) (Ilhan, 2007) (Cansel & Kemal Kaya, 2011, p: 50). For this survey some strata’s were used in order to select the eligible public relations and advertising agency. According to strata’s of public relations agencies 15 were eligible since they fulfilled the criteria of being a member of the Communication Consultants Association, and 14 were eligible in advertising agencies, since they fulfilled the criteria of more than 50 employees, have a membership in the Advertising Association and either have foreign partners or an annual revenue \geq \$ 2,000,000 were eligible; among 14 firms that fulfilled these criteria.

The respondents of the first questionnaire are the people who had a full responsibility in the preparation of the campaigns. Both of these surveys were conducted as single cross sectional design.

In the first questionnaire there were 3 closed ended questions, 5 semi closed ended-open ended (if yes explain how and why) and 7 open ended questions.

A second questionnaire was prepared and applied to pension funds marketing department executives to see which pension funds are aware of IMC and apply it in their organization in Turkey. In the second questionnaire, how the pension funds take corporate decisions, marketing decisions and marketing communication decisions in the organization, what types of promotional and non-promotional activities are used during branding reputation and loyalty process in their organizations were analyzed.

The questionnaire has been applied to all pension funds marketing and marketing communication department managers and vice managers. There were 20 close-ended questions, 22 open-ended questions and 3 Likert and Likert-type scales in the 45 questioned questionnaire.

Then the final research was conducted as a case study and in the selection of the organization, convenience sampling method was used. In the case study an in-depth interview method was used with Ajlan Sözütek, who is the general manager of Finans Emeklilik (as one of the pension funds institutions that apply IMC adequately). In addition, the following was included in the case study: accessing the institution's financial reports in order to generate the marketing audit report based on the annual marketing communication investment. All expenditures for marketing research will be taken into consideration to measure the return on investment.

3.4 Data collection:

As mentioned earlier, the research was conducted on both secondary sources and primary research to understand the Turkish market, pension fund sector and the theoretical and practical applicability of measurement of IMC.

In the secondary source, the original web page of TUIK and EGM were used and all the data from 2009 statistical yearbook and EGM pension funds monthly reports were collected.

The primary research has three stages in the collection of data. The first stage focused on public relations and advertising agencies which were eligible in their work and open for such academic researches. There were 15 public relations and 14 advertising agencies were eligible, however only 26% of public relations and 57% of the advertising agencies responded to this survey because of some gatekeeper barrier. As mentioned earlier, there were 3 closed ended questions, 5 semi closed-ended & open-ended (if yes explain how and why) and 7 open-ended questions.

The second questionnaire was distributed to the entire population of pension funds (13) and 12 marketing and the marketing communication departments' for managers or vice-managers of pension funds responded to this survey. The aim of this collected data was to analyze the PF perception and application of IMC in Turkey, show that IMC can be applied in the developing countries and figure out what stage of IMC they are in as pension fund. As mentioned earlier there were 20 close-ended questions, 22 open-ended questions and 3 Likert and Likert-type scales in the 45 questioned questionnaire.

The final part of the research was conducted on Finans Emeklilik as a case study regarding their return on investment. In this part, data was first collected through an in-depth interview followed by telephone calls. In the in-depth interview, more specific information about the organization such as their marketing communication activities to influence their consumer, their brand value process, preferred activities to obtain customer loyalty and their marketing research field, measurement techniques that they used etc. were asked. Then through telephone calls and e-mails, the marketing communication budget, financial report, marketing audit report and the other necessary data needed to measure their ROCI was gathered. The aim of this final part is to figure out whether the company has either completed or is still in the first stage of IMC and whether they can apply the fourth stage without passing through the second and third stage of ROI calculation.

3.5 Population

Defining the population in the research is so important because population is considered as a whole and it gives direction for the conclusion of the study. In other words, it is the combination of the elements of the research study and while researchers define the population of the study, they can measure whether the elements researched are a part of the population or not (Levin & Rubin, 1998, p: 9-10).

There are 13 pension fund organizations in Turkey, which are Aegon Emeklilik, Anadolu Hayat Emeklilik, Allianz Emeklilik, Groupama Emeklilik, Avivasa Hayat ve Emeklilik, Ergoivicre Emeklilik, Garanti Emeklilik, Fortis Emeklilik, Finans Emeklilik, ING Emeklilik, Yapı kredi Emeklilik, Vakıf Emeklilik and Deniz Emeklilik (www.egm.org.tr) (Cansel & Kemal Kaya, 2011, p:51).

Since there are 13 pension fund organizations in Turkey, the whole population is going to be measured to justify the research and make some generalization. Therefore no sampling method was used in this survey.

There are approximately 130 actively working public relations and 100 actively working Advertising Agencies in Turkey who are the members of different PR and Advertising Associations (Turkish Advertisers Association, 2009) (Ilhan, 2007) (Cansel & Kemal Kaya, 2011, p: 50).

3.6 Sampling

A sample is defined as “a subgroup of the elements of the population selected for participation in the study” (Malhotra & Peterson, 2006, p: 323).

For selecting a research sample stratified sampling is going to be used. In the stratified sampling “within strata, elements should be homogeneous with clear differences heterogeneity between the strata” (Malhotra & Peterson, 2006, p: 339).

For the first questionnaire, public relations and advertising agencies that fulfilled the eligibility criteria were contacted. The strata for public relations agencies were to be a member of Communication Consultant Association. Thus, 15 of the PR agencies were homogeneous as they were the members of “İletişim Danışmanlığı Şirketi Derneği” (Communication Consultants Association), and 26.7% of them responded. The strata for advertising agencies were that agencies have to have more than 50 employees, membership in the Advertising Association (Reklamacılar Derneği), and either with foreign partners or an annual revenue \geq \$ 2,000,000. Thus, 14 of the advertising agencies were homogeneous and fulfilled these criteria, 57% responded.

Non-probability sampling purposive method was used as the selection method for both public relations and advertising agencies.

For the case study from the 13 pension funds 12 responded. Thus, a non-probability sampling convenience method was used, Finans Emeklilik was also chosen because they know what the IMC concept is, they apply it accurately in their organization and they were open for such academic researches.

3.7 Research analysis

For the research analysis, first SPSS program was used to analyze the data required to answer the research questions and to also test the H₁, H₂ and H₃.

First of all, to analyze the data required to answer the research questions for this research, a frequency distribution and cross-tab analyses were applied to understand the relationship of the two variables and Pearson Chi-Square Value was measured as χ^2 , $df = y$, $p = t < 0.05$ (Malhotra, 2007, p: 456-489).

Secondly, before testing the hypotheses, the most suitable test had to be selected. In order to decide if a parametric or non-parametric test would be more appropriate; a One Sample Kolmogorov-Smirnov test was used to analyze if the gathered data possessed a normal distribution or not. Secondly, Homogeneity of Variance of the research was analyzed, the questions where sig. value = $p > 0.05$ was analyzed by t test ($n < 30$). On the other hand the questions where sig. value = $p < 0.05$ was analyzed with a non-parametric test and Mann-Whitney test was used where sample $n < 30$, like t test in the parametric test.

Thirdly, Finans Emeklilik customer based data, acquired from Ajlan Sözütek, was evaluated by analyzing the marketing audit and the customer base on ROI. In Return on Customer Investment analysis (ROCI), estimated demand for service, base income flow, profitability without any marketing communication investment and the investment expense that the pension funds made to gain new customers and to maintain existing customer within a year are going to be considered to measure net contribution of communication investment and profitability without any marketing communication investment. Then the difference between these two contributions will give incremental gain or loss of the company and the ratio for incremental gain or loss to total marketing communication per customer will give the ROCI measurement (Schultz & Schultz, 2004, p: 221-229). At the end of this research the role and value of measurement in the Integrated Marketing Communication process will be well displayed.

As a conclusion of this chapter, methodology of this research consisted of both qualitative and quantitative method. In quantitative method, a survey was used. Two different questionnaires were distributed to explore the agencies' (public relations and advertising) and pension funds perception and practical application of IMC in Turkey. The first survey was for the agencies and a questionnaire was distributed by using a non-probability sampling (purposive) method. Furthermore, a second questionnaire was administered for pension funds and the survey focused on the entire population. As a qualitative method a non-probability sampling convenience method was used in the selection process of Finans Emeklilik and an in-depth interview followed by series of telephone conversation and e-mails were used to get their marketing strategies and marketing communication investment for the measurement of ROI in an accurate way. Data was collected from secondary sources

(TUIK and EGM) then primary research was analyzed (public relations & advertising agencies, pension funds and Finans Emeklilik). Finally, the entire data collected were analyzed by the statistical analysis program, SPSS.

Chapter 4

FINDINGS AND INTERPRETATIONS

In this chapter, four main subject areas are focused upon; IMC in Turkey, IMC model for pension funds in Turkey, The role of measurement and application in Turkey and followed by some interpretations.

IMC in Turkey part focus on three section; firstly, secondary sources of TUIK was used to understand the development of Turkey by taking care of statistical data. Then the focus was on pension fund investment size and number of participants from EGM to understand the market and sector better. Secondly, the public relations and advertising agencies findings focused in IMC applicability and practices in Turkish communication organizations and finally, the pension fund findings focused in IMC applicability and activity in Turkey as a client section.

In IMC model for pension funds in Turkey section, focused on the pension funds application of IMC in their organization.

Last part which was the role of IMC measurement and application in Turkey, focused on the Finans Emeklilik an in-depth interview, measurement of ROI and ROCI.

4.1 Integrated marketing communication in Turkey

To understand IMC applicability in Turkey, the market needs to be analyzed. Turkey's demographic structure, communication activities, and population were analyzed through the Turkish government statistical book on the internet in order to understand the possibility of implementation of IMC in Turkish market.

In this analysis, it was found out that 75.53 % of the population live in the cities and the rest live in the country where the total population is 72,561,312 (50.25% male and 49.75% female) and the annual growth rate of the population in 2008-09 was 1.73% in Turkey. As subject of this research, the pension funds' target market is the people who are above 20. It was seen that 65.41% of the population was above the age of 20, 49.69% were male and 50.31% were female (TUIK statistic book, 2009).

In addition to this, the service sector dramatically improved itself in the market, in which financial intermediaries developed rapidly. The statistics indicate that 38.1% of the Turkish people, who live in Turkey, use internet where 95% of users are between 16-54 years of age. In addition to that 39.5% of the internet users have university degrees, 31.28% have high school, 23.4% secondary or vocational school, 4.9% have primary school degrees and 0.9% of the people using the internet is illiterate, 52.9% use it with the purpose of searching for information about goods and services, 14.2% use it for internet banking, 13.2% use it for looking for a job or sending job applications and 19.7% use it for the other purposes (TUIK statistics book, 2009).

On the other hand, the financial institutions use information technology to gain a comparative advantage and not to lose their market share. According to the statistics,

among the financial institutions, 23.1% of them enterprise with the innovation activities and 21.9% of them use the technological innovation for the product and the process innovation (TUIK statistics book, 2009).

The 2009 annual reports show that 16.1% of the financial institutions use technological innovation only for the product innovation and 18.4% use it only for the process innovation. In addition, this survey shows that 3.2% of the enterprises have abandoned innovation activities and 9.8% of the enterprises have ongoing innovation activities. On the other hand, it is seen that 35.3% focus on the interference for the innovated activities, 26.7% focus on the marketing and the organization innovated activities where 18.9% only focus on the organization innovated activities and 15.5% only focus on the marketing innovated activities (non-technological) (TUIK statistic book, 2009).

In addition, when the distribution of population by cities is considered, it is seen that 12,915,158 (17.80%) people live in Istanbul where 50.32% are males and 49.68% are females. This is the highest population size when the general distribution among the cities in Turkey is considered (TUIK statistics book, 2009).

Thus, these percentages show that Turkey's society uses the new media as well to collect information in the buying decision process, and it can be said that there is speedily diffused information when it is compared to the previous years.

4.1.1 IMC Applicability and Practice in the Turkish Communication Organizations

As mentioned earlier there is limited information in the literature about IMC application in advertising and PR agencies in Turkey, this research has been

developed in order to make broader predictions about the market in Turkey, and to specifically analyze how these agencies understand IMC, what type of media they are using, and who their clients are.

Some institutions, public relations and advertising agencies in Turkey say that they are using integrated marketing communication in their organizations. To figure out the agencies perception and application of IMC, survey method was conducted on both public relations and advertising agencies. The participants responsible for the campaigns were the respondents in this survey and they were asked 3 close-ended and 12 open-ended questions in the questionnaire.

As mentioned in Chapter 3, 3.5 Population, there are more than 130 PR service providers; however, most of the service providers are either small “one-man shows” or collateral services. The service providers who are involved in the strategic PR and related services are members of Communication Consultants Association; they “represent 25 percent of the total market, and receive consultancy fees that exceed USD 500,000” (Ilhan, 2007) (Cansel & Kemal Kaya, 2011, p: 49-51).

In addition, there are 100 advertising agencies in Turkey, some of them are members of the advertising associations and some are not. However, the eligibility criteria of this survey requires membership in a PR association (IDA or IPRA), the capability of offering strategic planning and services, an annual turnover between USD 1 and 5 million, and employees numbering more than 15. Among the 130 PR service providers, there are 15 PR agencies that fit these criteria. Eligibility criteria for advertising agencies were; the number of employees should be more than or equal to

50, and the annual revenue is greater than or equal to USD 2,000,000 (Cansel & Kemal Kaya, 2011, p: 49-51).

According to first primary researches the following data was gathered from the public relations and advertising agency survey;

Table 6: Frequency table; Type of institution (agencies)

Type of agencies					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	advertising agency	8	66,7	66,7	66,7
	pr agency	4	33,3	33,3	100,0
	Total	12	100,0	100,0	

In this research 66.7% of the respondents are advertising agencies and 33.3% are public relations agencies where they are doing their job very efficiently and effectively in Istanbul.

Table 7: Respondents agencies responsibilities

Agencies responsibility					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	determine comm. strategies&ads campaign	1	8,3	11,1	11,1
	MR, performans evaluation,campaign managemet	1	8,3	11,1	22,2
	responsible for all the realtionship betwe en clients&agency	3	25,0	33,3	55,6
	brand management and CRM	2	16,7	22,2	77,8
	preevaluation of proposal and demands&control quality standa	1	8,3	11,1	88,9
	plan for strategic, media, communication&clients decisions	1	8,3	11,1	100,0
	Total	9	75,0	100,0	
Missing	stategic plan for brands and w rite dow n communication brief	3	25,0		
Total		12	100,0		

It was found out that 33.3% of public relations and advertising agencies offer full service to their clients. In addition to that 22.2% of the respondents said they are responsible for the brand management and CRM. The remaining 11.1% said they determine the communication strategies, 11.1% marketing research, performance evaluation, and campaign management, 11.1% pre-evaluations of proposal & demands and control quality standards and the last 11.1% planning strategy, media, communication and clients decisions.

Table 8: Agencies make a decision

Agencies decisions					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	goals, strategies&MC decisions	2	16,7	16,7	16,7
	all marketing communication decisions	1	8,3	8,3	25,0
	communication strategies	7	58,3	58,3	83,3
	all marketing activities decision	2	16,7	16,7	100,0
	Total	12	100,0	100,0	

The results shed light on what type of decisions the agencies make, in other words the IMC objectives are determined single handedly and what type of decision power the person holds. It was seen that 58.3% of the respondents take the decisions for communication strategies, 16.7% said they set the goals, strategies and MC decisions and the other 16.7% of the respondents said they solely decide for entire marketing activities and the rest of the respondents, 8.3%, stated they are taking all the decisions for the marketing communication.

Table 9: Agencies MC taken in department

MC decisions					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	they took mc decisions	1	8,3	11,1	11,1
	client and PR agency	3	25,0	33,3	44,4
	client and advertising agency	5	41,7	55,6	100,0
	Total	9	75,0	100,0	
Missing	clients has already have a decision before they go agency	3	25,0		
	Total	12	100,0		

Who is responsible for marketing communication decisions is important in IMC because it is the first stage of the progress as it was mentioned earlier. Tactical coordination of marketing communication, as shown in the table above, 88.9% of the respondents said that the agencies and the clients make all marketing communication decisions. This shows that especially the agencies already achieved the first stage of IMC. On the other hand only 11.1% of the agencies said that they solely decide what needs to be done in the marketing communication campaigns (a specific PR and advertising agencies marketing communication decision bar chart is in appendix e, Crosstab tables for PR and Advertising Agencies).

Table 10: Knowing ROI technique

Agencies if they know ROI					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	8	66,7	66,7	66,7
	no	4	33,3	33,3	100,0
	Total	12	100,0	100,0	

Return on investment is a very efficient and effective way in the measurement of the campaign. Some of the organizations apply this measurement and some do not. This part analyzes if they know these measurement techniques and it was shown that 66.7% of the agencies know what ROI is and the rest said they do not have any knowledge about what this measurement means (a specific PR and advertising agencies knowledge about ROI bar chart is in appendix e, crosstab tables for PR and Advertising Agencies).

Table 11: ROI effectiveness & calculation in MC activities

For measuring the efficiency and effectiveness of campaign ROI is effective tool					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	7	58,3	58,3	58,3
	no	5	41,7	41,7	100,0
	Total	12	100,0	100,0	

Calculate ROI in MC activities					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	3	25,0	25,0	25,0
	no	9	75,0	75,0	100,0
	Total	12	100,0	100,0	

Although only 66.7% of the agencies know what return on investment is, 58% of them think that for measuring the efficiency and effectiveness of the campaign ROI is an effective tool. However, only 25% of them said they calculate ROI in marketing communication activities and 75% of them do not measure ROI in their campaign. This shows that they know theoretically what ROI is; they know it is an effective tool in measurement but when the evaluation stage comes in their campaign, most of them prefer to use the other techniques rather than ROI (a specific PR and advertising agencies perception about ROI technique effectiveness bar chart is in appendix e, Crosstab tables for PR and Advertising Agencies).

Table 12: Marketing Communication ROI

Who calculate institutions MC roi					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	agency	2	16,7	16,7	16,7
	agency and institution together	1	8,3	8,3	25,0
	institution	1	8,3	8,3	33,3
	no calculation	8	66,7	66,7	100,0
	Total	12	100,0	100,0	

Only a few agencies measure ROI at the evaluation stage of the campaign. 16.7% of the respondents said that they calculate ROI. On the other hand 8.3% said their client and they measure ROI and the other 8.3% said they do not measure but know that their clients measure the ROI to understand the efficiency and effectiveness of the campaign.

Table 13: Agency media channels usage

Agencies uses media channel as					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	print media	4	33,3	33,3	33,3
	print media and broadcasting	2	16,7	16,7	50,0
	print media, broadcasting, new media	3	25,0	25,0	75,0
	print media, broadcasting,outdoor,new media	3	25,0	25,0	100,0
	Total	12	100,0	100,0	

Selecting the right media channels is important while reaching their clients' target market. Therefore it is seen that 33.3% of the PR and advertising agencies prefer to use print media, 25.0% said they use cluster of print media, broadcasting and the new media and the other 25.0% of the respondents said they use the cluster of print

media, broadcasting, outdoor & the new media. Lastly the remaining 16.7%, said that they only use the print media and broadcasting in their campaign (a specific PR and advertising agencies media channel usage bar chart is in appendix e, Crosstab tables for PR and Advertising Agencies).

Table 14: Same message different media

Use different media channels but with same messages					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	9	75,0	75,0	75,0
	no	3	25,0	25,0	100,0
Total		12	100,0	100,0	

To create a synergy of the message while reaching the target market is extremely important in IMC, as it was mentioned earlier, this is the one thing that differentiates Integrated Marketing Communication from traditional marketing and 75% of the agencies, both PR and advertising, said that they use different media channels but send the same message while they are reaching their clients' target market (a specific PR and advertising agencies creation a synergy in message bar chart is in appendix e, Crosstab tables for PR and Advertising Agencies).

Table 15: Agencies budget preparation

The method that institutions uses for preparing budget					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	manager decisions	4	33,3	33,3	33,3
	purpose and goal	3	25,0	25,0	58,3
	manager decision, purpose and goal	4	33,3	33,3	91,7
	manager decision, competition,	1	8,3	8,3	100,0
Total		12	100,0	100,0	

Budgeting is another important element that affects the efficiency and effectiveness of the campaign, therefore, the techniques that they use are critical elements. 74.9% of the respondents said that, their manager decides what will be the budget, in other words they use *affordable model* of techniques where 33.3% of them use both purpose and goal which is, *objective and task method* and 8.3% use competition, *competitive parity techniques* as well, which is the objective task of budgeting techniques. On the other hand, 25.0% of the respondents said that while they are deciding on the budget they use only *objective and task method*.

Table 16: Agencies IMC knowledge

If the agencies know about IMC					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	know and apply	9	75,0	75,0	75,0
	know but not applied accurately	3	25,0	25,0	100,0
	Total	12	100,0	100,0	

From the table above it is seen that all of the PR and Advertising agencies know IMC concept and 75.0% of them are applying it accurately in their campaigns, and the remaining 25.0% said they are not (a specific PR and advertising agencies knowledge about IMC bar chart is in appendix e, Crosstab tables for PR and Advertising Agencies).

Table 17: IMC demand

Sectors demands im c application					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no demand	3	25,0	25,0	25,0
	automotive, FMCG, men &w omen care products	1	8,3	8,3	33,3
	PF Inst., banks, FMCG, automotive and rich clients	3	25,0	25,0	58,3
	banks, PF inst., retailer, telecom, construc.,entertainment	2	16,7	16,7	75,0
	FMCG, banks, retailer	2	16,7	16,7	91,7
	FMCG	1	8,3	8,3	100,0
	Total	12	100,0	100,0	

As shown above all sectors know IMC and 75.0% applied it accurately. That means there are some clients who want to see IMC applications in the agencies' campaigns. This question has a crucial importance in detecting the sectors who demand IMC applications the most. When asked to the agencies the result shows that especially the banks, pension funds and fast moving consumer goods sectors demand IMC the most (a specific sectorial base that mostly preferred campaigns as PR and/ or advertising and the IMC campaign requests bar chart is in appendix e, Crosstab tables for PR and Advertising Agencies).

Table 18: Integration of MC

Agencies if they integrate their MC activities					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	9	75,0	75,0	75,0
	no	3	25,0	25,0	100,0
	Total	12	100,0	100,0	

How they are integrating the MC activities					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no need for IMC	3	25,0	25,0	25,0
	work with different expert field people	3	25,0	25,0	50,0
	focus creative approach to continuity in strategic&decision process client and agency come togethe	2	16,7	16,7	66,7
	360 degree technique	1	8,3	8,3	100,0
	Total	12	100,0	100,0	

The agencies stated 75.0% of them apply IMC accurately by integrating the MC elements in their campaign. In addition to this while they are integrating MC activities 25.0% work with experts from different fields, and the other 25.0% said their client and them come together and make the strategic decisions and related processes. Only 8.3% of the respondents said that while integrating MC activities they use 360⁰ techniques (a specific PR and advertising agencies, if they are integrating or not their marketing communications activities shown bar chart is in appendix e, Crosstab tables for PR and Advertising Agencies).

Table 19: Marketing Communication decision

Who takes MC decision					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	client	2	16,7	16,7	16,7
	client and PR agency	3	25,0	25,0	41,7
	client and Advertising agency	6	50,0	50,0	91,7
	advertising agency suggest	1	8,3	8,3	100,0
	Total	12	100,0	100,0	

As shown in the table above, in process of making marketing communication decisions, 75% of the agencies, (50% advertising agencies and 25% PR agencies), responded that the agencies and clients come together and agree on the MC decisions. 16.7% said the client takes the MC decisions alone (a specific PR and advertising agencies marketing communication decision procedure bar chart is in appendix e, Crosstab tables for PR and Advertising Agencies).

Table 20: Measurement IMC

Measuring efficiency of IMC campaign					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	7	58,3	58,3	58,3
	no	5	41,7	41,7	100,0
	Total	12	100,0	100,0	

Measuring the efficiency and effectiveness of IMC after the campaign shows whether the campaign achieved their campaign objective or not. It was shown that 58.3% of the agencies said that measuring the efficiency and effectiveness of IMC campaigns are their priority. On the other hand 41.7% said they have no measurement activity after they complete their campaign (a specific PR and advertising agencies if they are measuring or not the IMC campaign that they

prepared for their client bar chart is in appendix e, Crosstab tables for PR and Advertising Agencies).

Table 21: Measurement techniques

Measurement techniques that they are using to measure efficiency of IMC campaign					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no enough budget and data for measurement	2	16,7	16,7	16,7
	look for participant number	1	8,3	8,3	25,0
	according to the field of measurement research tech.	4	33,3	33,3	58,3
	no measurement	3	25,0	25,0	83,3
	media analysis, demand analysis and sales rate together	1	8,3	8,3	91,7
	increasing sales rate & communication rank	1	8,3	8,3	100,0
	Total	12	100,0	100,0	

As 58.3% of the respondents said they are measuring the efficiency and effectiveness of IMC campaign, 33.3% of them said according to the field of measurement they do some research, 8.3% said they look for the number of participants, 8.3% said that look for the media analysis, the demand analysis and the sales rate together and 8.3% said they look at the increasing sales rate and communication rank while measuring the effectiveness of their campaign.

Table 22: Elec. infrastructure and internal communication

Elec. infrastructure & internal communication					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	2	16,7	16,7	16,7
	no	10	83,3	83,3	100,0
	Total	12	100,0	100,0	

Almost all of the public relations and advertising agencies, 83.3% respond that they do not have a client who restructures the electronic infrastructures and the internal communication based on the customers' focus and feedback.

4.1.2 IMC Applicability and Activity in Turkey as a Client (Pension Fund Institution)

The pension funds are the ones who improved themselves in a short period of time. To understand how their strategic communication affects their customer's buying power this survey was conducted for the pension funds.

Table 23: Pension fund investment size and number of participants between 2003-2006 (www.egm.org.tr) (Cansel & Kemal Kaya, 2011, p: 62)

Pension funds Institution investment size	% total investment				% participants			
	2003	2004	2005	2006	2003	2004	2005	2006
Ak Emeklilik	23,0	14,6	17,2	14,1	20,6	13,7	12,8	10,2
Anadolu Hayat Emeklilik	23,1	15,4	14,1	18,6	20,4	10,8	14,6	17,7
Ankara Emeklilik	0,1	2,4	1,8	1,5	0,1	5,7	4,7	3,9
Commercial Union Hayat ve Emeklilik (Aviva Hayat ve Emeklilik)	1,6	14,3	13,5	10,4	0,8	6,2	5,5	5,1
Basak Emeklilik	1,0	2,7	6,1	6,0	0,4	2,2	3,2	3,6
Doğan Emeklilik (Fortis Emeklilik ve Hayat)	1,0	4,4	3,7	3,0	0,8	5,4	4,4	4,5
Garanti Emeklilik ve Hayat	24,0	10,5	9,4	10,7	19,5	11,4	13,6	17,5
Koç Allianz Hayat ve Emeklilik	5,6	6,3	6,3	5,7	4,0	5,8	4,9	4,3
Oyak Emeklilik	6,2	6,3	6,6	6,0	8,7	11,1	11,9	11,3
Vakıf Emeklilik	0,8	5,6	5,4	6,8	1,6	8,2	7,7	5,7
Yapı Kredi Emeklilik	13,6	17,5	15,9	17,2	22,9	19,6	16,7	16,3
Total	100	100	100	100	100	100	100	100

Table 24: Pension fund investment size and number of participants between 2006-2009 (www.egm.org.tr) (Cansel & Kemal Kaya, 2011, p: 63)

Pension funds Institution investment size	% total investment			% participants			% Retired Participants
	2007	2008	2009	2007	2008	2009	End of 2009
Pension funds Inst.	2007	2008	2009	2007	2008	2009	End of 2009
Aegon Emeklilik ve Hayat	1,4	1,3	1,1	3,6	3,5	2,9	0,1
Allianz Hayat ve Emeklilik	5,1	5,0	4,7	3,2	2,9	2,7	5,8
Anadolu Hayat Emeklilik	19,5	20,2	20,3	20,4	21,6	22,0	69,4
Avivasa Emeklilik ve Hayat	24,7	23,2	22,0	15,6	16,0	15,5	3,7
Başak Groupama Emeklilik	5,5	5,8	6,0	3,4	3,7	4,1	3,6
Ergoİsviçre Emeklilik ve Hayat	0,0	0,0	0,2	0,0	0,1	0,5	0,0
Finans Emeklilik ve Hayat	0,0	0,0	0,2	0,0	0,0	1,1	0,0
Fortis Emeklilik ve Hayat	3,1	3,9	3,7	4,8	4,6	3,8	0,6
Garanti Emeklilik ve Hayat	12,5	14,0	14,9	18,9	19,3	20,1	0,5
Oyak Emeklilik (ING)	6,2	5,7	5,5	10,0	8,6	7,8	0,3
Vakıf Emeklilik	6,3	6,2	6,0	4,7	5,3	6,0	2,8
Yapı Kredi Emeklilik	15,7	14,7	15,2	15,2	14,6	13,4	13,4
Deniz Emeklilik ve Hayat	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Total	100	100	100	100	100	100	100

Table 23 and Table 24 show the dramatic improvement of the pension funds system. This system started at the end of 2003. In those years there were only eleven pension funds institutions.

Since that was a new system, without doing any marketing communication activities, the pension funds market their services through the banks who established them till the end of 2004. In those years, Yapı Kredi had the highest market share (22.9%), and Garanti Pension fund was the leader with 24%, in comparison to others. On the

other hand, at the end of 2004, Yapı Kredi became the leader in the market with 17.5% for the investment and 19.6% participant size (Cansel & Kemal Kaya, 2011, p:63-64).

At the end of 2005, people found the pension funds more reliable than the life insurance and transferred their investment to the pension fund because in those years the pension funds institution highly emphasized on the marketing communication activities (Cansel & Kemal Kaya, 2011, p:63-64).

From 2007 to 2009, it was seen that some of the institutions merged, were sold to the foreign investors and some of them newly entered the Pension Fund System because there was a demand for the pension fund insurance in the market place (Cansel & Kemal Kaya, 2011, p:63-64).

According to this survey, it can be said that, the institutions ranking in the first four among the thirteen pension funds institutions, all used marketing communication to reach their customer. Also, all four, know the IMC concept well; they are open to new innovations, in the product development they strongly agree to focus on the marketing information and the customer satisfaction. In addition to this, they tried to gain the competitive advantage by using print and broadcast media channels when they want to reach their customers.

Although there are thirteen Pension Funds in Turkey, twelve of them participated in this research. Only Deniz Emeklilik did not respond.

Table 25: Respondent position in Pension Funds

Positions in the Pension of Funds Institution					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Marketing Manager	5	41,7	41,7	41,7
	agencies manager	1	8,3	8,3	50,0
	Advertising and PR Manager	2	16,7	16,7	66,7
	marketing vice manager	1	8,3	8,3	75,0
	marketing specialist	3	25,0	25,0	100,0
	Total	12	100,0	100,0	

As shown in the table above the pension funds respondents are in the upper managerial positions in the marketing field, 41.7% were senior marketing managers, 8.3% marketing managers, 25.0% marketing specialists; and 8.3% were marketing distribution channel managers and 16.7% advertising and PR managers.

Table 26: Department responsibility of PF

department responsibility					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	determine comm. strategies&ads campaign	1	8,3	8,3	8,3
	marketing activities	6	50,0	50,0	58,3
	MR, performans evaluation,campaign managemet	2	16,7	16,7	75,0
	press and visual comm and media plan	1	8,3	8,3	83,3
	brand management&comm.,PR activities,product development	1	8,3	8,3	91,7
	advertising campaign and marketing activities	1	8,3	8,3	100,0
	Total	12	100,0	100,0	

The respondents' responsibility was analyzed in this part and it can be seen that 50% of the respondents are responsible for the marketing activities and 16.7% of them are responsible for the marketing research, the performance evaluation and the campaign

management. The portions left are divided as 8.3% is determining communication strategies& ads campaign, 8.3% is press and visual communication and media planning. The other 8.3% is responsible for brand managements & communication, PR activities and product development. The final portion 8.3% is responsible for the advertising campaign and the marketing activities.

Table 27: Decisions taken in PF

taken decisions in that institution					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	all marketing communication decisions	2	16,7	16,7	16,7
	all marketing activities decision	5	41,7	41,7	58,3
	both mrkt &MC activities decision	5	41,7	41,7	100,0
	Total	12	100,0	100,0	

As it is seen from the table above 41.7% of the respondents take the decisions in both marketing and marketing communication activities in their institution, where 41.7% only take the decisions for the marketing in their institution and their marketing communication activities are taken by their agencies that they worked on. On the other hand 16.7% of the respondents said that they are taking all marketing communication decisions alone in their institution.

Table 28: Marketing communication decisions

m c decisons taken from their depart					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	they took mc decisions	5	41,7	41,7	41,7
	top management decision and their dept	4	33,3	33,3	75,0
	top management	1	8,3	8,3	83,3
	top management and board of director	1	8,3	8,3	91,7
	communication department decides and upper level mgmt approv	1	8,3	8,3	100,0
	Total	12	100,0	100,0	

Most of the respondents said while the marketing communication decisions are taken in their institutions “who is taking these decisions” is the critical question. 41.7% of the respondents said they took MC in their department, 33.3% said the top manager and their department decided on their marketing communication activities. On the other hand there are some respondents where 8.3% expressed that the top manager decides, 8.3% top manager and board of director decides and 8.3% communication department decides and the upper level management approves what they are going to do as an activity of marketing communication.

Table 29: Marketing research field in PF

marketing reserach field					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	customer satisfaction, perception	2	16,7	16,7	16,7
	customer satisfaction, market share, branding	3	25,0	25,0	41,7
	competitors place in market	2	16,7	16,7	58,3
	demand, perceptinon, brand positioning	2	16,7	16,7	75,0
	pension fund system. life insurance	3	25,0	25,0	100,0
	Total	12	100,0	100,0	

The respondents highly emphasize that in marketing research the customer satisfaction surveys are the most popular activity among the pension funds (41.7%). Then they focus on the branding and the perception. Only 25.0% of the respondents said that they emphasize the pension fund system and the life insurance as a field of market research.

Table 30: MR techniques in PF

techniques the they using marketing research					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	survey	3	25,0	25,0	25,0
	any qualitative method	2	16,7	16,7	41,7
	benchmarking	1	8,3	8,3	50,0
	talk w ith well know n people	1	8,3	8,3	58,3
	survey, existing report, books, internet	3	25,0	25,0	83,3
	qualitative and quantitaive method	2	16,7	16,7	100,0
	Total	12	100,0	100,0	

While researching the market pension funds mostly prefer to use the quantitative method. There are respondents who said that according to the research field they use either qualitative or quantitative method. The least preferred technique in marketing research are benchmarking and expert opinion (well known people).

Table 31: PF target market

institutions target market					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	customer for their bank &VIP	2	16,7	16,7	16,7
	20-65 age upper class	1	8,3	8,3	25,0
	20-65 age middle class	1	8,3	8,3	33,3
	20-65 age middle and upper class	8	66,7	66,7	100,0
	Total	12	100,0	100,0	

Pension Funds are mostly branched-off businesses of Turkey’s major banks. More than 18.2% of their clients are individuals or organizations who bought the pension funds programs as cross-sell. The other *target markets for pension funds* are the 66.7% of individuals of 20-65 age groups earning middle-class incomes; and the 8.3% is the same age groups earning upper-class incomes.

Table 32: Segmentation techniques in PF

segmentation techniques while defining target market					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	only demographic	3	25,0	25,0	25,0
	demographic and geographic	2	16,7	16,7	41,7
	demographic and behavioral	5	41,7	41,7	83,3
	demographic and benefit	2	16,7	16,7	100,0
	Total	12	100,0	100,0	

While defining the target market, market segmentation is crucial. There are different segmentation techniques but as it is seen from the research, all of the pension funds used demographic segmentation as a primary technique, then they use either geographic, behavioral or benefit as secondary techniques.

Table 33: PF positioning strategy

if the institution have any positioning strategy					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	9	75,0	75,0	75,0
	no	3	25,0	25,0	100,0
	Total	12	100,0	100,0	

the instiution w here have positioning strategy have					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no positioning strategy	3	25,0	25,0	25,0
	quality and benefit	6	50,0	50,0	75,0
	cultural symbol	1	8,3	8,3	83,3
	competition	1	8,3	8,3	91,7
	price and quality	1	8,3	8,3	100,0
	Total	12	100,0	100,0	

The positioning strategies are useful to place brand and products in consumers' mind. This is the reason why the organizations set a positioning strategy and work on creating connections between their products and the target market. As shown in the table above, 75.0% of the pension funds have a positioning strategy and 25.0% have no positioning strategy. 50% of the pension funds who have such a strategy focus on the attributes and benefits, 8.3% focus on the cultural symbols, 8.3% focuses on competition and 8.3% focus on the price and the quality while setting their positioning strategies.

Table 34: PF marketing communication elements

to reach their customer MC elements that they use					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	all marketing communication elements	5	41,7	41,7	41,7
	advertisement,sales promotions, sponsorship, MPR,sales power	2	16,7	16,7	58,3
	direct mrkt, sales promotions, sponsorship, sales power	1	8,3	8,3	66,7
	direct mrkt, sales power, advertisement	2	16,7	16,7	83,3
	sales power, MPR, sales promotions	1	8,3	8,3	91,7
	sales promotions, sales power	1	8,3	8,3	100,0
	Total	12	100,0	100,0	

As shown in the table, 41.7% of the respondents said they use all marketing communication elements to reach their customers, whereas 8.3% of the respondents use only sales promotions and marketing public relations (MPR) to reach their target audiences.

Table 35: Marketing Communication elements in the institution

MC elements done inside the institution					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MPR	1	8,3	8,3	8,3
	DM,SP,MPR	1	8,3	8,3	16,7
	DM,SP	4	33,3	33,3	50,0
	DM, SP, sales power	4	33,3	33,3	83,3
	SP, sales power	1	8,3	8,3	91,7
	DM, POP, advertising	1	8,3	8,3	100,0
	Total	12	100,0	100,0	

Furthermore, some organizations have in-house communication efforts: 74.9% of the respondents said direct marketing and sales promotions are conducted within the

organization and only 16.6% of them do marketing public relations and 8.3% do advertising activities inside their organization.

Table 36: Knowledge of ROI

institution if they know ROI				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	12	100,0	100,0	100,0

Like all public relations and adverting agencies know, the pension funds know what return on investment means, too.

Table 37: Efficiency of ROI and calculation in MC

for measuring the efficiency and effectiveness of cam paign ROI is effective tool				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	8	66,7	66,7	66,7
no	4	33,3	33,3	100,0
Total	12	100,0	100,0	

calculate ROI in MC activities				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	7	58,3	58,3	58,3
no	5	41,7	41,7	100,0
Total	12	100,0	100,0	

Since all of them know ROI, 66.7% of them think that measuring the efficiency and effectiveness of the campaign ROI is an effective tool and 58.3% of them calculate the marketing communication activities by using return on investment technique. On the other hand 33.3% of the respondents do not consider the effectiveness of return on investment while measuring the efficiency and the effectiveness of the campaign.

Table 38: PF institute on calculation marketing communication ROI

who calculate institutions MC roi					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	agency	1	8,3	8,3	8,3
	agency and institution together	4	33,3	33,3	41,7
	institution	2	16,7	16,7	58,3
	no calculation	5	41,7	41,7	100,0
	Total	12	100,0	100,0	

As it was mentioned earlier, only 58.3% of the respondents are measuring the efficiency and the effectiveness of MC activities by using ROI technique, 33.3% of the respondents said that while measuring it the agency and their organization work together. 16.7% of them said that they are calculating it as an institution without taking any support and 8.3% of them said they are not calculating but the agency that prepares the campaign calculates it.

Table 39: Techniques marketing communication ROI

techniques while measuring MC roi					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no measurement	5	41,7	41,7	41,7
	survey	1	8,3	8,3	50,0
	focus group	2	16,7	16,7	66,7
	sales rate	4	33,3	33,3	100,0
	Total	12	100,0	100,0	

Plus while using ROI in measuring, 33.3% of the respondents said that they look at the sales rate and 16.7% of them use the focus group as techniques while measuring marketing communication return on investment.

Table 40: PF new product strategy

yearly average new product strategy					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	8,3	8,3	8,3
	2	5	41,7	41,7	50,0
	3	4	33,3	33,3	83,3
	4 or more	2	16,7	16,7	100,0
	Total	12	100,0	100,0	

For not losing the competitive advantage, offering a new product in the marketplace becomes an important role and it is seen that 41.7% of the respondents have yearly in average two new product strategies. On the other hand, 33.3% of the respondents said they have three product strategies yearly.

Table 41: Promotional activities for new product

promotional activities that they are using for new product					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	advertising, sales power	1	8,3	8,3	8,3
	sales promotions, sales power	1	8,3	8,3	16,7
	sales power	3	25,0	25,0	41,7
	advertising, direct marketing, pr, sales power	2	16,7	16,7	58,3
	direct marketing, sales promotions, sales power	3	25,0	25,0	83,3
	advertising, direct marketing, pr	1	8,3	8,3	91,7
	advertisng, pr	1	8,3	8,3	100,0
	Total	12	100,0	100,0	

While offering new products in the market place, 83.4% of the respondents mainly employ a sales force (sales power). They think that a sales force is the most efficient way to reach the target market. On the other hand 25.0% of the respondents use only sales force and 25.0% of them use the cluster of promotional activities like direct

marketing, sales promotions and sales force as a promotional activity while reaching their target market for their new product. In addition to this, there are some respondents, that is 16.7%, use advertising, direct marketing, public relations, personal selling together while reaching their target market. Then there are some institutions who focus on the advertising activities more than public relations activities.

Table 42: Reasons for success and unsuccessful in new product

reasons for success in new product					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	advertising, sales power	1	8,3	8,3	8,3
	sales power, sale promotions	2	16,7	16,7	25,0
	sales power	3	25,0	25,0	50,0
	advertising, direct marketing, PR, sales power	1	8,3	8,3	58,3
	direct marketing, sales promotions, sales power	2	16,7	16,7	75,0
	advertisng, direct marketing, PR	2	16,7	16,7	91,7
	advertising, PR	1	8,3	8,3	100,0
	Total	12	100,0	100,0	

reasons for unsuccessful in new product					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	lack of communication	5	41,7	41,7	41,7
	management fund, miss guiding for participant	1	8,3	8,3	50,0
	membership fee, financial str., economic, finacial support	1	8,3	8,3	58,3
	in some products use w rong dist. channel, product unsatisfy	2	16,7	16,7	75,0
	complicated product, high exemption	1	8,3	8,3	83,3
	market is not ready for that sector	1	8,3	8,3	91,7
	economic cond., customer perception, LR	1	8,3	8,3	100,0
	Total	12	100,0	100,0	

In the marketplace, offering a new product does not give any guarantee that it is going to be successful. Since there is fierce competition among the products some of the products are successful but some are not. In this part of the research, the reasons of success and failure of the products in the market place was analyzed. According to the respondents, the personal selling is a promotional activity and the success in the market place means the sales force is efficient and effective. In other words they succeed because of their sales force. On the contrary, if the product fails there are other reasons for that. 41.7% of respondents think that it is because of lack of communication, 16.7% think it is because of using the wrong distribution channel and their product did not satisfy the consumer needs and wants. There are a few amounts of respondents thinking that their product did not succeed because of the economic conditions and high exemption.

Table 43: PF openness for innovations

institution open for new innovations					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	7	58,3	58,3	58,3
	agree	4	33,3	33,3	91,7
	moderate	1	8,3	8,3	100,0
	Total	12	100,0	100,0	

The following innovation in the marketplace is important to win the marketing warfare. Some pension funds are more innovative and some are not. In the long run the less innovative will lose the market share. According to this research 91.6% of the respondents either strongly agree or agree on the innovativeness of their organizations but only a few of them, which is 8.3% are moderate for this idea. These results show that, the pension fund institution is aware of the importance of opening for innovations.

Table 44: Focusing marketing information and customer satisfaction

in product development they focus for marketing information and customer satisfaction					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	9	75,0	75,0	75,0
	agree	3	25,0	25,0	100,0
	Total	12	100,0	100,0	

In the new product development area it is shown that 75.0% of the respondents strongly agree that they are focusing on the marketing information and the customer satisfaction and 25.0% of them just agree with this idea. This shows that the pension funds organizations are taking care of the marketing research and the customer satisfaction in the new product development.

Table 45: Importance of gaining competitive advantage

in product development they try to gain competitive advantage					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	7	58,3	58,3	58,3
	agree	4	33,3	33,3	91,7
	disagree	1	8,3	8,3	100,0
	Total	12	100,0	100,0	

About the importance of product development in the market place; 91.6% of the respondents try to gain the competitive advantage with product development and 58.3% of the respondents strongly agree with the statement and 33.3% of them agree with it.

Table 46: Media channel usage

the institution uses media channel as					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	print media	3	25,0	25,0	25,0
	print media and broadcasting	5	41,7	41,7	66,7
	print media, broadcasting, new media	3	25,0	25,0	91,7
	print media and outdoor	1	8,3	8,3	100,0
	Total	12	100,0	100,0	

The primary mean of *reaching customers* is the print media: 41.7% of respondents use the print media and the broadcasting together; 25.0% of them use only the print media; 25.0% of them use the print media, the broadcasting, and the new media venues such as mouse-pads, sidewalks, subway tunnel walls, etc. and the remaining that is 8.3%, uses the print media and the outdoor platforms such as billboards, blimps, etc.

Table 47: Same message different media

ay use their customer with different media channels but with same messages					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	10	83,3	83,3	83,3
	no	2	16,7	16,7	100,0
	Total	12	100,0	100,0	

The messages are sent out through different media channels, 83.3% send the same messages through different media channels, and 16.7% have no specific mission or strategy; these may send different messages to their customers by using different media channels.

Table 48: Corporate identity

institutions define their corporate identity as					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	serving for all customer w here stay any region of turkey	1	8,3	8,3	8,3
	reliable, permanent, stability	1	8,3	8,3	16,7
	become institutionalized, reliable, long term	1	8,3	8,3	25,0
	leader, dynamic, innovator, competitive	6	50,0	50,0	75,0
	high cusumer satisfaction, high quality service	2	16,7	16,7	91,7
	cool, expert	1	8,3	8,3	100,0
	Total	12	100,0	100,0	

As shown in the table above the pension funds organizations define their corporate identity as 50.0% leader, dynamic, innovator and competitive. On the other hand 16.7% of the respondents define their corporate identity as high quality satisfaction high quality services. There are a few respondents who define themselves as cool & expert, reliable, permanent and stable.

Table 49: Measurement of customer perception

institutions that measure if their corporate identity reach their customer perception					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	6	50,0	50,0	50,0
	no	6	50,0	50,0	100,0
	Total	12	100,0	100,0	

Measurement of the corporate identity, reaching their customer perception is important because the organization uses all promotional and non-promotional activities to get the identified perception. If they cannot reach their goals, this means

they did not use their promotional and non promotional activities efficiently. In this research 50.0% of the respondents do some measurements about if their corporate identity reaches their customer perception and 50.0% do not.

Table 50: Promotional activities for customer perception

promotional activities for establishing customer perception					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	advertisng, MPR, sales power	2	16,7	16,7	16,7
	no promotional activities	3	25,0	25,0	41,7
	advertisng, DM, SP, MPR, Sales power	3	25,0	25,0	66,7
	advertising, DM, MPR	1	8,3	8,3	75,0
	DM, sales power	1	8,3	8,3	83,3
	advertising, MPR	1	8,3	8,3	91,7
	advertisng, DM, sales power	1	8,3	8,3	100,0
	Total	12	100,0	100,0	

The importance of the promotional activities that affect the customer perception was mentioned earlier, it can be seen that 25.0% of the respondents do not do any promotional activities and 25.0% of them use advertising, direct marketing, sales promotions, marketing public relations and sales power as the promotional mix.

Table 51: PF perception map

institution that have perception map					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	7	58,3	58,3	58,3
	no	5	41,7	41,7	100,0
	Total	12	100,0	100,0	

Preparation of the perception map creates points of view for the organization to understand specifically how the consumer position their organization in their mind and by looking at the perception map the organizations can easily interpret who their

close competitors are. This research shows that 58.3% of the pension fund organizations are aware of the importance of the perception map and have it in their organizations.

Table 52: PF budgeting techniques

the method that institutions uses for preparing budget					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	manager decisions	5	41,7	41,7	41,7
	roi	1	8,3	8,3	50,0
	sales rate, roi, competition, purpose&goal	1	8,3	8,3	58,3
	manager decision, purpose and goal	2	16,7	16,7	75,0
	manager decision, competition,	3	25,0	25,0	100,0
	Total	12	100,0	100,0	

The budget shows how much money the organizations will spend for their marketing communication activities. There are different techniques in budgeting, however, 83.4% of the respondents said that their manager decides on it, where 41.7% of them only use the manager decision, 25.0% of them use both the *manager decision and the competition* together and 16.7% of them use both the *manager decision and the purpose/goal* together.

Table 53: PF communication plan

instituion yearly com munication plan					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Continuous media schedule	4	33,3	33,3	33,3
	Flighted media schedule	2	16,7	16,7	50,0
	Pulsing media schedule	6	50,0	50,0	100,0
	Total	12	100,0	100,0	

What types of media scheduling is preferred in their communication plan is asked, 33.3% of respondents said they use continuous media scheduling, 50.0% of them use pulsing media scheduling, and the remaining that is 16.7% uses flighting media scheduling.

Table 54: PF knowledge of IMC

if the instituion know about IMC					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	know and apply	5	41,7	41,7	41,7
	know but not applied accurately	6	50,0	50,0	91,7
	they have no idea about it	1	8,3	8,3	100,0
	Total	12	100,0	100,0	

Respondents were then asked about their familiarity with the integrated marketing communications (IMC) concepts and practices. 91.7% knew what IMC was; 8.3% had no idea about the concept or its application. Of the 91.7% who knew what it was, 41.7% believed that they apply it in their organization adequately; 58.3% said, they knew what IMC was, but it is not applied properly in their organization.

Table 55: Integrating marketing communication activities

how they are integrating the MC activities					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no need for IMC	7	58,3	58,3	58,3
	w ork w ith different expert field people	5	41,7	41,7	100,0
	Total	12	100,0	100,0	

As it was mentioned earlier that 41.7% of the respondents know IMC and apply it accurately. These respondents also said that, while integrating their marketing communication activities they work with experts.

Table 56: Marketing communication decisions

who take MC decision					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	client	7	58,3	58,3	58,3
	client and Advertising agency	1	8,3	8,3	66,7
	client, advertising & PR agency	4	33,3	33,3	100,0
	Total	12	100,0	100,0	

The clients have a role in that process of decision making for marketing communication activities. 58.3% of the respondents said that they are the only one who decides on their MC activities. On the other hand it is seen that 33.3% of them take these decisions with advertising and PR agencies together.

Table 57: Measurement IMC campaign

measuring efficiency of IMC campaign					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	8	66,7	66,7	66,7
	no	4	33,3	33,3	100,0
	Total	12	100,0	100,0	

66.7% of the organizations who know and apply IMC, measure efficiently the IMC campaigns and the remaining 33.3% do not.

Table 58: Training programs

field of training program s					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	sales techniques	3	25,0	25,0	25,0
	sales techniques and CRM	6	50,0	50,0	75,0
	MC, IMC, CRM, organization culture	2	16,7	16,7	91,7
	other	1	8,3	8,3	100,0
	Total	12	100,0	100,0	

Since every organization has to adapt to change, the training programs became critical. 50.0% of the respondents said their organization mostly provides training in the sales techniques and customer relations management (CRM); 25.0% of them said they highly emphasize on the sales techniques; and 16.7% of them said they have marketing communication, integrated marketing communication (IMC), CRM, and organization culture training programs. Our research shows that these organizations define their target markets accurately.

Table 59: Training programs for organizational level

organization level that takes training program					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	middle level	1	8,3	8,3	8,3
	low er level	2	16,7	16,7	25,0
	low er and middle level	5	41,7	41,7	66,7
	in all organization level	4	33,3	33,3	100,0
	Total	12	100,0	100,0	

All pension funds offer different fields of training programs in their companies. 41.7% of them offer these training programs for lower and middle level employees, 16.7% of them offer only for lower levels, 8.3% of them give only for middle level in

their organization. Lastly research shows that 33.3% of them give such training programs in all organization levels.

Table 60: PF integration of their mc activities

institution if they integrate their MC activities					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	7	58,3	58,3	58,3
	no	5	41,7	41,7	100,0
	Total	12	100,0	100,0	

In the IMC campaigns, integrating the organization marketing communication activities is the critical point. This part of the research is to understand the accuracy level of IMC applications. 58.3% of the respondents said that they integrate their MC activities and 41.7% of them do not. Hence the companies who know and apply IMC are in this segment.

Table 61: PF corporate strategic plan and marketing communication plan

do you have corporate startegetic plan in your institution					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no	12	100,0	100,0	100,0

marketing comm unication plan go with the direction of coporate stategic plan					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no	12	100,0	100,0	100,0

As it is shown in the two tables above, none of our respondent’s organization had a corporate strategic plan and in the absence of that, the marketing communication plans were modified frequently.

4.1.3 Some analysis for the Applicability and activity of IMC in Turkey

Before the hypothesis analysis (H_1 , H_2 and H_3) the most important thing was to select a most accurate test. Hence, to understand whether to use parametric or non parametric test, One Sample Kolmogorov-Smirnov test analysis was administered. This test tried to figure out if the research has a normal distribution or not then homogeneity of variance was analyzed, the questions where sig. value = $p > 0.05$ was analyzed by t test ($n < 30$). On the other hand the questions where sig. value = $p < 0.05$ was analyzed as non parametric test and Mann-Whitney test where sample $n < 30$, like t test in parametric test was used. Then to get an answer of the research questions for this research, cross-tab analysis was applied to understand the relationship of the two variables and was measured with Pearson Chi-Square Value χ^2 , $df=y$, $p=t < 0.05$ (Malhotra, 2007, p: 456-489).

Comprehending the applicability of IMC in Turkey market, t test analysis was carried out. The results of this analysis show that in Turkey, the pension funds can apply IMC in their institution. Therefore it rejects the null hypothesis and accepts H_1 ($t=7,000$ $df=11$ $p=0,000 < 0.05$). In addition to this, to test measuring the efficiency and effectiveness of IMC campaign, if ROI (return on Investment) is an effective tool or not, the result shows that the pension funds in Turkey saw ROI as an effective tool for measuring the IMC campaign, therefore it rejects the null hypothesis and accepts H_2 ($t = 9,381$ $df = 11$ $p = 0,000 < 0.05$). The final analysis was focused on H_3 that tests the Pension Funds organization measures the efficiency of IMC campaign by using ROI technique before they pass through the fourth stage. The results show that none of the pension funds are in the fourth stage of IMC, but they are measuring the efficiency of IMC campaign by using ROI technique. Therefore it rejects the null hypothesis and accepts H_3 ($t = 4,830$ $df = 10$ $p = 0,001 < 0.05$). In other words no

matter which stage they are in they can evaluate their IMC campaign as a contrast of the model.

Table 62: PF Institution knowledge of IMC and open new innovations in Turkey (Cansel & Kemal Kaya, 2011, p: 55)

Crosstab						
		if the instituion know about IMC			Total	
		know and apply	know but not applied accurately	they have no idea about it		
institution open for new innovations	strongly agree	Count	4	3	0	7
		Expected Count	2,9	3,5	,6	7,0
		% within institution open for new innovations	57,1%	42,9%	,0%	100,0%
		% within if the instituion know about IMC	80,0%	50,0%	,0%	58,3%
		% of Total	33,3%	25,0%	,0%	58,3%
	agree	Count	1	3	0	4
		Expected Count	1,7	2,0	,3	4,0
		% within institution open for new innovations	25,0%	75,0%	,0%	100,0%
		% within if the instituion know about IMC	20,0%	50,0%	,0%	33,3%
		% of Total	8,3%	25,0%	,0%	33,3%
	moderate	Count	0	0	1	1
		Expected Count	,4	,5	,1	1,0
		% within institution open for new innovations	,0%	,0%	100,0%	100,0%
		% within if the instituion know about IMC	,0%	,0%	100,0%	8,3%
		% of Total	,0%	,0%	8,3%	8,3%
Total	Count	5	6	1	12	
	Expected Count	5,0	6,0	1,0	12,0	
	% within institution open for new innovations	41,7%	50,0%	8,3%	100,0%	
	% within if the instituion know about IMC	100,0%	100,0%	100,0%	100,0%	
	% of Total	41,7%	50,0%	8,3%	100,0%	

Table 62 shows that 80% of the pension funds where they know IMC and practice it strongly agree with the idea of “institution is open for new innovations” and 20% of them only agree with this idea. In addition to this 50% of the pension funds which know the IMC concept but do not practice it accurately strongly agree that their institution is open for new innovations and the rest are only agree to this idea (also a specific bar chart is in appendix d, Crosstab tables for pension fund’s).

In short the Pension Funds which strongly agreed to the idea of being open to innovations are the ones whom know and apply IMC in their institutions. The organizations, which agree to the idea of being open for innovations, know IMC concept but do not apply it accurately. The Pension Funds, which feel moderately towards the idea of innovations, generally have no idea what IMC is and therefore they do not apply any IMC activities. Pearson Chi-Square Value 13.157^a, df = 4, p = 0.011 < 0.05, so this means the institutions which know the IMC concept, are also strongly open for the new innovations.

Table 63: PF Institution knowledge of IMC and in product development they try to gain competitive advantage in Turkey (Cansel & Kemal Kaya, 2011, p: 57)

Crosstab						
			if the instituion know about IMC			Total
			know and apply	know but not applied accurately	they have no idea about it	
in product development they try to gain competitive advantage	strongly agree	Count	4	3	0	7
		Expected Count	2,9	3,5	,6	7,0
		% within in product development they try to gain competitive advantage	57,1%	42,9%	,0%	100,0%
		% within if the instituion know about IMC	80,0%	50,0%	,0%	58,3%
		% of Total	33,3%	25,0%	,0%	58,3%
	agree	Count	1	3	0	4
		Expected Count	1,7	2,0	,3	4,0
		% within in product development they try to gain competitive advantage	25,0%	75,0%	,0%	100,0%
		% within if the instituion know about IMC	20,0%	50,0%	,0%	33,3%
	disagree	% of Total	8,3%	25,0%	,0%	33,3%
		Count	0	0	1	1
		Expected Count	,4	,5	,1	1,0
Total	% within in product development they try to gain competitive advantage	,0%	,0%	100,0%	100,0%	
	% within if the instituion know about IMC	,0%	,0%	100,0%	8,3%	
	% of Total	,0%	,0%	8,3%	8,3%	
	Count	5	6	1	12	
	Expected Count	5,0	6,0	1,0	12,0	
	% within in product development they try to gain competitive advantage	41,7%	50,0%	8,3%	100,0%	
	% within if the instituion know about IMC	100,0%	100,0%	100,0%	100,0%	
	% of Total	41,7%	50,0%	8,3%	100,0%	

This research shows that 80% of the pension funds which know IMC and apply it in their organization strongly agree with the idea of “in product development they try to gain the competitive advantage” and 20% of them only agree with this idea. In addition to this, 50% of the pension funds which know IMC concept but do not apply accurately in their organization strongly agree that they try to gain the competitive advantage in the product development process and the remnants only agree with this idea. On the other hand the organizations that have no idea about what IMC is, (100%) feel moderately towards the idea of gaining competitive advantage through product development.

In short, the pension funds which know and apply IMC, strongly agrees to the idea of gaining competitive advantage through product development. The ones which only agree to this idea are the ones which know the concept but do not apply it accurately. Finally, the organizations, who feel moderately towards the idea of gaining competitive advantage with the product development, generally have no idea what IMC concept is. Pearson Chi-Square Value 13.157^a, df = 4, p = 0.011 < 0.05, so this means the institutions which know the IMC concept, in product development, also try to gain the competitive advantage (also a specific bar chart is in appendix d, Crosstab tables for pension fund’s).

Table 64: PF Institution knowledge of IMC and how they are integrating the MC activities in Turkey (Cansel & Kemal Kaya, 2011, p: 58)

Crosstab						
			if the instituion know about IMC			Total
			know and apply	know but not applied accurately	they have no idea about it	
how they are integrating the MC activities	no need for IMC	Count	0	6	1	7
		Expected Count	2,9	3,5	,6	7,0
		% within how they are integrating the MC activities	,0%	85,7%	14,3%	100,0%
		% within if the instituion know about IMC	,0%	100,0%	100,0%	58,3%
		% of Total	,0%	50,0%	8,3%	58,3%
work w ith different expert field people		Count	5	0	0	5
		Expected Count	2,1	2,5	,4	5,0
		% within how they are integrating the MC activities	100,0%	,0%	,0%	100,0%
		% within if the instituion know about IMC	100,0%	,0%	,0%	41,7%
		% of Total	41,7%	,0%	,0%	41,7%
Total		Count	5	6	1	12
		Expected Count	5,0	6,0	1,0	12,0
		% within how they are integrating the MC activities	41,7%	50,0%	8,3%	100,0%
		% within if the instituion know about IMC	100,0%	100,0%	100,0%	100,0%
		% of Total	41,7%	50,0%	8,3%	100,0%

The table illustrates the institutions which think they do not need the IMC activity. 85.7% of them know the IMC concept but do not apply it accurately in their institution and the remaining 14.3% have no idea about it. On the other hand, the institutions that apply the IMC concept accurately in their institution, said that while integrating their MC activities, they are working with different field's experts. Pearson Chi-Square Value 12.000^a, df = 2, p = 0.002 < 0.05, so this means the institution which applied the IMC concept accurately, while integrating their marketing communication activities, preferred to work with different experts (also a specific bar chart is in appendix d, Crosstab tables for pension fund's).

Table 65: Pension fund Institutions knowledge of IMC and field of training programs in Turkey (Cansel & Kemal Kaya, 2011, p: 59)

Crosstab						
			if the instituion know about IMC			Total
			know and apply	know but not applied accurately	they have no idea about it	
field of training programs	sales techniques	Count	1	2	0	3
		Expected Count	1,3	1,5	,3	3,0
		% within field of training programs	33,3%	66,7%	,0%	100,0%
		% within if the instituion know about IMC	20,0%	33,3%	,0%	25,0%
		% of Total	8,3%	16,7%	,0%	25,0%
	sales techniques and CRM	Count	4	2	0	6
		Expected Count	2,5	3,0	,5	6,0
		% within field of training programs	66,7%	33,3%	,0%	100,0%
		% within if the instituion know about IMC	80,0%	33,3%	,0%	50,0%
		% of Total	33,3%	16,7%	,0%	50,0%
	MC, IMC, CRM, organization culture	Count	0	2	0	2
		Expected Count	,8	1,0	,2	2,0
		% within field of training programs	,0%	100,0%	,0%	100,0%
		% within if the instituion know about IMC	,0%	33,3%	,0%	16,7%
		% of Total	,0%	16,7%	,0%	16,7%
other	Count	0	0	1	1	
	Expected Count	,4	,5	,1	1,0	
	% within field of training programs	,0%	,0%	100,0%	100,0%	
	% within if the instituion know about IMC	,0%	,0%	100,0%	8,3%	
	% of Total	,0%	,0%	8,3%	8,3%	
Total	Count	5	6	1	12	
	Expected Count	5,0	6,0	1,0	12,0	
	% within field of training programs	41,7%	50,0%	8,3%	100,0%	
	% within if the instituion know about IMC	100,0%	100,0%	100,0%	100,0%	
	% of Total	41,7%	50,0%	8,3%	100,0%	

This table shows the pension funds institutions which know IMC and apply it in their organization. 20% of them only give training to their employees about sales techniques and 80% of them give importance on both sales techniques and CRM training program. In addition to this 33% of the pension funds which know IMC concept but do not it apply accurately, only give training to their employees about sales techniques where 33% of them give importance on both sales techniques and

CRM training program and the remaining (33%) focuses on MC, IMC, CRM and organization culture type of the training program.

On the other hand, the institutions that have no idea about what IMC means, all of the respondents mentioned differences from these training programs. In short, focusing only on the sales technique in the training program is mostly preferred by the pension funds which know but do not apply IMC accurately. Focusing on both sales technique and CRM in training program is mostly preferred by the organizations which know and apply IMC accurately.

Finally focusing on MC, IMC, CRM and organization culture type of training program again generally is preferred by the companies which know what IMC is but do not apply it accurately in their organization. Pearson Chi-Square Value 15.200^a, $df = 6$, $p = 0,019 < 0.05$, so this means the institutions that know the IMC concept, and the field of training programs which give emphasis, have a close relationship (also a specific bar chart is in appendix d, Crosstab tables for pension fund's).

Table 66: PF Institution knowledge of IMC and which sectors demand IMC application in Turkey (Cansel & Kemal Kaya, 2011, p: 60)

Crosstab						
			if the instituion know about IMC			Total
			know and apply	know but not applied accurately	they have no idea about it	
which sectors demands imc application	no demand	Count	0	6	1	7
		Expected Count	2,9	3,5	,6	7,0
		% within w hich sectors demands imc application	,0%	85,7%	14,3%	100,0%
		% within if the instituion know about IMC	,0%	100,0%	100,0%	58,3%
		% of Total	,0%	50,0%	8,3%	58,3%
	pension fund institution (PF.)	Count	5	0	0	5
		Expected Count	2,1	2,5	,4	5,0
		% within w hich sectors demands imc application	100,0%	,0%	,0%	100,0%
		% within if the instituion know about IMC	100,0%	,0%	,0%	41,7%
		% of Total	41,7%	,0%	,0%	41,7%
Total		Count	5	6	1	12
		Expected Count	5,0	6,0	1,0	12,0
		% within w hich sectors demands imc application	41,7%	50,0%	8,3%	100,0%
		% within if the instituion know about IMC	100,0%	100,0%	100,0%	100,0%
		% of Total	41,7%	50,0%	8,3%	100,0%

Which sectors demand the IMC application in their activities is observed, a very interesting picture is seen. The pension funds which did not have any demand for the IMC application was observed, 85.7% said they know IMC but do not apply it accurately and 14.3%, said they have no demand because they have no idea about what IMC is.

On the other hand 41.7% of the pension funds which know and apply IMC, demand IMC application for all their marketing communication activities. Pearson Chi-Square Value 12.000^a, df = 2, p = 0,002 < 0.05 so this means Pension Funds Institutions' knowledge of IMC and which sectors demand IMC application in Turkey have a close relationship (also a specific bar chart is in appendix d, Crosstab tables for pension fund's).

Table 67: PF marketing research field and taken decision in that institution (Cansel & Kemal Kaya, 2011, p: 61)

Crosstab						
			taken decisions in that institution			Total
			all marketing communicati on decisions	all marketing activities decision	both mrkt &MC activities decision	
marketing reserach field	customer satisfaction, perception	Count	0	0	2	2
		Expected Count	,3	,8	,8	2,0
		% within marketing reserach field	,0%	,0%	100,0%	100,0%
		% within taken decisions in that institution	,0%	,0%	40,0%	16,7%
		% of Total	,0%	,0%	16,7%	16,7%
	customer satisfaction, market share, branding	Count	0	2	1	3
		Expected Count	,5	1,3	1,3	3,0
		% within marketing reserach field	,0%	66,7%	33,3%	100,0%
		% within taken decisions in that institution	,0%	40,0%	20,0%	25,0%
		% of Total	,0%	16,7%	8,3%	25,0%
	competitors place in market	Count	0	2	0	2
		Expected Count	,3	,8	,8	2,0
		% within marketing reserach field	,0%	100,0%	,0%	100,0%
		% within taken decisions in that institution	,0%	40,0%	,0%	16,7%
		% of Total	,0%	16,7%	,0%	16,7%
	demand, perceptinon, brand positioning	Count	2	0	0	2
		Expected Count	,3	,8	,8	2,0
		% within marketing reserach field	100,0%	,0%	,0%	100,0%
		% within taken decisions in that institution	100,0%	,0%	,0%	16,7%
		% of Total	16,7%	,0%	,0%	16,7%
	pension fund system. life insurance	Count	0	1	2	3
		Expected Count	,5	1,3	1,3	3,0
		% within marketing reserach field	,0%	33,3%	66,7%	100,0%
		% within taken decisions in that institution	,0%	20,0%	40,0%	25,0%
		% of Total	,0%	8,3%	16,7%	25,0%
Total		Count	2	5	5	12
		Expected Count	2,0	5,0	5,0	12,0
		% within marketing reserach field	16,7%	41,7%	41,7%	100,0%
		% within taken decisions in that institution	100,0%	100,0%	100,0%	100,0%
		% of Total	16,7%	41,7%	41,7%	100,0%

As marketing research is extremely important for the organizations, the pension funds institutions are aware of this importance and for a specific period of time, they have been doing marketing research in different fields. Illustrated in the table above,

the relationship between the marketing research field and the taken decisions in that pension funds is seen. The results show that, the institution in which they are doing the marketing research in the field of customer satisfaction and branding, 66.7% of them take all the decisions for the marketing activities and 33.3% take the decisions for both marketing and marketing communication in their institution. In addition to this the 100% of the pension funds which only look for the competitors place in the market place, said they only take the decisions for the marketing activities in their institution which the institution is responsible for taking all the marketing activities. Pearson Chi-Square Value 17.600^a, df = 8, p = 0,024 < 0.05, so this means the Pension Funds marketing research field and the decisions taken in that institution have a close relationship (also a specific bar chart is in appendix d, Crosstab tables for pension fund's).

As for the non-parametric test, Mann-Whitney test was conducted. As a consequence, neither the institutions which know IMC and apply it accurately in their institution nor the institutions which know but do not apply it accurately have no difference in the application of the strategic plan (asyp. sig. = 1.000 > 0.05). In addition to this, neither the institutions that are aware of IMC and applying it accurately in their institution nor the institutions that are aware of IMC but do not apply it accurately, go in the direction of the corporate strategic plan (asyp. sig. = 1.000 > 0.05)

4.2 IMC model for Pension Funds in Turkey

Having a database about the customers and the consumer is extremely important for pension funds. This is the reason why they are the one who can apply IMC in their institution. As it is shown in figure 6; Finans Bank customers who have an account in

their bank, Credit card customers, people who call call-center, partners' customers, partners' workers, existing customers, references that have been taken from the existing customers, previous analysis & reports, data that came from customer relationship management department (CRM) and marketing research analysis are the bases of data for forming the database. In addition to this, as shown in the figure 7, a direct relationship exists between each stage in the model of IMC for Pension Fund Institutions in Turkey market.

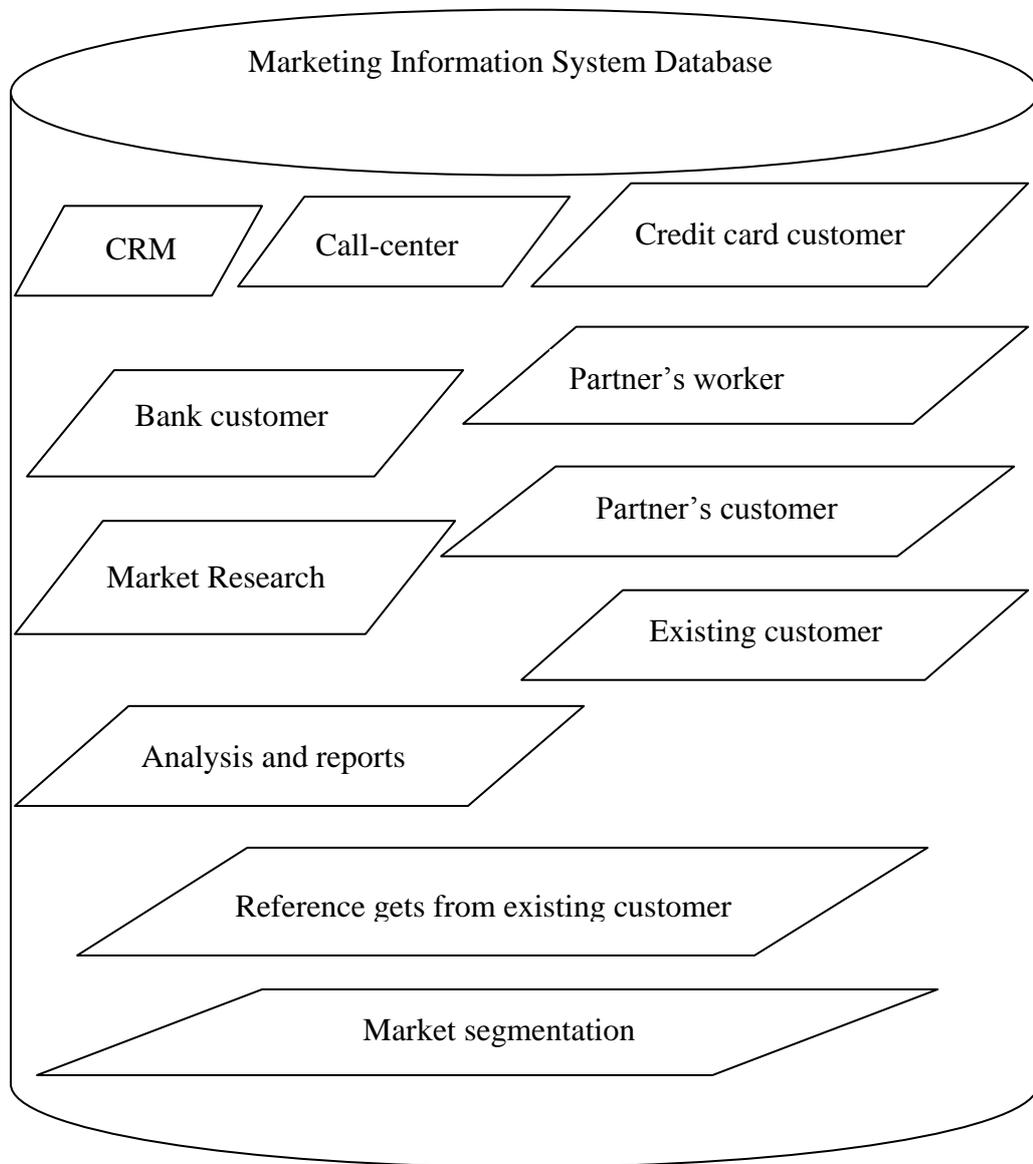


Figure 7: Database for pension funds inst.

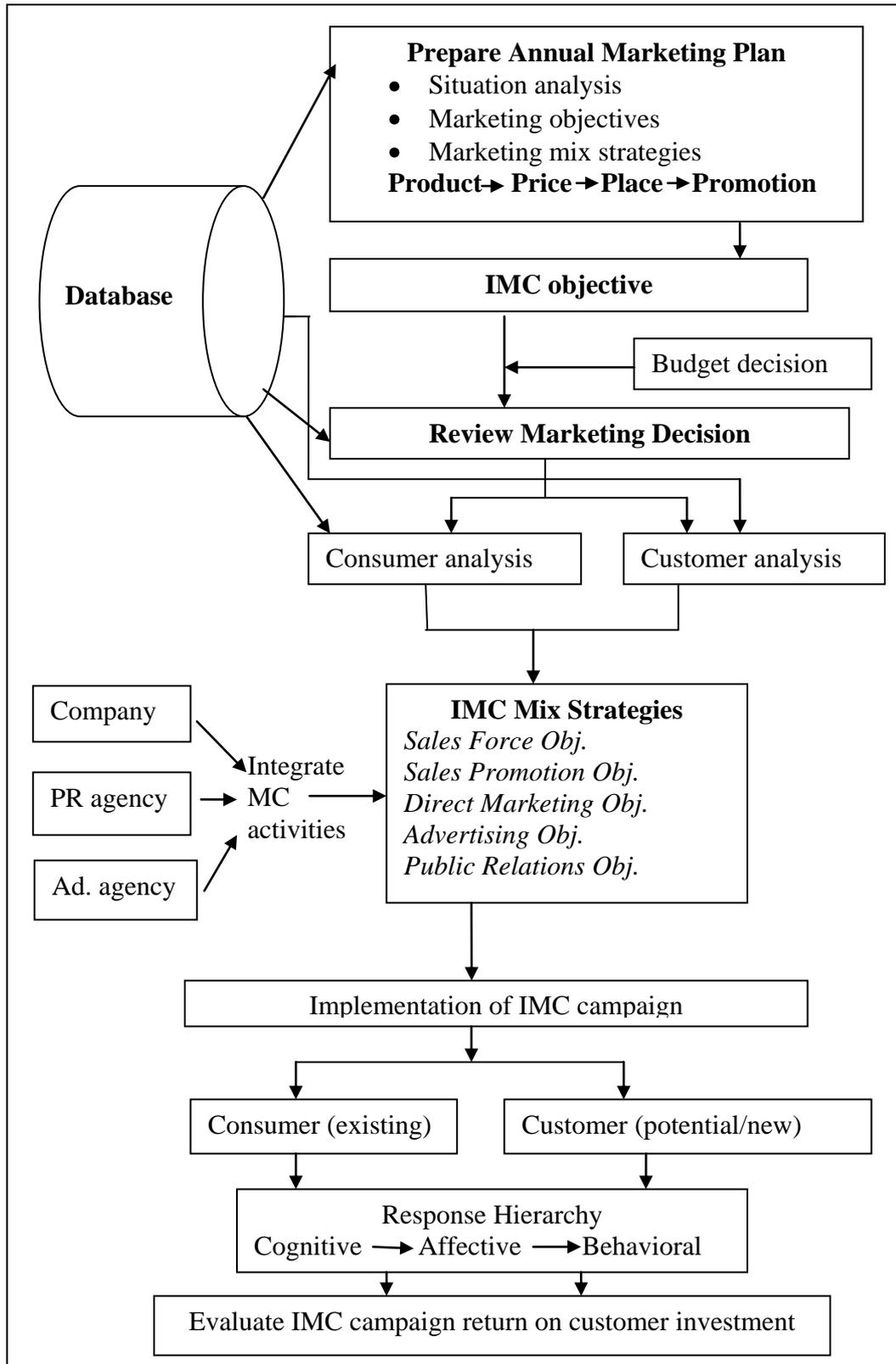


Figure.8: IMC model for Pension fund Institution in Turkey

Figure 7 shows Pension funds' application of IMC in their company. The first stage is to prepare an annual marketing plan by using a database technology infrastructure. In this annual marketing report, the organizations determine their marketing objectives, strategies (marketing mix strategies) and their tactics according to the situation analysis which focuses on industry growth patterns, demand and its characteristics then concentrates on the market analysis, product and services offered, customer attitude, behavior and buying patterns, then analyses the company itself by strengths, weakness, opportunities, threats and lastly their competitors' strengths and weaknesses. The second stage is determining IMC objectives and the related IMC budget. Then re-evaluating or reviewing the marketing decisions according to their target market (actual and potential customer) needs and expectations. The IMC mix strategies are used to reach the set objectives and while deciding on which mix is efficient for the company, public relations agencies and advertising agencies come together to integrate all marketing communication activities. As shown in the model they have two target market groups: The first target market is new customers (potential) and second target market is the existing customers (actual). As the retirement system offers an opportunity for customers to shift among Pension Funds, they try to protect the existing customers to not lose their market share. In the implementation of IMC campaigns pension funds and their partners come together and integrate all marketing communication activities to create cognition, affective and behavior response in their target market groups. As shown in the model at the end, they evaluate the efficiency and effectiveness of IMC campaigns by using return on customer investment for applying the calculations for all target groups.

4.3 The role of IMC measurement & application in Turkey market

4.3.1 Information about Finans Emeklilik institution

In this section, Finans Emeklilik institution has been analyzed; the first interview was with Oktay Güner to get a data about the survey, then for broader information Ajlan Sözütek was interviewed, who is the general director of Finans Emeklilik institution.

Oktay Güner (2009), marketing manager of Finans Emeklilik, said that they plan for all marketing activities in their department where the decisions for both marketing and marketing communication are taken. They do all the promotional activities for their whole brand and decide on what will be the new product, how it is going to be developed and how it is going to reach their customers. Therefore, in short, the marketing department decides what their new product will be, how they can increase the brand awareness, what will be the position of the new brand in consumers' perception. After the market decision; they clarify their strategies and start to work with their partners (Güner, 2009).

They do the marketing research once a year about competitors, competitor's product, customer satisfaction and perception. They use surveys, existing reports, books and Internet (Güner, 2009).

Their primary target market is Finansbank customers, workers and partners. Secondary target market is people who are 25-65 years old and socioeconomically middle and upper classes. He said that their aim is to diffuse from cradle, inside to outside. While defining their target market, they use demographic segmentation and behavioral segmentation (Güner, 2009).

Finans Emeklilik uses a positioning strategy and their main positioning strategy is quality/ benefit but sometimes, they are use, usage/ application, product user and competitor as a positioning strategy (Güner, 2009).

Finans Emeklilik uses all promotional activities to reach their customers. For the promotional activities, direct sales, sales power and sales promotions are done inside their institution but the left promotional mix are done by other agencies, for example, for their advertisement, they are working with some advertising agencies. He said that, they develop 2 new products a year. Mostly they use direct marketing, sales power and sales promotions in their promotional activities. According to Mr. Güner, the new products sometimes succeed in the market but sometimes not. The success depends on the usage of promotional mix efficiently and effectively but the lack of communication is reasoned as unsuccessfulness (Güner, 2009).

Finans Emeklilik is open for changes while they are producing their product; they focus on the customer satisfaction and the market data. In addition to this, they develop their brand to gain a competitive advantage in the market. In their promotional activities they mostly use print, broadcasting and the new media. He defines the corporate identity as dynamic, competitive, strong, innovator and reliable. In addition, they carry out some research for analysis whether they achieve the goal of the corporate identity in the customers' perception or not (Güner, 2009).

Oktay Güner (2009) claims, they are working on the perception map. While preparing their communication budget Finans Emeklilik uses the manager's decision and the competitive parity techniques. Their plan for the marketing communication activities is pulsing in general. They aim to reach different media channels but with

the same messages for their target market. He said that, they know what return on investment technique is and think that this technique is effective tool while measuring the efficiency and effectiveness of the campaign. This is the reason for using ROI when evaluating their marketing communication activities. In addition to this, he said, they know the concept of IMC and they are applying it in their institution. This is the reason why they expect to see IMC application in their campaign. As it can be seen, they are taking their marketing communication decisions inside the institution. It can be easily said that they completed the first step in the development process of IMC (Güner, 2009).

Mr. Güner adds that while they are integrating their marketing communication activities they are working with different experts. Lastly, Finans Emeklilik has given some training programs for the field of sales techniques and CRM for lower and middle level organization (Güner, 2009).

While interviewing Ajlan Sözütek, who is the general director of Finans Emeklilik institution, the following data are generated.

In Finans Emeklilik, one of the main marketing strategies is to create reference and use these references very efficiently and effectively. Their organization's existing reference sources are Finans bank database, credit card user database, consumers who use call-center, consumers who use internet as an intermediary while reaching organizations; references are got from the existing customer (Sözütek, 2009).

In the process of gaining new customers they are taking care of some criteria like selecting the right target market, creating effective product development strategies,

while developing the product, they focus on the target market needs. To expand the market share, some standard quality products are offered to reach the external customer (not defined as target market). In addition to this, integrated marketing communication strategies use sales force, personal selling, direct marketing, public relations and advertising (print, broadcast & alternative media) (Sözütek, 2009).

To protect the potential customer, he said that they will focus on increasing customers' satisfaction and create loyalty by giving the same services after sales, remember the customers' special days, inform customers about their promotions, the measurement of customers' satisfaction and take actions according to the result of measurements (Sözütek, 2009).

Communication strategies are their main principle to create special messages for their segments and use advertising campaign with different media channels but at the same period (Sözütek, 2009).

Finans Emeklilik's CRM activities go as a part of marketing strategies therefore the operations and after sales services are done by marketing department. Mr. Sözütek adds that, they continue to update their customers' database for more efficient measurements regarding their customers. In this database system; each customer, essential information, agreements, bill of exchange & collateral information, demographic & health information and financial position data are stored. Also for effective CRM, their call-center or after sales services respond to all the written or word able demands come from the customers. Thus, if their customers want to contact the organization, they can use several different communication channels such

as call-center, their web site, bank branches, sales people or directly to the company either written or word-able (Sözütek, 2009).

Mr. Sözütek (2009) expresses that, their branding strategy depends on their communication plan which in the creation of communication plan they have some strategic marketing collaborates like their advertising agency and communication consultancy agency. Their mission is to give the superior value on the customers' satisfaction and be a pension fund company as reliable, profitable and having social responsibility conscious. Plus their vision is taken as a model in this sector and becomes the most preferable one. Their main concept in branding strategy is to express the concept of "EASY". Thus, all their brands focus on that concept. Such as "PensionEasy: A pension plan", "PensionEasy: B pension plan"...and as a symbol they are using Finans Emeklilik star. Their brand identity is reliable, strong, established, possessed, dynamic, innovator, modern, high quality and standard services. In addition to this, to make their brand different from their competitors, they focus on their product features and benefits to make their product different than the other pension fund products. He adds that, they are using both rational and emotional messages while reaching their target market (Sözütek, 2009).

4.3.2 Measurement of IMC for Finans Emeklilik institution

Finans Emeklilik institution decides on their 2009 IMC campaign budget before the end of 2008. According to the survey the following table shows their expenses that were spent for their 2009 IMC campaign.

Table 68: Return on customer investment for Finans Emeklilik in 2009 (Schultz & Schultz, 2004, p: 221)

	Individual pension contract	Individual pension contract depends on group
Estimated category demand	17,749,841TL	1,336,010TL
Base Income flow assumption		
Base share of requirement	80%	35%
Base income flow	14,199,872TL	467,604TL
Non communication cost	28%	28%
Gross Contribution margin (%)	72%	72%
Gross Contribution margin(TL)	10,223,907TL	336,675TL
No Communication Investment Scenario		
Change in share of requirement	-15%	-25%
Resulting share of requirement	68%	26.3%
Resulting customer inflow	12,069,891TL	351,370TL
Less non-communication cost	3,379,569TL	98,384TL
Less MC cost	0TL	0TL
Net contribution	8,690,322TL	252,986TL
Integrated Marketing Communication investment Scenario		
Advertising and PR promotional activities	1,513,041TL	113,884TL
Press and PR counseling	69,842TL	5,250TL
Activities to increase sales(directed to customer)	65,000TL	5,000TL
<ul style="list-style-type: none"> • <i>Interactive projects</i> • <i>Distribution channel</i> 	<ul style="list-style-type: none"> (46,400TL) (18,600TL) 	
Printing media	287,740TL	21,657TL
<ul style="list-style-type: none"> • <i>Engagement calendar</i> • <i>Activity report</i> • <i>Internal communication bulletin</i> • <i>Preparation for new material</i> 	<ul style="list-style-type: none"> (8,370TL) (23,250TL) (3,730TL) (252,390TL) 	
Promotional expenditure	55,953TL	4,211TL
<ul style="list-style-type: none"> • <i>Promotional material</i> 	55,953TL	4,211TL
Meetings and organizations expenditure	97,650TL	7,350TL
<ul style="list-style-type: none"> • <i>Unplanned organizations</i> 	(97,650TL)	
Marketing dept. expenditure	6,695TL	505TL

• <i>Cost of entertainment</i>	(5,580TL)	
• <i>Local traveling charges</i>	(1,115TL)	
General marketing expenditure	395,250TL	29,750TL
• <i>Constitute concept</i>	(186,000)	
• <i>Web design</i>	(46,500)	
• <i>Constitute marketing material for inside and outside of the city</i>	(162,750)	
Activities to increase sales(directed to sales force)	279,000TL	21,000TL
• <i>Campaigns for workers</i>		
• <i>Campaigns for FEHAŞ sales team</i>		
TOTAL IMC Investment	2,770,171	208,607TL
Change in share of requirement	15%	30%
Resulting customer inflow (%)	92%	46%
Resulting customer flow(TL)	16,329,853TL	614,565TL
Less non-communication cost	4,572,359TL	172,078TL
Less IMC cost	2,770,171TL	208,607TL
Net contribution	8,987,323TL	233,880TL
ROCI Calculation		
Incremental gain/loss	297,001TL	-(19,106)
Incremental ROCI	11%	-9,15%

As shown in return on customer investment calculation, individual pension contract net sales is more than enough and the 11% marketing communication investment that the company pays is returned, as for the second group, an individual pension contract depends on group and loss for their investment like 9,15%.

- ROI= (net profit/sales)*(sales/investment) (Kotler & Armstrong, 1999 p: A 11).
- Positive ROI means the organization revenue from their sales is covering their investment, in other words organization “earns more than enough profit to cover their investment”. If the ROI is zero, this means they are in “break-even point” and negative ROI means the company has lost their money within this investment (Lenskold, 2003).

ROI_{Finans Emeklilik 2009}=

$$(4,841,409\text{TL})/(777,172\text{TL}+40,000,000\text{TL}+1,254,009\text{TL}+2,978,678\text{TL})=0.11=11\%$$

ROI_{Finans Emeklilik 2010} =

$$(9,322,740\text{TL})/(1,396,508\text{TL}+40,000,000\text{TL}+1,672,174\text{TL})=0.22=22\%$$

All the quantitative data shown above is taken from Ajlan Sözütek, the general director of the institution, and shows that 11% of the total start up investment is paid in 2009 which increased to 22% by the end of 2010. Shortly within 2 years, 33% of the total investments returned back to the company. This doubled return shows that the company is going to pay the entire start up investment within 5 years because of the dynamic sector and increasing demand.

4.4 Interpretations

The Pension funds are new to the Turkish services sector and therefore their technological infrastructure, including customer database management is sufficient at present. The upper management of most pension funds are aware of the IMC level stage 1, “*Coordination of Tactical Communication Efforts*”, but awareness of IMC as a management philosophy is lacking among them, as it is among the marketing communication services and the rest of the market. In fact, the concept of marketing is newly established in the sales-oriented entirety of the Turkish business scene. Remarkably, however, there are organizations in the finance sector which are implementing the fourth-stage approaches, “*Financial and Strategic Integration*”, without being aware of the other stages. The fourth stage is supposed to be achievable by only a handful of the international organizations, and finding it in practice in an emerging market is unusual and worthy of attention. The penetration of the pension funds is not high in Turkey, and the major shares of the existing

customers are cross-sell banking customers. That is because the most pension funds are branched-off businesses of the major banks in Turkey. It is therefore not easy to bring forward a deep customer orientation and the sophisticated marketing techniques in their growth. In fact, most of the top managers in Turkey admit that selling is the most important thing in their agenda. The customer satisfaction is traditionally low in the Turkish insurance market, where, for example, ophthalmologic and dental treatment are not considered as a part of health insurance policies; and since the pension funds are built on the existing life insurance services, the level of the customer orientation remains at the same low level. If the agencies and the clients are analyzed together to understand the point of view for IMC in Turkey, it is seen that 95.5% of the respondents know IMC.

The finance sector comes first in demanding IMC campaigns. 81.8% of the respondents say that using different media channels to send the same message is important and they practice that. Manager decision techniques are widely used and objective & task comes second in the preparation of the budgets. Also 68.2% of the respondents measure the IMC campaigns. As research indicate that the pension funds have no corporate strategic plan.

As a recommendation for pension fund's manager, they have to prepare a corporate strategic plan before they focus on the marketing communication plan. In other words their marketing communication plan has to go with the direction of corporate strategic plan.

The financial organizations that operate in the consumer's market consider applying IMC techniques. It is considered that the finding is so extremely for the future research, theory development and IMC measurement techniques development.

Under these circumstances, the perfect results from per-customer IMC ROI can still be gathered.

Chapter 5

CONCLUSION

5.1 Summary of the research

The Turkish consumer market is on the rise significantly, notably in the services sector. As trade and commerce increase, the newer marketing techniques have come into view and become conventional practice. Integrated marketing communication is one of the emerging practices in Turkey. Although widespread research has been conducted in the field of integrated marketing communication in developed markets, the efforts remain sporadic in most developing markets, including Turkey (Cansel & Kemal Kaya, 2011, p: 64).

This research is conducted on both secondary sources and primary research. In secondary sources it analyzed Turkish market and pension fund market's potential, position and growth rate. In primary research the IMC practical application in pension fund's and their agency (public relations and advertising) was first explored, then Finans Emeklilik was described more specifically to help comprehend that before passing through "redefining marketing communication" and "application of IT" stage, pension funds can easily measure their return on investment as customer based which is the last stage of IMC progress and development of IMC pension fund's model.

In short, secondary source findings stated that the service sector in Turkey was dramatically growing and financial intermediaries developed very rapidly. As a society, they use new media in buying decision process and speedily diffused information. Since there is lots of competition and information diffused quickly, organizations uses technological innovations in their organizations to gain a competitive advantage. The pension fund system started business at the end of 2003 and till today it was dramatically improved. When they launched business, there were only eleven organizations and they were the branch of their major banks. In those years most of their clients were their bank customers. At the end of 2005, the demand for this system was increased because people started to believe the system and make an investment for pension. Thus, pension fund's started to reach their customers by using marketing communication activities (Cansel & Kemal Kaya, 2011, p: 63-64).

In the primary research, findings explored that the most advertising and public relations agencies know what IMC is and receive client orders to use the IMC guidelines in the campaign design. The financial organizations such as banks, insurance companies and pension funds, remain as the biggest marketing communications spenders in Turkey. Mainly the large part of the PR and Advertising agencies handle and integrate all communication activities for their clients. In their campaign process, printed media is the essential media channel and most of them (75%) strategically use different media channels with the same messages in their campaigns. They generally said (66.7%) they know ROI techniques and believe that (58.3%) it is an effective tool while measuring the campaign performance. However, only half of these agencies measure efficiency of IMC campaigns and very few of

them (25%) apply ROI techniques to evaluate the campaigns. That is done by either by the agency itself or with their client together.

IMC campaigns are generally used in finance sector. Before the campaign, organizations have to determine whom they are going to serve; therefore segmentation is important for companies. The research indicates that most of the pension fund uses demographic and behavioral type of segmentation before defining their target market. After target marketing, 41.7% use all MC elements to reach the consumers efficiently. In addition to this, 75% of the pension funds have positioning strategy and 50% of them use quality and benefit as a positioning strategy. On the other hand, only half of them measure their position in customer perception whether it is as expected or not. The pension funds' marketing research priorities are customer satisfaction (%41.7), then branding and the perception. In the product development stage, all of the pension funds focus on marketing information and customer satisfaction and 91.6% try to gain a competitive advantage and open for innovations in this stage. More than half of them (58.3%) have perceptual map. However, none of the pension funds work on their corporate strategic plan, therefore, their MC plan is not attached to long-term corporate objectives. This is a major problem. They work with different experts in PR and advertising agencies to integrate their marketing communication activities. Half of the pension funds use pulsing media scheduling and a few of them (16.7%) use flighting in media planning. In this research mainly most of the respondents (81.8%) use different media channels to send the same message. The budgets are prepared according to the manager's decision and objective task techniques. This research also shows that more than half (66.7%) of the pension fund respondents claim that ROI technique is an effective tool in the measurement of IMC campaign and 58.3% of them use it. However, still

41.7% of pension funds use no measurement after their campaigns, which is a problem because the return of spending money, effort and time would not be known. Finally, 50% of the pension funds mostly focus on sales activities and CRM type training programs for not losing their comparative advantage (Cansel & Kemal Kaya, 2011, p: 53-54).

5.2 Summary of the research question and hypothesis findings

As stated earlier in Chapter 1, the research question and hypothesis of this research were re-examined with their answers in this part of the study.

RQ1: Which sectors expect IMC campaign from advertising and public relations agencies?

As mentioned earlier, automotive, fast moving consumer goods, men and women care products, pension funds, banks, retailers, telecommunication, construction and entertainment sector are aware of IMC. According to public relations and advertising agencies, IMC application (75.0% applied it accurately) means that there are some clients who want to see IMC applications in the agencies' campaigns. This question has a crucial importance in detecting the sectors who demand IMC applications the most. When asked to the agencies the result shows that especially the banks, pension funds and fast moving consumer goods sectors demand IMC campaign mostly. This finding supports this study to test the first hypothesis.

H₀: Pension funds in Turkey do not practice IMC accurately.

H₁: Pension funds in Turkey practice IMC accurately.

As mentioned in Chapter 4, to figure out the applicability of IMC in Turkish market, a t test analysis was performed and the results of this analysis show that in Turkey,

the pension funds can apply IMC in their institution. Therefore, it rejects the null hypothesis and accepts H_1 (Cansel & Kemal Kaya, 2011, p: 55-56).

RQ 2: What are the pension funds' marketing research priorities?

The respondents highly emphasize that in marketing research the customer satisfaction surveys are the most popular activity among the pension funds. Then they focus on the branding and the perception. Only a few of the respondents said that they emphasize the pension fund system and life insurance as a field of market research.

RQ 3: What types of corporate strategic plans are applied by pension funds?

Findings revealed that, none of our respondent's organization had a corporate strategic plan and in the absence of that, the marketing communication plans were modified frequently. As a consequence, neither the institutions which know IMC and apply it accurately in their institution nor the institutions which know but do not apply it accurately have no difference in the application of the strategic plan, and their marketing plan did not go in the direction of the corporate strategic plan (Cansel & Kemal Kaya, 2011, p: 53).

RQ 4: How do pension funds reach their target markets?

As mentioned earlier in Chapter 4 (finding for PF), almost half of the respondents said they use all marketing communication elements to reach their customers, whereas few of the respondents use only sales promotions and marketing public relations (MPR) to reach their target audiences. Furthermore, some organizations have in-house communication efforts: a great percent of the respondents said direct marketing and sales promotions are conducted within the organization and only a

few of them perform marketing public relations and advertising activities inside their organization. The primary mean of reaching customers is the printed media and almost half of respondents use both printed media and broadcasting together. Only a few of them only use mix of print, broadcasting, and the new media venues such as mouse-pads, sidewalks, subway tunnel walls, etc (Cansel & Kemal Kaya, 2011, p: 53) .

Regarding the messages that are sent out through different media channels, the same messages and half of the respondents have been using pulsing media scheduling, (Cansel & Kemal Kaya, 2011, p: 53) .

RQ 5: How does IMC affect the pension funds' product development stage?

Following the innovation in the marketplace is important to win the marketing warfare. Some pension funds were more innovative and some were not. In the long run the less innovative will lose the market share. According to this research almost all of the respondents either strongly agreed or agreed on the innovativeness of their organizations but only a few of them chose moderate for this idea. This results show that, the pension fund institution was aware of the importance of opening for new innovations. In the new product development area it has been shown that, more than half of the respondents strongly agreed that they are focusing on the marketing information and the customer satisfaction and a few of them just agreed with this idea. This shows that the pension funds organizations were taking care of the marketing research and the customer satisfaction in the new product development. Finally, the importance of product development in the market place; almost all of the respondents tried to gain the competitive advantage with product development (Cansel & Kemal Kaya, 2011, p: 56-57).

RQ 6: How does pension funds integrate their marketing communication activities?

As it was mentioned earlier, that all most half of the respondents know IMC and apply it accurately and these respondents said that they integrate their MC activities. Hence, the companies which know and apply IMC while integrating their marketing communication activities have been working with experts (Cansel & Kemal Kaya, 2011, p: 58).

RQ 7: What techniques are adequate for the pension funds to measure IMC performance?

More than half of the respondents who know and apply IMC, measures the IMC campaigns efficiently and a few of them have no such activities. Since all of them know ROI, more than half of them think that measuring the efficiency and effectiveness of the campaign ROI is an effective tool and calculate the marketing communication activities by using return on investment technique.

H₀: In measuring the efficiency and effectiveness of an IMC campaign, ROI is not an effective tool.

H₂: In measuring the efficiency and effectiveness of an IMC campaign, ROI is an effective tool.

In addition to this, to test measuring the efficiency and effectiveness of IMC campaign, whether ROI (return on investment) is an effective tool or not, the result shows that the pension funds in Turkey saw ROI as an effective tool for measuring the IMC campaign, therefore it rejects the null hypothesis and accepts H₂ (Cansel & Kemal Kaya, 2011, p: 55-56).

H₀: Pension Funds do not measure the efficiency of IMC campaigns by ROI technique before they pass through the fourth stage

H₃: Pension Funds measure the efficiency of IMC campaigns by using ROI techniques before they pass through the fourth stage

The final analysis focused on the H₃ that the pension funds organization measures the efficiency of IMC campaign by using ROI technique before they pass through the fourth stage. The results show that none of the pension funds are in the fourth stage of IMC, but they were measuring the efficiency of IMC campaign by using the ROI technique. Therefore, it rejects the null hypothesis and accepts H₃. In other words, no matter which stage they are in they can evaluate their IMC campaign as a contrast of the model.

5.3 Recommendations for future researches

In Turkey, the number of resources that can be numerically expressed in the field of marketing communications is limited. At the end of the research carried out with public relations and advertising agencies, while showing the application and measuring of IMC in the financial sector, this research, revealed the fact that other sectors also want to apply IMC campaigns in Turkey.

Thus, the following studies of the implementation of IMC of these sectors and their campaigns using the ROCI measuring technique will contribute to the literature and through the increase of this sort of research will prove to of importance for the Turkish market.

Hereafter, all studies towards IMC application and/or measurement techniques that are to be carried out targeting the Turkey market may create a general image for IMC applications in the Turkey market.

As a conclusion, the findings are important for future research and new theory can be developed in the fields of IMC and IMC measurement in Turkey.

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APPENDICES

Appendix A: Bireysel Emeklilik Kurumlarında BPI Ölçümlemesi

ANKET ÇALIŞMASI

Anıl Kemal, MBA
DAÜ İletişim Fakültesi
PR&A Doktora Tez Öğrencisi

1. Emeklilik kurumundaki pozisyonunuz nedir?

.....

2. Ne kadar zamandır bu pozisyonda çalışıyorsunuz?

.....

3. Çalıştığınız birimi kısaca tanımlarmısınız?

.....
.....
.....
.....
.....

4. Bu birimde kaç kişi çalışıyor?

.....
.....
.....
.....

5. Çalıştığınız birimde ne tür kararlar alıyor ve uyguluyorsunuz?

.....
.....
.....
.....

6. Pazarlama İletişimi kararlarını hangi birim alır?

.....
.....
.....
.....

7. Hangi alanlarda pazar araştırması yapıyorsunuz?

.....
.....
.....
.....

8. Pazar araştırmasında ne tür teknikler kullanıyorsunuz ve topladığınız verileri nasıl değerlendiriyorsunuz?

.....
.....
.....
.....

9. Hedef pazarlarınızı tanımlarmısınız ?

.....
.....
.....
.....

10.Hedef pazarlarınızı hangi bölümlene yöntemi ile belirliyorsunuz?

- a. Demografik bölümlene (demographic segmentation)
- b. Coğrafik bölümlene (geographic segmentation)
- c. Pskolojik bölümlene (psychographic segmentation)
- d. Davranışsal bölümlene (behavioristic segmentation)
- e. Fayda bölümlenesi (benefit segmentation)

11.Emeklilik kurumunuzun pozisyonlama stratejisi var mı?

- a. Evet
 - b. Hayır
- (Eğer cevabınız Hayır ise lütfen soru 13'e geçiniz)

12.Kurumunuzun pozisyonlama stratejisi nedir?

- a. Nitelik/fayda bölümlenesi
- b. fiyat/kalite
- c. kullanım ve uygulama
- d. ürün sınıfı
- e. ürün kullanıcısı
- f. rekabete göre
- g. kültürel sembol

13. Emeklilik kurumunuz pazarlama iletişimi anlamında tüketiciye ulaşmak için aşağıdaki elementlerden hangilerini kullanır?

- a. Reklam
- b. Doğrudan Pazarlama
- c. Satış Promosyonu
- d. POP
- e. Sponsorluk
- f. MPR

g. Satış Gücü

14. Aşağıdakilerden hangilerini kurum içerisinde yapıyorsunuz?

- a. Reklam
- b. Doğrudan Pazarlama
- c. Satış Promosyonu
- d. POP
- e. Sponsorluk
- f. MPR
- g. Satış Gücü

15. Aşağıdaki Promosyonel aktiviteleri gerçekleştirmek için birlikte çalıştığınız Pazarlama İletişimi kurumları hangileridir?

- a. Reklam.....
- b. Doğrudan pazarlama.....
- c. Satış Promosyonu.....
- d. POP.....
- e. Sponsorluk.....
- f. MPR.....
- g. Satış Gücü.....

16. Aşağıdaki promosyonel aktiviteler için ne kadar bütçe ayırıyorsunuz?

- a. Reklam.....
- b. Doğrudan Pazarlama.....
- c. Satış Promosyonu.....
- d. POP.....
- e. Sponsorluk.....
- f. MPR.....
- g. Satış Gücü.....

17. Yaptığınız promosyonel aktivitelerin geri dönüşümünü, ölçümleme çalışmasını, yapıyor musunuz?

- a. Evet
 - b. Hayır
- (Eğer cevabınız Hayır ise lütfen soru 20'ye geçiniz)

18. Ölçümleme çalışmalarını hangi birim yapıyor?

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.....
.....
.....

19.Yaptığınız ölçümleme çalışmasını hangi alanlarda yapıyorsunuz?

.....
.....
.....
.....

20.Yaptığınız ölçümleme çalışmasını hangi yöntemlerle yapıyorsunuz?

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.....
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21.Yaptığınız ölçümleme çalışmasını nasıl değerlendiriyorsunuz (Analiz, değerlendirme, raporlama)?

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.....
.....
.....

22. Emeklilik kurumunuzun yeni ürün politikası var mı?

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.....
.....
.....

23. Emeklilik kurumunuzda yılda ortalama kaç yeni ürün geliştiriyorsunuz?

- a. 1 b. 2 c.3 d. 4 ve üzeri

24.Yeni ürünleri hangi promosyonel aktiviteleri kullanarak hedef kitleye iletiyorsunuz?

- a. Reklam
b. Doğrudan Pazarlama
c. Satış Promosyonu
d. POP

- e. Sponsorluk
- f. MPR
- g. Satış Gücü

25. Yeni ürünlerinizin, yüzdeler bazında hedeflenen başarıya ulaşma performansı nasıldır? Lütfen örnekler veriniz.

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26. Yeni ürünlerinizin genel olarak pazardaki başarı ve başarısızlıkları hangi faktörlere bağlıdır? Bu faktörler arasında pazarlama iletişiminin yeri ve önemi nedir?

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.....

.....

27. Emeklilik kurumunuz yeniliklere açık bir emeklilik şirkettir.

- a. Kesinlikle Katılıyorum b. Katılıyorum c. Karasızım d. Katılmam e. Kesinlikle Katılmam

28. Emeklilik kurumunuz ürünlerini pazar bilgisi ve müşteri tatmini odaklı olarak geliştirir

- a. Kesinlikle Katılıyorum b. Katılıyorum c. Karasızım d. Katılmam e. Kesinlikle Katılmam

29. Emeklilik kurumunuz ürünlerini rekabetçi avantaj sağlamak için geliştirir

- a. Kesinlikle Katılıyorum b. Katılıyorum c. Karasızım d. Katılmam e. Kesinlikle Katılmam

30. Promosyonel aktivitelerinizde hangi medya gruplarını çoğunlukla kullanıyorsunuz?

- a. Basılı b. Yayın c. Outdoor d. Yeni medya

31. Tüketicilerinize ayrı medyalardan aynı mesajla ulaşma misyonunuz var mı?

- a. Evet b. Hayır

32. Emeklilik kurumunuzun, kurum kimliğini nasıl tanımlarsınız?

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.....

.....

33. Tüketici algısında hedeflemiş olduğunuz kurum kimliğini yaratıp yaratmadığınızı anlamak için herhangi bir ölçümlene yapıyor musunuz?
a. Evet b. Hayır

34. Emeklilik Kurumunuzun hedeflediği kurumsal kimliğe ulaşmak için hangi Promosyonel aktiviteleri kullanıyorsunuz?
a. Reklam
b. Doğrudan pazarlama
c. Satış Promosyonu
d. POP
e. Sponsorluk
f. MPR
g. Satış Gücü

35. Emeklilik kurumunuz kurumsal algı planlaması yapıyor mu?
a. Evet b. Hayır

36. Kurumunuz, kurumsal algısını yaratmak için neler yapıyorsunuz?
Örnek: Şube iç ve dış tasarımı ne ifade eder?, Logo ne ifade eder?, Kurumsal kimlik çalışması, hedeflenen kurum kimliği ile uyumlu mu ?, Hizmet personelinin kurumsal kültür üzerine eğitimi, Kurum içi iletişim çalışmaları v.s.....

.....
.....
.....
.....

37. Emeklilik kurumunuzun algı haritası çalışması var mı?
a. Evet b. Hayır
(Eğer cevabınız Hayır ise lütfen soru 39'a geçiniz)

38. Emeklilik kurumunuzun algı haritasında konumu nedir? Hangi kriterlerde, hangi emeklilik şirketleri ile kümelenmiştir?

.....
.....
.....

39. Emeklilik kurumunuz iletişim bütçesini hazırlarken hangi metodu uyguluyor?

Yukarıdan aşağı yöntemler
a) Keyfi yöntem
b) Satış yüzdesi simülasyonu

Aşağıdan yukarı yöntemler
a) Amaç/Görev
b) Bilgisayar

- c) Ayrılabilir miktar
- d) Yönetici kararı
- e) Yatırım dönüş yöntemi
- f) Rekabete göre

40. Emeklilik kurumunuzun yıllık Pazarlama İletişimi aktivite planlaması nasıldır?
a. Sürekli b. Kesiklidir c. Dalgalıdır

41. BPI kavramını (Bütünleşik Pazarlama İletişimi) ne kadar biliyor ve uyguluyorsunuz?

- a. Biliyor ve uyguluyoruz
- b. Biliyor fakat uygulamıyoruz
- c. Bilmeden uyguluyoruz
- d. Hiçbir fikrim yok

42. Kurum içi sürekli eğitim ve geliştirme programlarınız hangi konuları kapsamaktadır?

- a. Pazarlama İletişimi
- b. Entegre Pazarlama İletişimi
- c. Kurum kültürü ve kimliği
- d. Müşteri İlişki Yönetimi
- e. Diğer.....

43. Yapmış olduğunuz kurum içi sürekli eğitim ve geliştirme programları hangi seviyeleri kapsar?

- a. Üst düzey
- b. Orta düzey
- c. Alt düzey

44. Emeklilik kurumunuz Pazarlama İletişimi aktivitelerini entegre ediyor mu?

- a. Evet
 - b. Hayır
- (Eğer cevabınız Hayır ise anketimiz sona ermiştir teşekkür ederiz)

45. Emeklilik kurumunuz, Kurum içi ve kurum dışı pazarlama iletişimi faaliyetlerinin hangilerini, ne şekilde entegre eder?

.....

.....

.....

Zamanınız ve yardımlarınız için teşekkürlerimi arz ederim

Anıl Kemal Kaya

Appendix B: Pr ve Reklam AjanslarındaBPI Ölçümlemesi

ANKET ÇALIŞMASI

1. Ajanstaki pozisyonunuz?

.....
.....
.....

2. Ajanstaki sorumluluk ve yaptığınız görevler?

.....
.....
.....

3. Çalıştığınız birimde ne tür kararlar alıyorsunuz?

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.....
.....

4. Tüketicilerinize ayrı medyalardan aynı mesajla ulaşma misyonunuz var mı?

a. Evet b. Hayır

5. Promosyonel aktivitelerinizde hangi medya gruplarını çoğunlukla kullanıyorsunuz?

a. Basılı b.Yayın c. Outdoor d. Yeni medya

6. Bütünleşik pazarlama iletişimi hakkında bir bilginiz var mı?

a. Evet b. Hayır

(cevabınız hayır ise anketimize katıldığınız için teşekkür ederiz)

evetse.....

.....
.....

7. Şirketlerden bütünleşik pazarlama iletişimine yönelik(ayrı medyalardan aynı mesajla ulaşmak) talepler alıyormusunuz?

a. Evet b. hayır

evetse ne yönde talepler alıyorsunuz

.....
.....
.....

8. Bütünleşik pazarlama iletişimi kullanımı için hangi sektörlere çoğunlukla talep alıyorsunuz?

.....
.....
.....

9. Müşterilerinizden gelen talepler doğrultusunda ajans olarak yaptığınız pazarlama iletişimi faaliyetlerini ne şekilde entegre ediyorsunuz?

.....
.....
.....

10. Bütünleşik pazarlama iletişimi uygulanmasındaki işbölümünüz nasıl? (pazarlama iletişimi kararlar sizden mi yoksa müşteriler tarafından mı alınıyor?)

.....
.....
.....

11. Bütünleşik pazarlama iletişimi kampanyalarının verimliliğini ölçümleme çalışmaları yapıyor musunuz?

a. Evet

b. Hayır

(cevabınız hayır ise anketimize katıldığınız için teşekkür ederiz)

evetse.....

.....
.....
.....

12. Ajans olarak Bütünleşik pazarlama iletişimi kampanyalarının verimliliğinin ölçülmesinde herhangi bir ölçüm tekniğiniz var mı?

a. Evet

b. Hayır

evetse.....

.....
.....
.....

13. Ajans olarak Bütünleşik pazarlama iletişimi kampanyalarında ölçümlemeyi nasıl uyguluyorsunuz?

.....
.....
.....

14. Yatırıma geri dönüş tekniği hakkında bilginiz var mı?

a. Evet

b. Hayır

15. Sizce yapılan kampanyanın verimliliğini ölçmede yatırımın getirisi/karlılığı (ROI), etkili bir araç olur mu?

a. Evet

b. Hayır

evetse.....
.....
.....

Zaman ayırdığınız için çok teşekkür ederim

Anıl Kemal Kaya

Doğu Akdeniz Üniversitesi

Doktora öğrencisi

Appendix C: Finans Emeklilik an in-depth interview

Anıl: Merhaba Ajlan bey

Ajlan: Merhaba Anıl Hanım

Anıl: Daha önce de telefonda görüştüğümüz üzere doktora tezime olan Türkiye’de bütünleşik pazarlama iletişimi çalışmalarına yönelik bir araştırma yapmaktayım. Birincil araştırmanın bir kısmını oluşturan bireysel emeklilik kurumlarının bütünleşik pazarlama iletişimi faaliyetlerini ölçümleyen anket çalışmamızı tamamladıktan sonra. Yapılan bütünleşik pazarlama iletişimi kampanyalarının geri dönüşümü hesaplama kısmına geçmeden önce sizin kurumunuz hem bütünleşik pazarlama iletişimi kampanyalarını uygulayan bir kurum hem de bu tarz çalışmalara destek veren bir kurum olduğu için sizin de rızanız üzerine araştırmamızın bir sonraki kısmına geçebiliriz. Görüşmemize başlamadan önce verdiğiniz değerli bilgilerden ve yardımlarınızdan ötürü çok teşekkür ederim.

Ajlan: Rica ederim. Anıl hanım bizim için de bu tür araştırmalar çok önemlidir.

Anıl: İlk olarak isterseniz Finans Emeklilik müşterilerin kimlerden oluştuğundan bahsedelim. Müşterileriniz kimlerden oluşuyor?

Ajlan: Finansbank müşterileri şirketimizin ana hedef kitlelerini oluşturmaktadır. Amacımız Finansbank müşterilerinden başlayarak “çekirdekten” dışarıya doğru yayılmaktır. Finansbank ve ait iştiraklerinin çalışanları da müşteri hedef kitlemiz içerisinde yer almaktadır.

Anıl: Genel pazarlama stratejileriniz nelerdir?

Ajlan: Genel Pazarlama stratejimiz temelde bankanın ve bağlı kaynakların bu yöndeki

tecrübe ve kaynaklarından faydalanarak bir veri ambarı güncelleme ve segmentasyon, ürün geliştirme, satışa yönelik faaliyetler (referans yaratma), müşteriye elde tutma ve müşteri memnuniyetini sağlama ve devam ettirme gibi çalışmaları bu temelde ele alma/değerlendirme temel hedeftir.

Anıl: Genel olarak ürün geliştirme stratejiniz nedir?

Ajlan: Temel olarak pazarlamanın en önemli fonksiyonlarından biri olan ürün geliştirme alanında temel hedeflerimiz; Hedef pazarların (Banka İş kolları/müşteri segmentleri) ihtiyaçlarına yönelik ürün geliştirme. Diğer (hedef pazar dışında kalan) segmentler için standart ürün geliştirme ve müşteri kazanımı. Rekabetçi ve öncü ürünler tasarlamaktır.

Anıl: Az önce referans yaratmak demiştiniz. Bunu nasıl sağlıyorsunuz?

Ajlan: Referans yaratmak ve bu referansları etkin bir şekilde kullanmak temel stratejilerimizden biridir. Şirketimizin mevcut referans kaynakları; Finansbank veri tabanı (database), Kredi Kartı Müşterileri veri tabanı (database) (KK kullanım alışkanlıkları), Çağrı Merkezini arayan müşteriler, İnternet aracılığıyla gelen müşteriler, Finansbank İştiraklerinin Müşterileri, Mevcut müşterilerimizden alınan referanslardan oluşmaktadır.

Anıl: Yeni müşteri kazanma çalışmalarınız ne yönde?

Ajlan: Pazarlama stratejilerinin sonuçlarının değerlendirilmesindeki en önemli göstergelerden biri olan yeni müşteri kazanma sürecinde özellikle üzerinde durulacak olan ve dikkat ettiğimiz bazı kriterlerimiz var bunlar; hedef pazarların doğru seçilmesi, ürün geliştirme stratejileri yani (hedef pazarların ihtiyaçlarına uygun ürün geliştirme, hedef pazar dışında kalanlar için standart ürün geliştirme ve dış müşteri kazanımı,

rekabetçi ve öncü ürünler), diğer bir kriter, müşteri ile iletişim stratejilerinin belirlenmesi, bilinirliğin artırılması ki bununun için ağızdan ağıza iletişim (Word of Mouth) etkin bir yöntem. Bütünleşik pazarlama iletişimi çalışmaları, (Satış gücü, kişisel satış, direk pazarlama, halkla ilişkiler ve reklam) ve müşteri bilincinin artırılması yani bilinçli satın almayı da eklemeyi unutmamalıyız.

Anıl: Genellikle hangi medyalarla hedef kitlenize ulaşıyorsunuz?

Ajlan: Genellikle basılı, yayın ve alternatif medya kullanıyoruz.

Anıl: Var olan müşterilerinizi elde tutma çalışmalarınız var mı?

Ajlan: Kazanılan müşterilere şirketin temel değerleri ve pazarlama stratejileri dikkate alınarak hizmet verme ve bu şekilde ilişkiyi uzun süreli ve kalıcı olarak oluşturmak için pazarlama iletişimi stratejileri doğrultusunda yapılan çalışmalarımız örnek verecek olursak;

- Müşteri bağlılığı ve sadakati artırma amaçlı: Sadakat (Loyalty) Kulübü uygulamaları
- Satış Sonrası Hizmetler'in geliştirilmesi için: Müşteri Bilgilendirme Sistemi
- İnternet, Bankaların Otomatik Vezne Makineleri (ATM), Çağrı Merkezi, Dekont
- Özel Günleri Hatırlama,
- Kampanya Bildirimleri/(Mailing)
- Müşteri Şikayet Sistemi'nin geliştirilmesi: Müşteri'ye hızlı yanıt verme ve Yapıcı çözüm üretme
- Müşteri Memnuniyetinin ölçümü ve
- Ölçüm sonuçlarına göre aksiyon alınmasıdır.

Anıl: Reklam ve iletişim stratejileriniz nelerdir?

Ajlan: Reklam ve iletişim stratejimiz olarak temel prensibimiz aynı anda tüm mecralarda aynı mesajların yer alması ve segmentlere yönelik özel mesajlar yaratmak.

Anıl: Genel olarak şirketinizin müşteri ilişkileri yönetimi (CRM) yaklaşımı nasıldır?

Ajlan: Şirketimizde Müşteri İlişkileri Yönetimi (CRM) faaliyetleri pazarlama stratejisi kapsamında Operasyon ve Satış Sonrası Hizmetler Birimimiz tarafından yürütülmektedir. Mevcut müşteri veri tabanımızdaki muhtemel eksik bilgilerin zaman içinde güncellenen sigorta poliçelerinin yenilenmesiyle ve Finansbank müşteri bilgileriyle giderilecektir. İlerleyen yıllarda veri ambarına taşınmış olan detaylı ve güncel bilgilerle müşterilerimizle ilgili daha kapsamlı veri analizleri yapılabilecek duruma gelinecektir.

Anıl: Müşterileriniz hangi iletişim kanalları ile sizlere ulaşıyorlar?

Ajlan: Müşterilerimiz taleplerini şirketimizin çağrı merkezi veya internet sitesi, banka şubeleri, satış personeli aracılığıyla veya doğrudan şirketimize sözlü ya da yazılı olarak yapmak suretiyle iletişim kurabilirler. Müşterilerimizle tüm temas noktalarında aynı düzeyde hizmet verilmesi için çaba gösterilmektedir.

Anıl: Marka Stratejinizi tanımlar mısınız?

Ajlan: Stratejik pazarlama ortaklarımız olan reklam ajansı ve iletişim danışmanlık şirketi ile yapılan iletişim planı çalışmaları kapsamında ortaya çıkar. Bu bağlamda misyonumuz: Müşterilerin beklentileri üzerinde hizmet sunan, hissedar ve çalışanlarının ortağı ve mensubu olmaktan gurur ve mutluluk duydukları, güvenilir, karlı, sosyal sorumluluğunun bilincinde bir Emeklilik ve Hayat Sigortası şirketi olmak ve

vizyonumuz: Örnek alınan ve beğenilen bir Emeklilik ve Hayat Sigortası şirketi olmak. Marka stratejimizin temel konsepti “ KOLAY”. Bu konsepte uygun olarak müşterilerine sunduğu tüm hizmet ve ürünlerde, hayatı kolaylaştıran, hızlı, danışmanlık hizmeti veren, uzmanlığını aktaran, yön veren, çözüm üreten, rahat ulaşılabilen, 7x24 hizmet veren anlayışı ile çalışan tüm personelinden, teknolojik altyapısına kadar bir bütün olarak benimsetmiştir. EmekliliKolay: A Emeklilik Planı, EmekliliKolay: B Emeklilik Planı, EmekliliKolay: C Emeklilik Planı. Marka Kimliği Sembolümüz Finans Emeklilik Yıldızıdır. Marka Kişiliğimiz: Güvenilir, güçlü, sağlam, Kendinden emin, Yenilikçi, dinamik, hızlı, Avrupai, Modern ve Yüksek Hizmet Kalitesi Sunan. Marka Farklılaştırması: Markamızın farklılaştırıcı, ayırdedici, rekabette öne çıkacak özellikleri vurgulanacaktır.

Anıl: İletişim Stratejinizde hedef kitlenize verilen mesaj ne yönde olmaktadır?

Ajlan: Mesajlarımız fonksiyonel ve duygusal hedef kitleye yönelik tasarlanmaktadır

Anıl: Yaptığınız bütünleşik pazarlama iletişimi kampanyalarının ölçümlemesini yapıyor musunuz?

Ajlan: Evet mutlaka buna önem gösteriyoruz

Anıl: Peki bu yıl için ayırmış olduğunuz pazarlama iletişimi bütçeleme planınızı ve sonrasında finansal tablolarınızı benimle paylaşır mısınız? Çünkü verdiğiniz kaynaklarla bu yıl için yaptığınız kampanyanızın geri dönüşümünü ölçümleyebileceğim.

Ajlan: Tabi Anıl hanım sizin için gerekli dokümanları toparlayıp size email olarak gönderebiliriz.

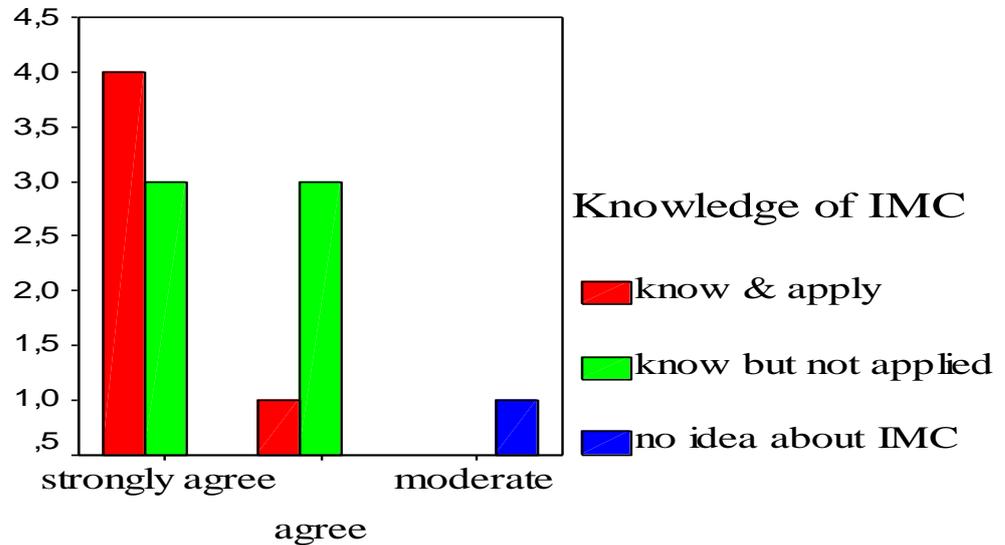
Anl: Çok teŖekkür ederim Ajlan Bey zaman ayırıp bu tarz bilgileri benle paylaŖtıđınız için.

Ajlan: Rica ederim. Sizin email adresiniz önceki yazıŖmalardan bizde var oradaki adresinize gerekli dokümanları göndeririz. Yine bir Ŗey sormak isterseniz çekinmeden arayabilirsiniz.

Anl: Çok teŖekkür ederim. Size iyi çalıŖmalar dilerim.

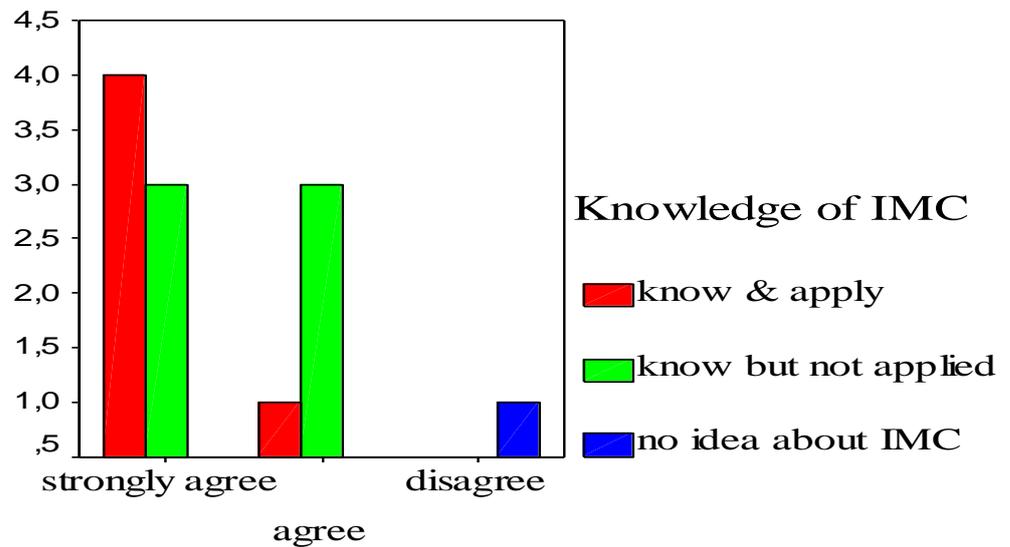
Appendix D: Cross Tabulation of PF Ins.

Open for new innovations * Know about IMC



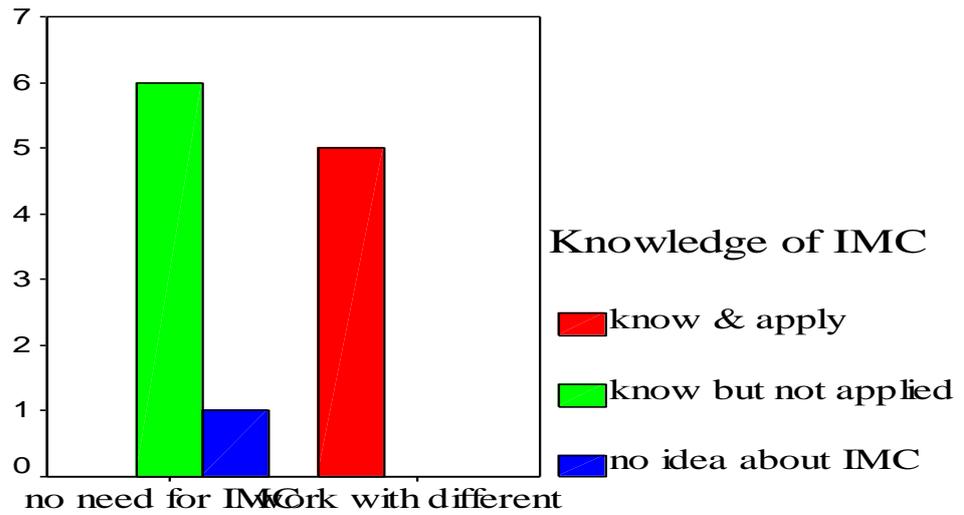
Institutions open for new innovations

In product development try to gain competitive advantage * know about IMC



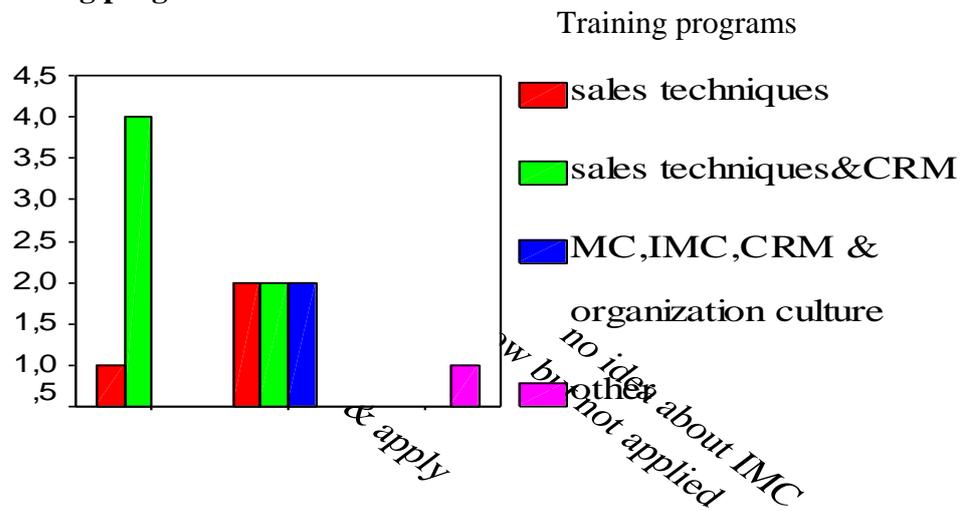
Product develop. they try to gain competitive ad

The way for Integrating the MC activities * know about IMC



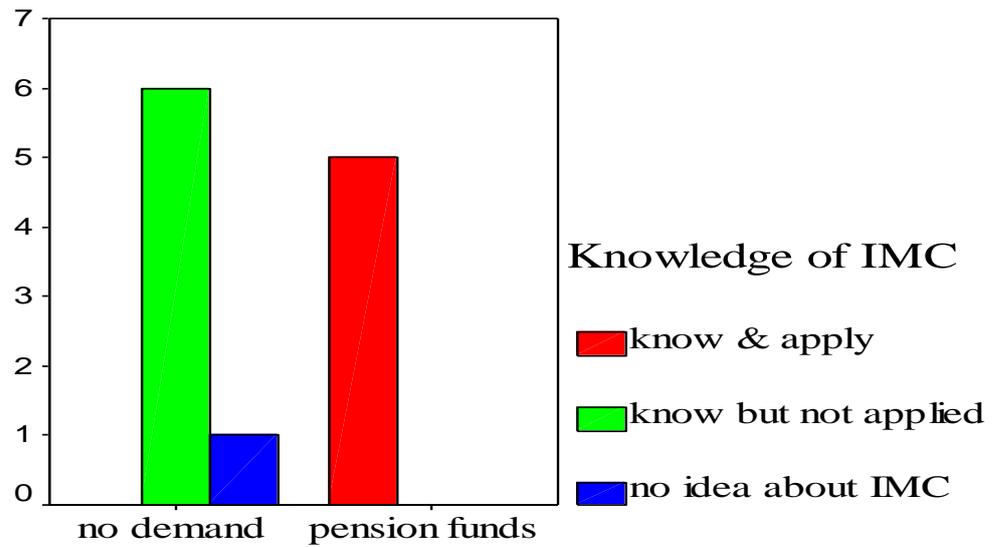
How they are integrating the MC activities

Field of training programs * Know about IMC



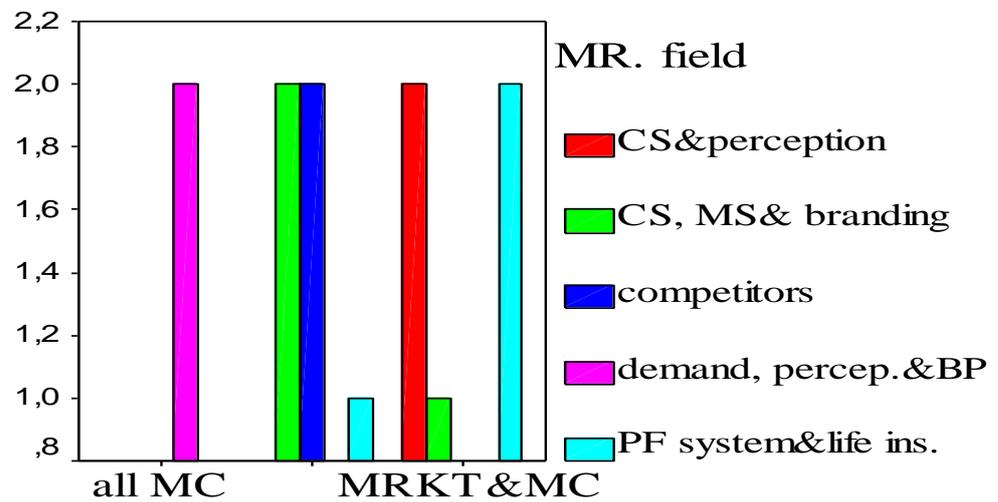
Knowledge of IMC

Sectors demand IMC application * know about IMC



Sectors demand IMC application

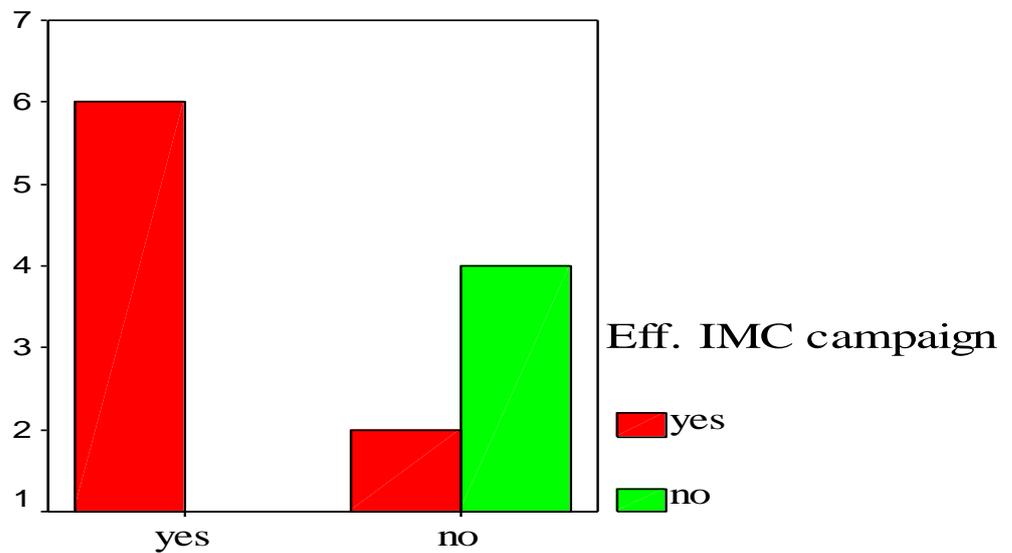
Marketing research field * taken decisions in that institution



all MRKT
Decisions taken in that PF

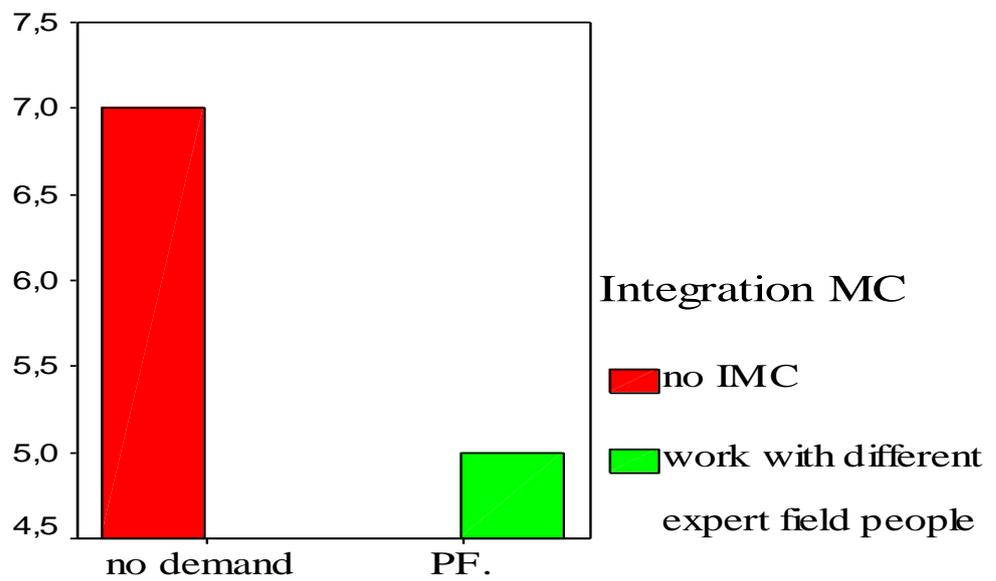
Institutions that measure if their corporate identity reach their customer

perception * measuring efficiency of IMC campaign



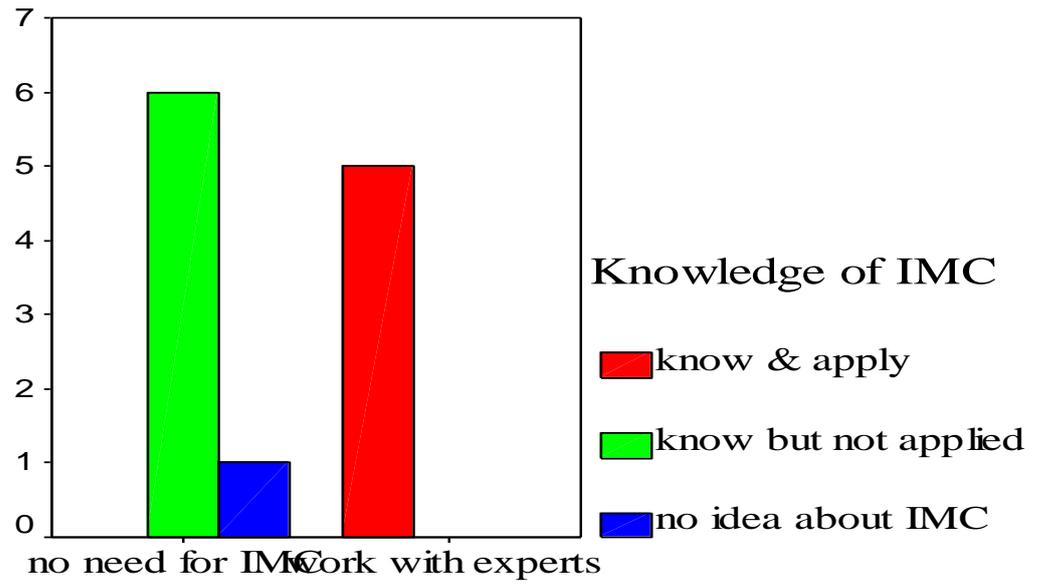
Meas. corporate identity to reach customer

Sectors demands IMC application and integration MC activities



Sectors demand IMC application

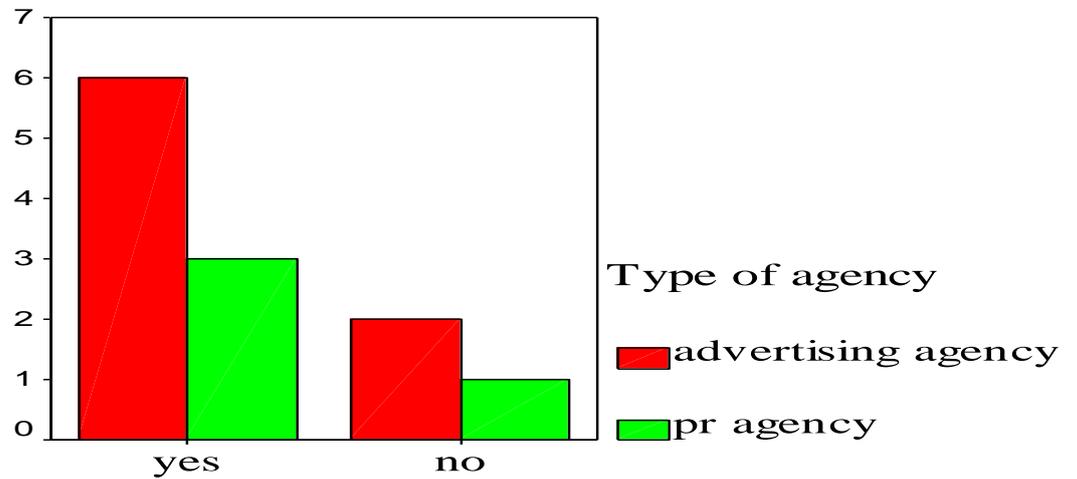
Know about IMC * how they are integrating the MC activities



How they are integrating the MC activities

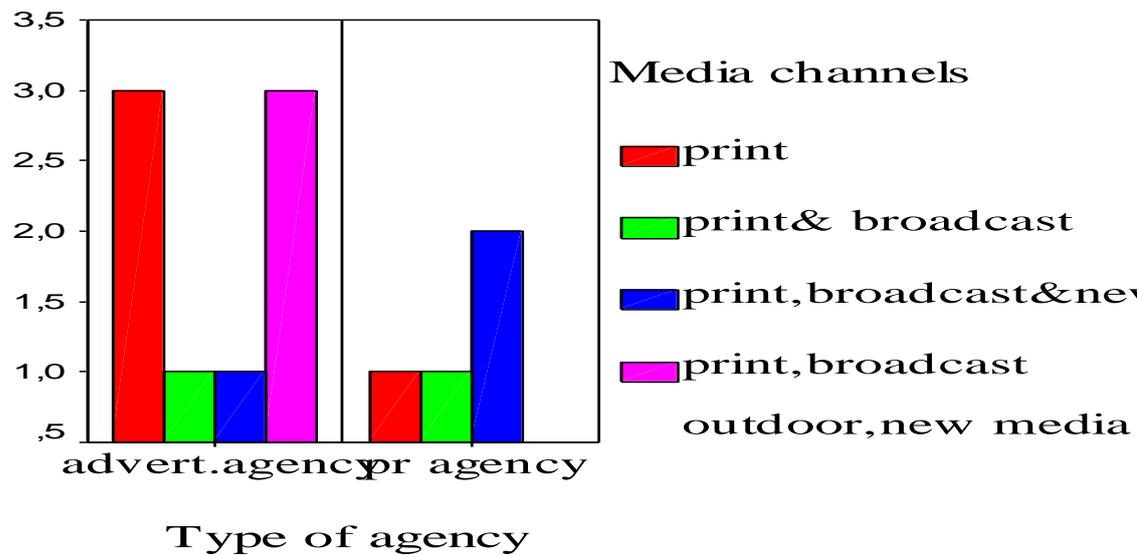
APPENDIX E: Crosstab Tables for PR and Advertising Agencies

Type of agencies and create synergy in message

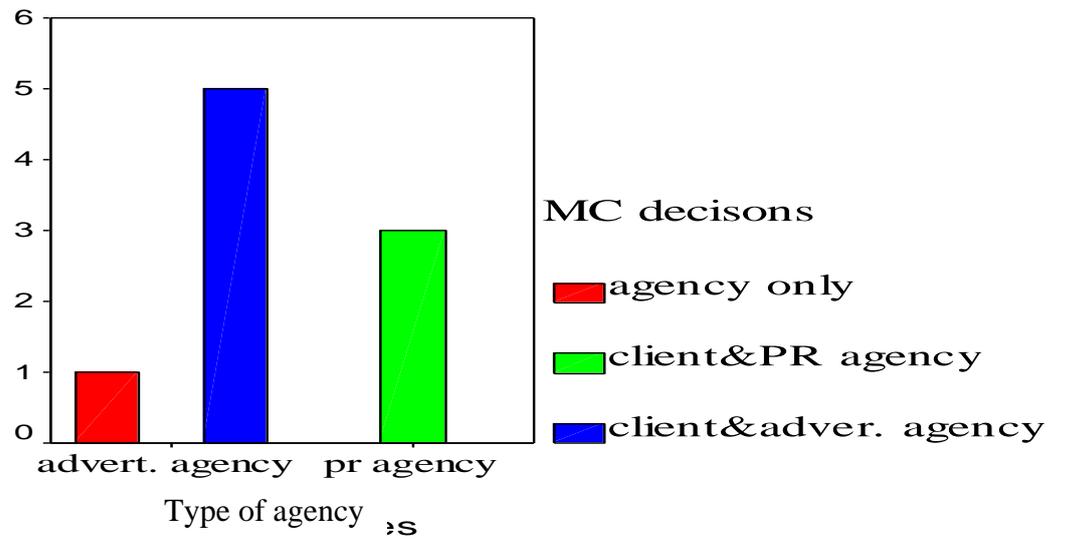


Use different media but same mess

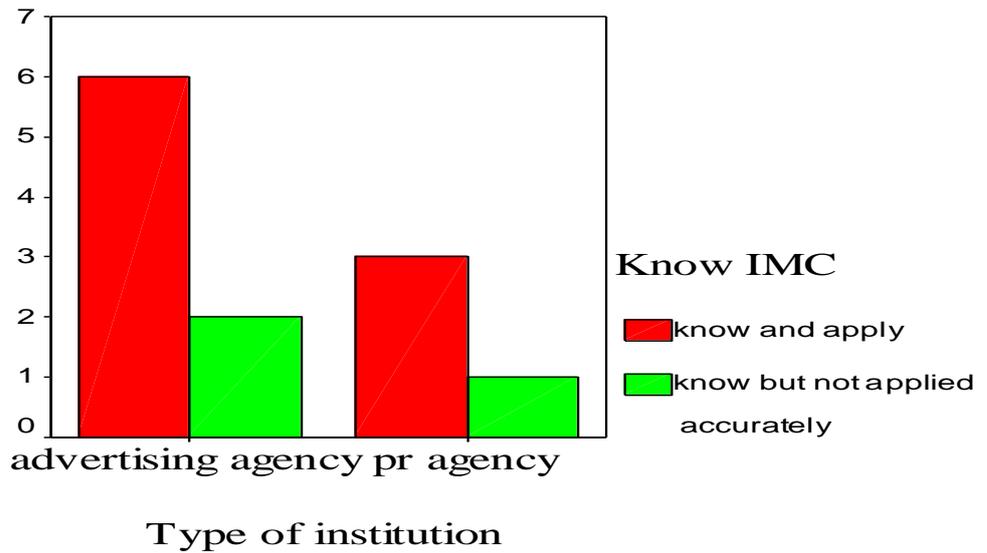
Type of agencies and media channels



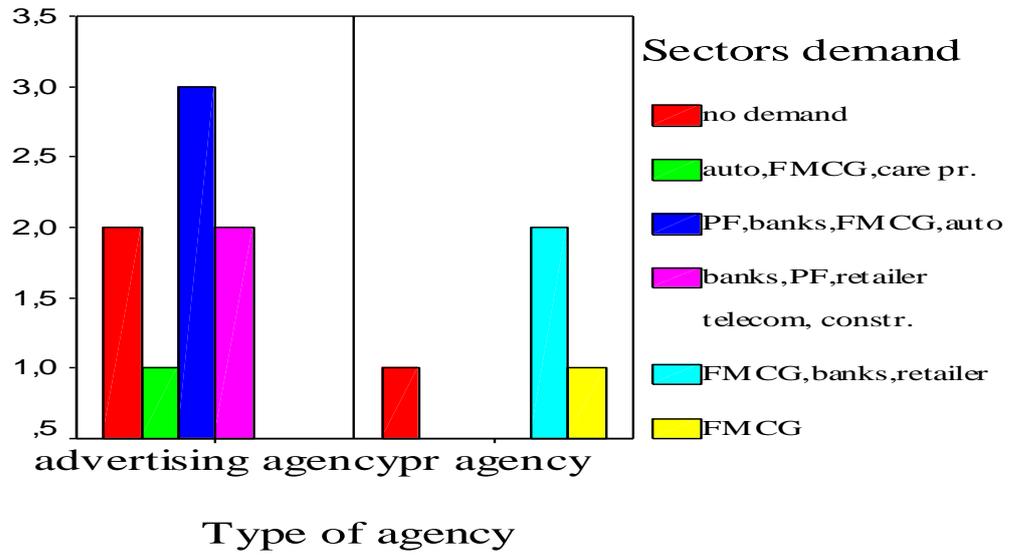
Types of agencies and Marketing communication decision that taken



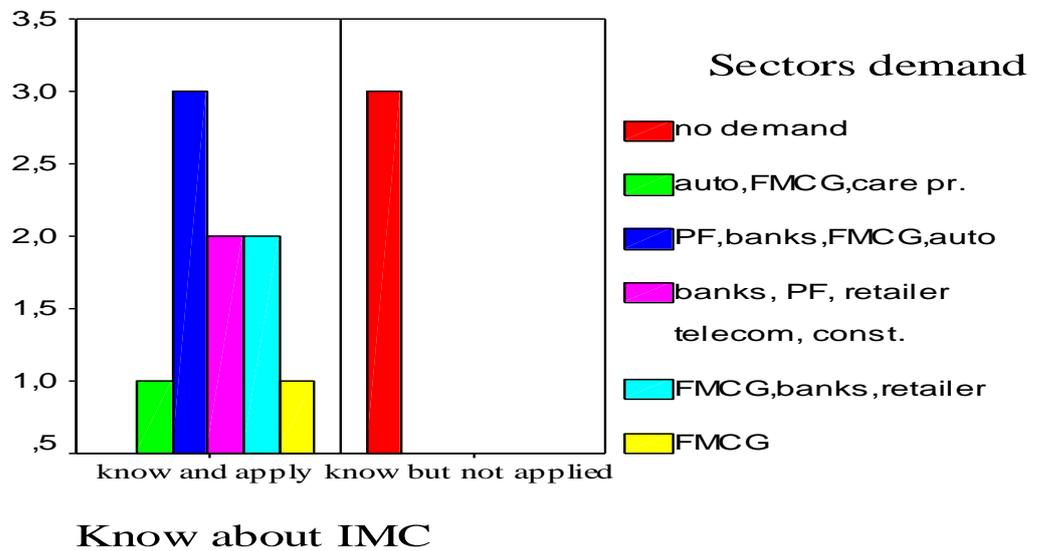
Types of agencies and knowledge of IMC



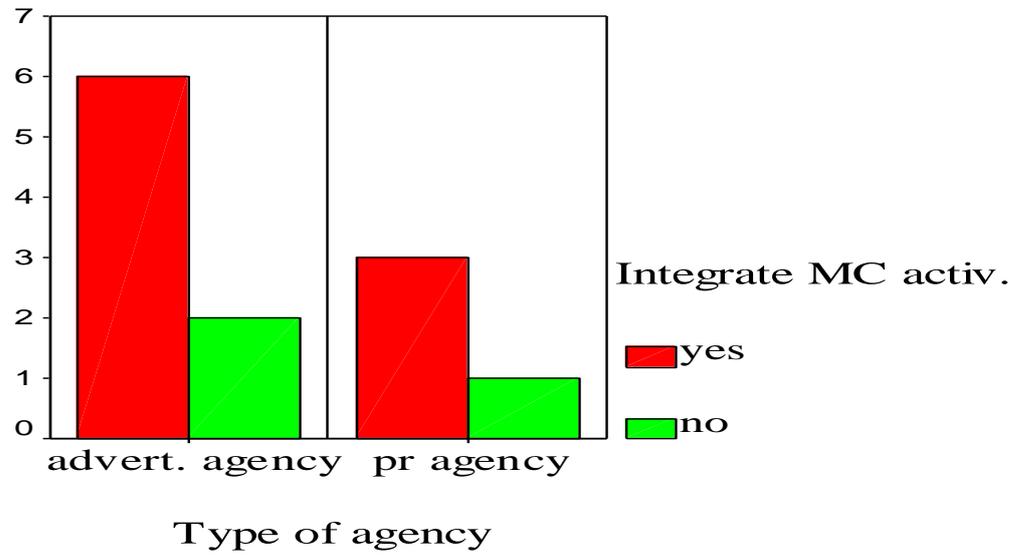
Type of agencies and sector demand



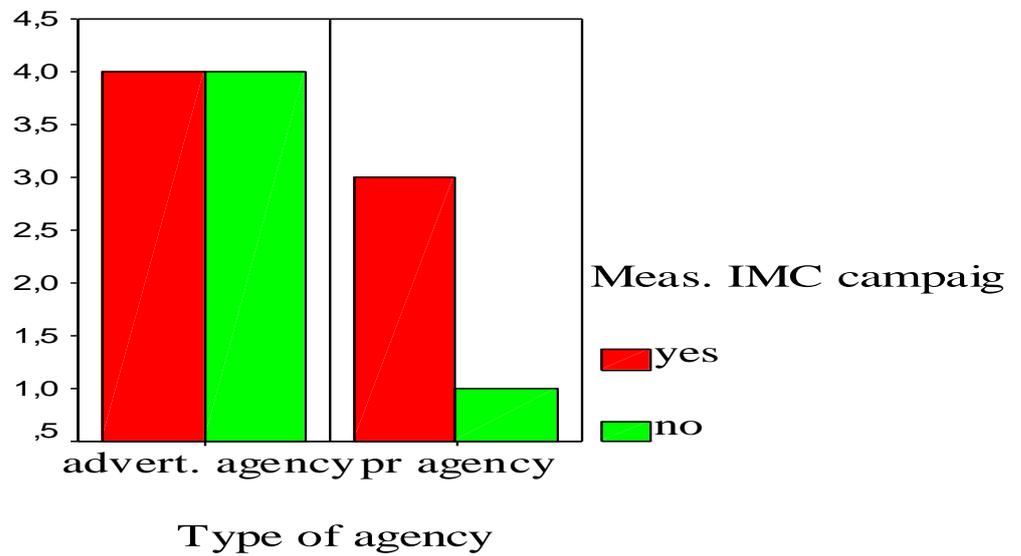
Knowledge of IMC and sector demand IMC application



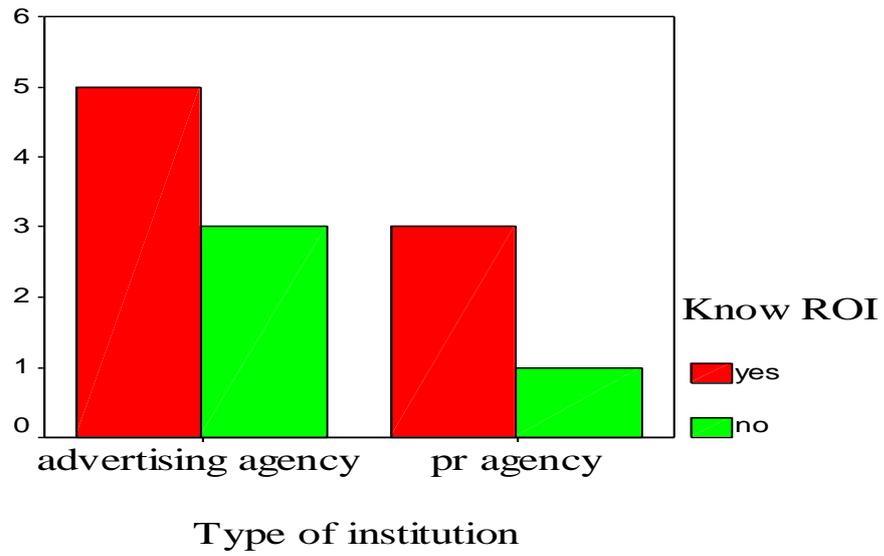
Types of agencies and integration of marketing communication activities



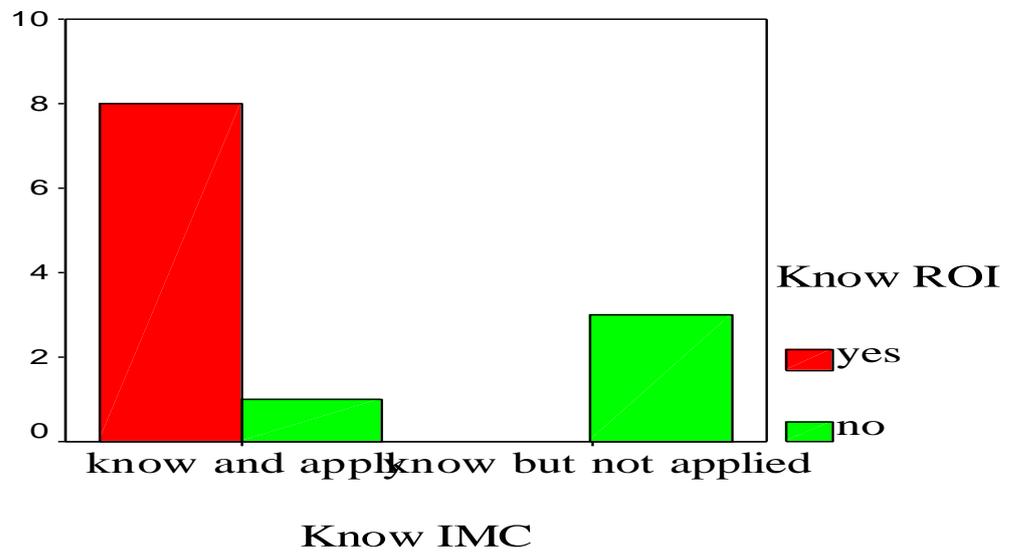
Types of agencies and measuring the efficiency and effectiveness of IMC campaign



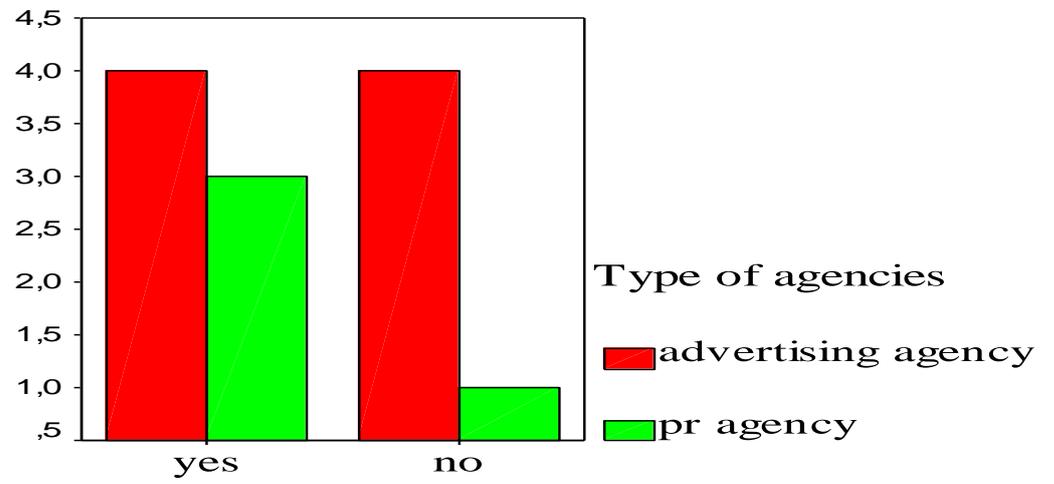
Types of agencies and knowledge of ROI



Knowledge of IMC and knowledge of ROI



Types of agencies and in measurement of the campaign ROI is an effective tool



Meas.the campaign ROI is effective